

Returns : 2,396

Response rate : 54%

Civil Service People Survey 2016

 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.





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 CS2016	Difference from CS High Performers
Leadership and managing change		17%	+2 ✧	-26 ✧	-35 ✧
My manager		52%	-2	-16 ✧	-19 ✧
My work		58%	+1	-17 ✧	-20 ✧
Resources and workload		60%	0	-13 ✧	-16 ✧
Pay and benefits		17%	-1	-14 ✧	-20 ✧
Learning and development		34%	+2 ✧	-16 ✧	-21 ✧
Organisational objectives and purpose		59%	+6 ✧	-23 ✧	-28 ✧
Inclusion and fair treatment		58%	+4 ✧	-18 ✧	-22 ✧
My team		64%	-4 ✧	-15 ✧	-19 ✧



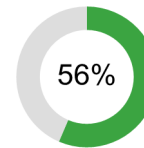
Strength of association with engagement



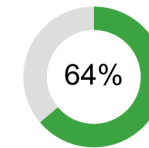
Statistically significant difference from comparison

### Wellbeing

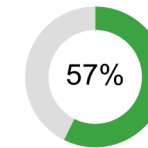
% responding positively (Answering 7,8, 9 or 10 for W01 – W03; Answering 0,1,2 or 3 for W04)



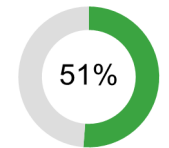
W01. Overall, how satisfied are you with your life nowadays?



W02. Overall, to what extent do you feel that the things you do in your life are worthwhile?



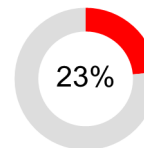
W03. Overall, how happy did you feel yesterday?



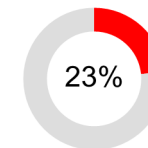
W04. Overall, how anxious did you feel yesterday?

### Discrimination, bullying and harassment

% responding Yes

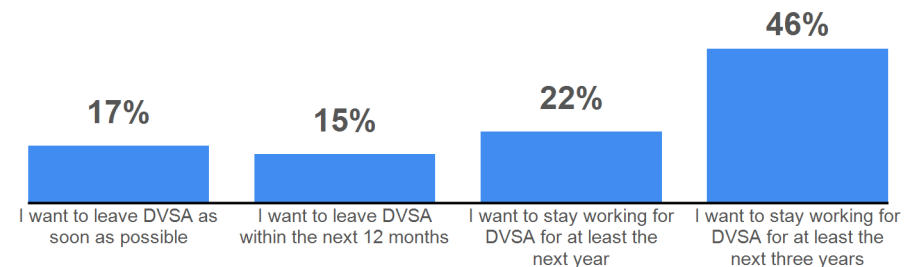


During the past 12 months have you personally experienced discrimination at work?



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

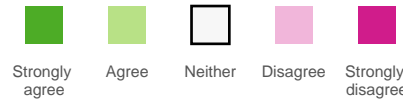
My work

58% +1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

Table with 5 rows (B01-B05) and 10 columns: Question, Strongly agree, Agree, Neither, Disagree, Strongly disagree, % Positive, Difference from previous survey, Difference from CS2016, Difference from CS High Performers.

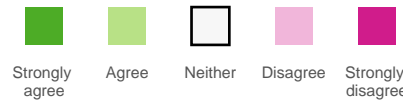
Organisational objectives and purpose

59% +6

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

Table with 3 rows (B06-B08) and 10 columns: Question, Strongly agree, Agree, Neither, Disagree, Strongly disagree, % Positive, Difference from previous survey, Difference from CS2016, Difference from CS High Performers.



All questions by theme

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^ indicates a variation in question wording from your previous survey

My manager

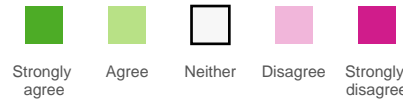
52%

-2

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

Table with 10 rows (B09-B18) and 11 columns: Question, Strongly agree, Agree, Neither, Disagree, Strongly disagree, % Positive, Difference from previous survey, Difference from CS2016, Difference from CS High Performers.

My team

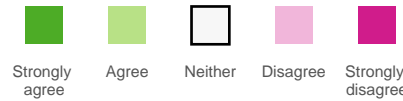
64%

-4

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

Table with 3 rows (B19-B21) and 11 columns: Question, Strongly agree, Agree, Neither, Disagree, Strongly disagree, % Positive, Difference from previous survey, Difference from CS2016, Difference from CS High Performers.



All questions by theme

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 ^ indicates a variation in question wording from your previous survey

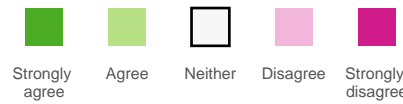
Learning and development

34% +2

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B22	I am able to access the right learning and development opportunities when I need to	7	34	26	19	13	41%	-2 ◆	-19 ◆	-26 ◆
B23	Learning and development activities I have completed in the past 12 months have helped to improve my performance	8	25	31	20	16	33%	+2 ◆	-18 ◆	-24 ◆
B24	There are opportunities for me to develop my career in DVSA	6	25	22	21	26	31%	+5 ◆	-12 ◆	-20 ◆
B25	Learning and development activities I have completed while working for DVSA are helping me to develop my career	7	24	29	20	21	30%	+4 ◆	-13 ◆	-21 ◆

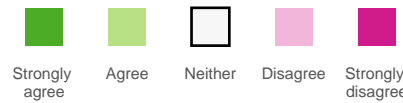
Inclusion and fair treatment

58% +4

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B26	I am treated fairly at work	16	46	17	11	10	62%	+4 ◆	-17 ◆	-21 ◆
B27	I am treated with respect by the people I work with	23	55	13	5	5	78%	0	-7 ◆	-10 ◆
B28	I feel valued for the work I do	11	32	21	18	18	43%	+4 ◆	-22 ◆	-27 ◆
B29	I think that DVSA respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	13	36	28	9	13	50%	+6 ◆	-24 ◆	-28 ◆



All questions by theme

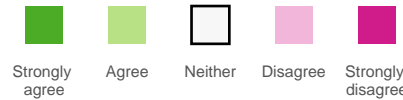
◆ indicates statistically significant difference from comparison  
 ▲ indicates a variation in question wording from your previous survey

Resources and workload **60%** **0**

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B30 In my job, I am clear what is expected of me	20	57	13	8	0	76%	+2 ◆	-6 ◆	-10 ◆
B31 I get the information I need to do my job well	9	40	22	20	9	49%	0	-20 ◆	-25 ◆
B32 I have clear work objectives	15	49	20	10	6	64%	+1	-11 ◆	-16 ◆
B33 I have the skills I need to do my job effectively	27	54	11	5	0	81%	-1	-8 ◆	-10 ◆
B34 I have the tools I need to do my job effectively	13	37	18	18	14	50%	-4 ◆	-20 ◆	-26 ◆
B35 I have an acceptable workload	8	40	19	19	14	48%	+1	-10 ◆	-17 ◆
B36 I achieve a good balance between my work life and my private life	13	41	22	13	11	54%	-2	-13 ◆	-18 ◆

Pay and benefits

**17%** **-1**

Difference from previous survey



Strength of association with engagement



Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B37 I feel that my pay adequately reflects my performance	16	15	29	39	0	17%	-1 ◆	-15 ◆	-22 ◆
B38 I am satisfied with the total benefits package	17	20	27	34	0	19%	0	-15 ◆	-22 ◆
B39 Compared to people doing a similar job in other organisations I feel my pay is reasonable	14	16	27	41	0	16%	-1	-11 ◆	-19 ◆



All questions by theme

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

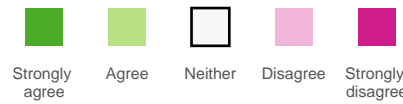
Leadership and managing change

17% +2

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B40	I feel that DVSA as a whole is managed well	15	24	25	34	16%	+3 ◆	-30 ◆	-42 ◆	
B41	Senior managers (Directors, G6s and G7s) in DVSA are sufficiently visible	17	20	26	35	19%	+3 ◆	-36 ◆	-46 ◆	
B42	I believe the actions of senior managers (Directors, G6s and G7s) are consistent with DVSA's values	15	35	20	28	17%	+3 ◆	-31 ◆	-40 ◆	
B43	I believe that the Board has a clear vision for the future of DVSA	18	33	18	27	23%	+5 ◆	-20 ◆	-32 ◆	
B44	Overall, I have confidence in the decisions made by DVSA's senior managers (Directors, G6s and G7s)	13	27	24	34	14%	+3 ◆	-30 ◆	-40 ◆	
B45	I feel that change is managed well in DVSA	9	21	32	36	10%	0	-19 ◆	-31 ◆	
B46	When changes are made in DVSA they are usually for the better	10	26	28	35	11%	+1	-19 ◆	-28 ◆	
B47	DVSA keeps me informed about matters that affect me	28	25	22	22	31%	+4 ◆	-25 ◆	-34 ◆	
B48	I have the opportunity to contribute my views before decisions are made that affect me	12	22	29	36	14%	0	-24 ◆	-33 ◆	
B49	I think it is safe to challenge the way things are done in DVSA	16	26	23	32	19%	+2 ◆	-25 ◆	-30 ◆	



All questions by theme

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

Engagement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B50 I am proud when I tell others I am part of DVSA	10	26	33	17	14	36%	+3 ◆	-23 ◆	-31 ◆
B51 I would recommend DVSA as a great place to work	5	19	30	22	23	25%	+4 ◆	-26 ◆	-36 ◆
B52 I feel a strong personal attachment to DVSA	8	23	28	21	19	32%	+4 ◆	-16 ◆	-24 ◆
B53 DVSA inspires me to do the best in my job	6	18	32	23	21	24%	+2 ◆	-22 ◆	-29 ◆
B54 DVSA motivates me to help it achieve its objectives	5	16	32	23	24	21%	+3 ◆	-22 ◆	-29 ◆

Taking action

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B55 I believe that senior managers (Directors, G6s and G7s) in DVSA will take action on the results from this survey	14	24	23	37		17%	+1	-30 ◆	-38 ◆
B56 I believe that managers where I work will take action on the results from this survey	6	25	25	16	27	32%	-2 ◆	-24 ◆	-33 ◆
B57 Where I work, I think effective action has been taken on the results of the last survey	13	30	22	33		16%	-2 ◆	-19 ◆	-26 ◆





All questions by theme

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

Organisational culture

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B58 I am trusted to carry out my job effectively	24	54	11	6	5	78%	+3 ◆	-10 ◆	-12 ◆
B59 I believe I would be supported if I try a new idea, even if it may not work	10	33	27	17	12	44%	-1	-25 ◆	-30 ◆
B60 When I talk about DVSA I say "we" rather than "they"	12	34	24	15	15	46%	+7 ◆	-26 ◆	-33 ◆
B61 I have some really good friendships at work	29	46	17			75%	-2 ◆	-1 ◆	-5 ◆

Leadership statement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B62 Senior managers (Directors, G6s and G7s) in DVSA actively role model the behaviours set out in the Civil Service Leadership Statement	15		46	17	20	18%	+5 ◆	-26 ◆	-32 ◆
B63 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	11	34	33	9	13	45%	+3 ◆	-16 ◆	-22 ◆



All questions by theme

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

Wellbeing



Unlike the questions B01-B63 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.

Table with 4 rows (W01, W02, W03) and 9 columns: Question, 0-4, 5-6, 7-8, 9-10, % Positive, Difference from previous survey, Difference from CS2016, Difference from CS High Performers.

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

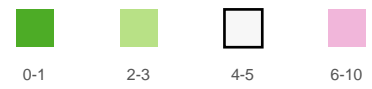


Table with 1 row (W04) and 9 columns: Question, 0-1, 2-3, 4-5, 6-10, % Positive, Difference from previous survey, Difference from CS2016, Difference from CS High Performers.



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 DVSA?

			Difference from previous survey	Difference from CS2016	Difference from CS High Performers
I want to leave DVSA as soon as possible		17%	-3 ◇	+9 ◇	+6 ◇
I want to leave DVSA within the next 12 months		15%	-1	0	-4 ◇
I want to stay working for DVSA for at least the next year		22%	0	-11 ◇	-18 ◇
I want to stay working for DVSA for at least the next three years		46%	+3 ◇	+3 ◇	-5 ◇

The Civil Service Code

Differences are based on '% Yes' score

	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		10	90%	+2 ◇	-1 ◇	-5 ◇
D02. Are you aware of how to raise a concern under the Civil Service Code?		34	66%	0	-1	-8 ◇
D03. Are you confident that if you raised a concern under the Civil Service Code in DVSA it would be investigated properly?		57	43%	+2 ◇	-24 ◇	-32 ◇

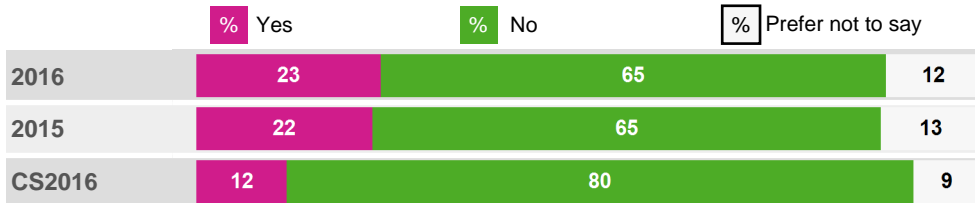


All questions by theme

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

Discrimination, harassment and bullying

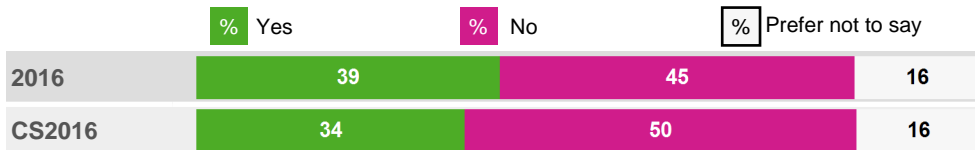
E01. During the past 12 months, have you personally experienced discrimination at work?



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



For respondents who selected 'Yes' to question E03.  
 E05. Did you report the bullying and harassment you experienced?



For respondents who selected 'Yes' to question E03.  
 E06. In your opinion, has this issue been resolved?



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	81
Caring responsibilities	85
Disability	76
Ethnic background	45
Gender	71
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	155
Main spoken/written language or language ability	25
Religion or belief	14
Sexual orientation	17
Social or educational background	31
Working location	165
Working pattern	180
Any other grounds	146
Prefer not to say	55

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)

Person	Response Count
A colleague	127
Your manager	176
Another manager in my part of DVSA	196
Someone you manage	28
Someone who works for another part of DVSA	66
A member of the public	130
Someone else	32
Prefer not to say	56

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



All questions by theme

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

Driver and Vehicle Standards Agency questions

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01	Learning and development activities I have completed in the last 12 months have been of a good quality	7	30	35	15	13	37%	-3 ◆
F02	It is my responsibility to ensure my ongoing continual professional development	13	54	24	6		66%	-1
F03	I have been able to access a variety of different ways to improve myself over the last 12 months	6	28	31	21	14	34%	-2 ◆
F04	I recognise value in being part of the Operational Delivery Profession (ODP)	6	28	40	15	12	34%	--
F05	I would feel confident to challenge unacceptable behaviour if I experienced or witnessed it happening	15	45	18	12	10	60%	+1
F06	I would feel able to report any discrimination, bullying or harassment without worrying that it would have a negative impact on me	13	38	19	17	13	51%	+1
F07	I am aware of the DVSA staff network groups	10	40	22	19	9	50%	+6 ◆
F08	I have agreed objectives which define what I do (activities) and how I do it (behaviours)	11	48	26	8	7	59%	0
F09	My team has access to information which helps us to understand the quality of service we provide our customers	8	39	29	16	9	47%	-2 ◆
F10	My team talk about how we could improve the service we provide our customers	12	39	22	15	11	51%	-3 ◆
F11	My team have regular meetings (at least once a quarter)	17	42	12	13	17	59%	-7 ◆
F12	My manager keeps me informed of changes within the organisation	14	43	19	13	11	57%	-5 ◆
F13	Senior managers (Directors, G6s and G7s) in my area are open to feedback	6	20	32	18	23	26%	+5 ◆



All questions by theme

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

Driver and Vehicle Standards Agency questions

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F14 My views were taken into account in putting together our local action plan based on last year's survey results	16	38	17	25	20%	-2 ◆	
F15 Positive actions have taken place as a result of my team's survey action plan	12	39	18	28	15%	-2 ◆	



## 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 <b>Theme score % positive</b> ).
Previous survey	Comparisons to the previous survey relate to the results from the 2015 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.
CS2016	The CS2016 benchmark is the median percent positive across all organisations that participated in the 2016 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 2016 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, CS2016 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 2016 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 fewer 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.