



Returns : 4,914

Response rate : 81%

Civil Service People Survey 2015

Strength of association with engagement

◇ Statistically significant difference from comparison

Employee engagement is shaped by experience at work, as measured by nine themes in the survey shown below.





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Strength of association with engagement



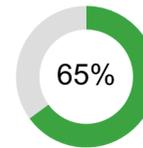
Statistically significant difference from comparison

The table below shows how you performed on each of the nine themes ranked by the strength of association with engagement. The themes which have the strongest association with engagement should be the focus for action. See the appendix for further details.

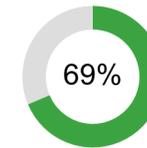
Drivers of Engagement

	Strength of association with engagement	Theme score % Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
Leadership and managing change		43%	0	0	-9 ✧
My work		64%	-1	-10 ✧	-14 ✧
My manager		73%	+1	+5 ✧	+2 ✧
Pay and benefits		34%	-3 ✧	+5 ✧	-2 ✧
Resources and workload		78%	+1 ✧	+5 ✧	+1 ✧
Learning and development		52%	+3 ✧	+3 ✧	-3 ✧
Organisational objectives and purpose		82%	-1	-1 ✧	-5 ✧
My team		81%	+2 ✧	+2 ✧	-1 ✧
Inclusion and fair treatment		75%	0	0	-4 ✧

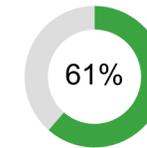
Wellbeing



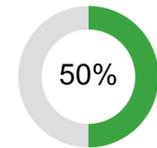
Overall, how satisfied are you with your life nowadays?



Overall, to what extent do you feel that the things you do in your life are worthwhile?

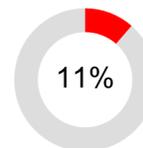


Overall, how happy did you feel yesterday?

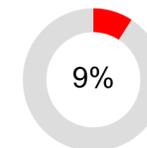


Overall, how anxious did you feel yesterday?

Discrimination, bullying and harassment

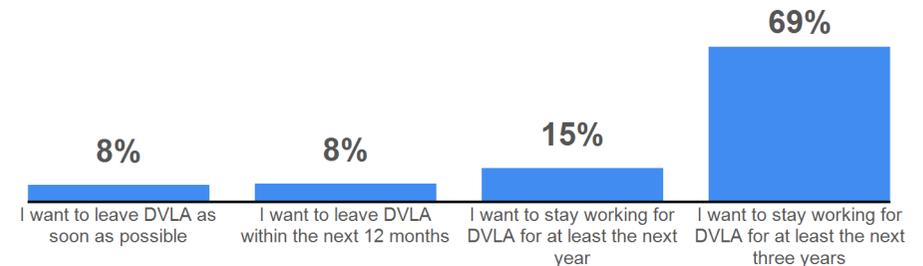


During the past 12 months have you personally experienced discrimination at work?



During the past 12 months have you personally experienced bullying or harassment at work?

Your plans for the future



All questions by theme

◆ indicates statistically significant difference from comparison
 ^ indicates a variation in question wording from your previous survey

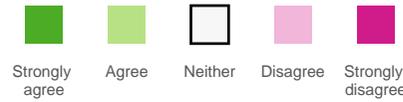
My work

64% -1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B01 I am interested in my work	28	53	11	6		81%	-2 ◆	-8 ◆	-11 ◆
B02 I am sufficiently challenged by my work	24	47	15	11		71%	-2 ◆	-8 ◆	-12 ◆
B03 My work gives me a sense of personal accomplishment	20	45	19	13		65%	-2 ◆	-11 ◆	-14 ◆
B04 I feel involved in the decisions that affect my work	12	36	20	22	10	48%	+1 ◆	-8 ◆	-16 ◆
B05 I have a choice in deciding how I do my work	16	41	18	17	8	57%	+1 ◆	-16 ◆	-22 ◆

Organisational objectives and purpose

82% -1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B06 I have a clear understanding of DVLA's purpose	26	59	10			85%	0	0	-4 ◆
B07 I have a clear understanding of DVLA's objectives	23	56	13	6		79%	-1	0	-5 ◆
B08 I understand how my work contributes to DVLA's objectives	25	56	12	5		81%	-1	-2 ◆	-6 ◆

All questions by theme

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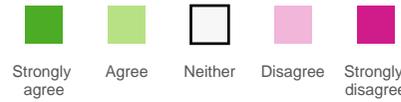
My manager

73% +1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B09	My manager motivates me to be more effective in my job	29	43	15	9	4	72%	+1 ◆	+4 ◆	0
B10	My manager is considerate of my life outside work	43	39	11	7	0	82%	+1 ◆	0	-3 ◆
B11	My manager is open to my ideas	36	43	13	5	3	79%	+1 ◆	-1 ◆	-5 ◆
B12	My manager helps me to understand how I contribute to DVLA's objectives	26	44	20	8	2	69%	+1	+6 ◆	+1 ◆
B13	Overall, I have confidence in the decisions made by my manager	35	40	14	7	4	75%	+1 ◆	+3 ◆	-2 ◆
B14	My manager recognises when I have done my job well	38	43	11	6	2	81%	0	+2 ◆	0
B15	I receive regular feedback on my performance	32	42	12	10	4	74%	0	+8 ◆	+4 ◆
B16	The feedback I receive helps me to improve my performance	30	40	18	8	4	70%	0	+9 ◆	+5 ◆
B17	I think that my performance is evaluated fairly	25	42	16	11	6	67%	+1 ◆	+5 ◆	-1 ◆
B18	Poor performance is dealt with effectively in my team	19	36	27	11	7	55%	+1	+16 ◆	+12 ◆

My team

81% +2

Difference from previous survey



Strength of association with engagement



Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B19	The people in my team can be relied upon to help when things get difficult in my job	42	45	8	5	0	87%	+2 ◆	+3 ◆	+1 ◆
B20	The people in my team work together to find ways to improve the service we provide	36	46	12	6	0	82%	+2 ◆	+2 ◆	-2 ◆
B21	The people in my team are encouraged to come up with new and better ways of doing things	32	43	15	7	3	75%	+2 ◆	0	-4 ◆



All questions by theme

◆ indicates statistically significant difference from comparison
^ indicates a variation in question wording from your previous survey

Learning and development

52% +3

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B22	I am able to access the right learning and development opportunities when I need to	15	51	22	9	7	66%	+3 ◆	+3 ◆	-1 ◆
B23	Learning and development activities I have completed in the past 12 months have helped to improve my performance	11	35	37	13	5	46%	+3 ◆	-6 ◆	-12 ◆
B24	There are opportunities for me to develop my career in DVLA	13	41	23	15	8	54%	+4 ◆	+13 ◆	+5 ◆
B25	Learning and development activities I have completed while working for DVLA are helping me to develop my career	10	32	35	16	7	42%	+1	-1 ◆	-7 ◆

Inclusion and fair treatment

75% 0

Difference from previous survey



Strength of association with engagement



Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B26	I am treated fairly at work	28	51	11	7	7	79%	-1	0	-3 ◆
B27	I am treated with respect by the people I work with	35	52	9	9	7	87%	+1 ◆	+2 ◆	0
B28	I feel valued for the work I do	20	40	20	14	6	60%	-1 ◆	-4 ◆	-9 ◆
B29	I think that DVLA respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	25	48	18	6	7	73%	0	+1 ◆	-4 ◆

All questions by theme

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Resources and workload **78%** +1 Difference from previous survey

 Strength of association with engagement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B30 In my job, I am clear what is expected of me	30	58	7			88%	0	+5 ◆	+2 ◆
B31 I get the information I need to do my job well	21	53	14	10		74%	+4 ◆	+4 ◆	0
B32 I have clear work objectives	22	54	13	8		76%	+1 ◆	0	-4 ◆
B33 I have the skills I need to do my job effectively	31	57	8			88%	+1	-1 ◆	-3 ◆
B34 I have the tools I need to do my job effectively	22	52	13	10		74%	+1	+5 ◆	0
B35 I have an acceptable workload	17	52	15	12	5	69%	+2 ◆	+10 ◆	+4 ◆
B36 I achieve a good balance between my work life and my private life	24	52	13	8		76%	0	+9 ◆	+4 ◆

Pay and benefits **34%** -3 Difference from previous survey

 Strength of association with engagement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B37 I feel that my pay adequately reflects my performance	6	27	19	30	18	33%	-4 ◆	+1 ◆	-5 ◆
B38 I am satisfied with the total benefits package	7	31	25	23	13	38%	-3 ◆	+6 ◆	-1 ◆
B39 Compared to people doing a similar job in other organisations I feel my pay is reasonable	7	25	19	29	21	32%	-3 ◆	+7 ◆	0

All questions by theme

◆ indicates statistically significant difference from comparison
 ▲ indicates a variation in question wording from your previous survey

Leadership and managing change

43% 0

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B40 I feel that DVLA as a whole is managed well	7	42	27	17	7	49%	-2 ◆	+3 ◆	-7 ◆
B41 Senior managers in DVLA are sufficiently visible	10	41	20	19	9	52%	+1	-1 ◆	-14 ◆
B42 I believe the actions of senior managers are consistent with DVLA's values	8	36	34	15	7	44%	+1	-1 ◆	-12 ◆
B43 I believe that the Executive Board has a clear vision for the future of DVLA	9	40	37	9	5	49%	-2 ◆	+6 ◆	-5 ◆
B44 Overall, I have confidence in the decisions made by DVLA's senior managers	7	33	35	17	9	40%	0	-2 ◆	-12 ◆
B45 I feel that change is managed well in DVLA	5	32	27	26	10	37%	+1	+7 ◆	-2 ◆
B46 When changes are made in DVLA they are usually for the better	5	30	34	24	8	35%	-2 ◆	+8 ◆	0
B47 DVLA keeps me informed about matters that affect me	7	47	24	16	6	53%	+1	-2 ◆	-11 ◆
B48 I have the opportunity to contribute my views before decisions are made that affect me	5	26	26	29	14	31%	+1	-5 ◆	-13 ◆
B49 I think it is safe to challenge the way things are done in DVLA	6	33	29	21	11	39%	0	-2 ◆	-11 ◆

All questions by theme

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Engagement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B50 I am proud when I tell others I am part of DVLA	13	40	32	10	5	54%	+1	-4 ◆	-13 ◆
B51 I would recommend DVLA as a great place to work	15	43	27	10	5	59%	-1 ◆	+11 ◆	0
B52 I feel a strong personal attachment to DVLA	12	31	33	17	7	43%	-3 ◆	-4 ◆	-11 ◆
B53 DVLA inspires me to do the best in my job	10	35	32	16	6	46%	0	+1 ◆	-6 ◆
B54 DVLA motivates me to help it achieve its objectives	10	34	33	16	7	44%	0	+2 ◆	-5 ◆

Taking action

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B55 I believe that senior managers in DVLA will take action on the results from this survey	7	30	27	22	15	37%	-1	-7 ◆	-18 ◆
B56 I believe that managers where I work will take action on the results from this survey	12	36	25	16	11	48%	+2 ◆	-7 ◆	-14 ◆
B57 Where I work, I think effective action has been taken on the results of the last survey	8	23	39	18	13	30%	-1 ◆	-3 ◆	-12 ◆



All questions by theme

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Organisational culture

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B58 I am trusted to carry out my job effectively	31	59	6			90%	+1 ◆	+2 ◆	+1 ◆
B59 I believe I would be supported if I try a new idea, even if it may not work	19	46	22	10		65%	+1	-2 ◆	-7 ◆
B60 My performance is evaluated based on whether I get things done, rather than solely follow processes	14	44	26	12	5	57%	0	-8 ◆	-12 ◆
B61 When I talk about DVLA I say "we" rather than "they"	15	41	24	14	5	57%	-4 ◆	-13 ◆	-22 ◆
B62 I have some really good friendships at work	42	45	9			88%	+2 ◆	+12 ◆	+8 ◆

Leadership statement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B63 My manager inspires my team to do our best	29	44	16	8		73%	--	+6 ◆	+2 ◆
B64 Senior managers inspire people across DVLA to do their best	8	31	34	18	8	39%	--	+2 ◆	-7 ◆
B65 My manager leads our team with confidence	32	43	14	7		75%	--	+5 ◆	-1 ◆
B66 Senior managers lead DVLA with confidence	11	36	34	13	6	46%	--	-1	-11 ◆
B67 My manager empowers me to do my job effectively	29	44	17	7		72%	--	+1 ◆	-3 ◆
B68 DVLA's senior managers empower teams to deliver	9	33	37	15	7	41%	--	+1 ◆	-7 ◆
B69 Senior managers in DVLA actively role model the behaviours set out in the Civil Service Leadership Statement	8	29	41	13	8	37%	--	+1 ◆	-7 ◆
B70 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	22	40	27	6	5	62%	--	+5 ◆	0



All questions by theme

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Wellbeing



Unlike the questions B01-B70 which ask people to rate their agreement from strongly agree to strongly disagree, the four wellbeing questions use a 11-point scale. The scale ranges from 0 to 10 for each question, where 0 is equivalent to 'not at all' (e.g. 'not at all satisfied' or 'not at all worthwhile') and where 10 is equivalent to 'completely' (e.g. 'completely satisfied' or 'completely anxious').

For questions W01, W02 and W03 the percent positive is the proportion answering 7, 8, 9 or 10 to each question.

W01 Overall, how satisfied are you with your life nowadays?	13	22	46	19	65%	+1	0	-3 ◆
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	11	21	45	24	69%	+1 ◆	-2 ◆	-5 ◆
W03 Overall, how happy did you feel yesterday?	17	22	38	23	61%	+1	-1 ◆	-4 ◆

For question W04 the percent positive is the proportion answering 0, 1, 2 or 3 to the question.



W04 Overall, how anxious did you feel yesterday?	26	24	20	30	50%	-1	0	-2 ◆
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All questions by theme

◇ indicates statistically significant difference from comparison
 ^ indicates a variation in question wording from your previous survey

Your plans for the future

C01. Which of the following statements most reflects your current thoughts about working for DVLA?

			Difference from previous survey	Difference from CS2015	Difference from CS High Performers
I want to leave DVLA as soon as possible		8%	+2 ◇	-1 ◇	-4 ◇
I want to leave DVLA within the next 12 months		8%	+2 ◇	-7 ◇	-11 ◇
I want to stay working for DVLA for at least the next year		15%	+1	-17 ◇	-23 ◇
I want to stay working for DVLA for at least the next three years		69%	-5 ◇	+26 ◇	+18 ◇

The Civil Service Code

Differences are based on '% Yes' score

	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		18	82%	+2 ◇	-8 ◇	-12 ◇
D02. Are you aware of how to raise a concern under the Civil Service Code?		40	60%	+1 ◇	-6 ◇	-12 ◇
D03. Are you confident that if you raised a concern under the Civil Service Code in DVLA it would be investigated properly?		37	63%	-2 ◇	-5 ◇	-10 ◇

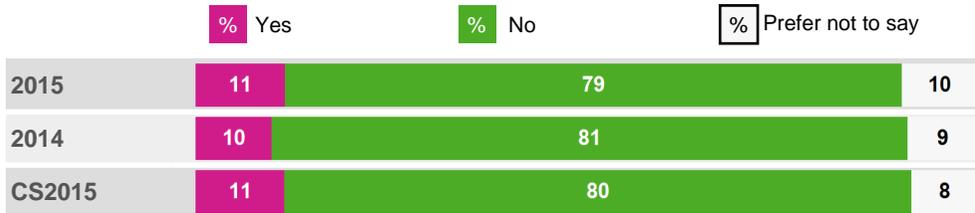


All questions by theme

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Discrimination, harassment and bullying

E01. During the past 12 months, have you personally experienced discrimination at work?



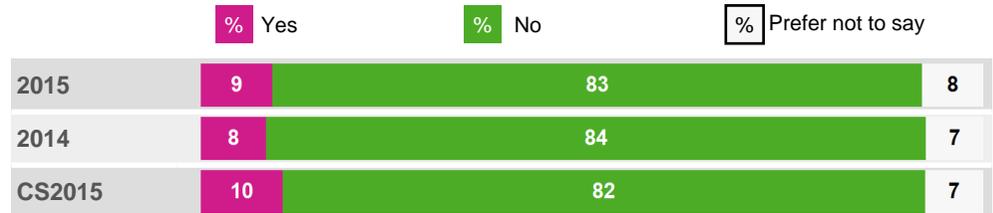
For respondents who selected 'Yes' to question E01.

E02. On which of the following grounds have you personally experienced discrimination at work in the past 12 months? (multiple selection)

Ground	Response Count
Age	71
Caring responsibilities	44
Disability	64
Ethnic background	12
Gender	45
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	130
Main spoken/written language or language ability	15
Religion or belief	--
Sexual orientation	24
Social or educational background	27
Working location	52
Working pattern	117
Any other grounds	160
Prefer not to say	86

Please note: Counts of fewer than ten responses are suppressed and replaced with '--'

E03. During the past 12 months, have you personally experienced bullying or harassment at work?



For respondents who selected 'Yes' to question E03.

E04. Who were you bullied or harassed by at work in the past 12 months? (multiple selection)

Who	Response Count
A colleague	197
Your manager	111
Another manager in my part of DVLA	91
Someone you manage	21
Someone who works for another part of DVLA	30
A member of the public	13
Someone else	--
Prefer not to say	64

Please note: Counts of fewer than ten responses are suppressed and replaced with '--'



Appendix

Glossary of key terms

% positive	The proportion who selected either "agree" or "strongly agree" for a question (or all questions within a theme in the case of Theme score % positive).
Previous survey	Comparisons to the previous survey relate to the results from the 2014 Civil Service People Survey. Where a question is flagged as changed since the last survey comparisons should be treated with caution as changes to wording may affect how people respond to the question.
CS2015	The CS2015 benchmark is the median percent positive across all organisations that participated in the 2015 Civil Service People Survey.
CS High Performers	For each question, this is the upper quartile score across all organisations that have taken part in the 2015 Civil Service People Survey.

Rounding

Results are presented as whole numbers for ease of reading, with rounding performed at the last stage of calculation for maximum accuracy.

Statistical significance: ✨

Statistical testing has been carried out on the comparisons between this year's results and your previous survey, CS2015 results and CS High Performers results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in opinion between the results.

The employee engagement index

The survey includes five questions that make up the engagement index (B50-B54). The index score represents the average level of engagement in that unit and ranges from 0 to 100. An index score of 0 represents all respondents in that unit saying they strongly disagree to all five engagement questions and a score of 100 represents all respondents saying they strongly agree to all five engagement questions.

The drivers of engagement

While the engagement index shows the average level of engagement, it does not show what you can do to improve engagement. Nine themes have been included in the survey to measure employees' experiences at work. A statistical technique, stepwise regression, is used to identify the extent to which each of these themes has an association with engagement. The themes identified as having an association are called the 'Drivers of engagement'. The strength of association with engagement varies by theme and is illustrated by a 4-bar icon, as shown below. Themes with a full 4-bar icon have the strongest association with engagement.

strength of association
with engagement



the analysis has not identified a significant association with engagement

Confidentiality

The survey was carried out as part of the 2015 Civil Service People Survey, which is managed by the Cabinet Office on behalf of all participating organisations. The Cabinet Office commissioned ORC International to carry out the survey. ORC International is a member of the Market Research Society, and is bound by their strict code of conduct and confidentiality rules. These rules do not allow for the breakdown of the results to the extent where the anonymity of individuals may be compromised. Groups of less than 10 respondents will not be reported on, however their responses do contribute to the overall scores for the unit and organisation they belong to and the overall Civil Service results.