



Returns : 3,185

Response rate : 66%

Civil Service People Survey 2017



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.

Engagement Index

49%

Difference from previous survey **+6** ✧

Difference from CS2017 **-12** ✧

Difference from CS High Performers **-16** ✧

My work

63%

Difference from previous survey **+4** ✧

Difference from CS2017 **-13** ✧

Difference from CS High Performers **-17** ✧

Organisational objectives and purpose

66%

Difference from previous survey **+8** ✧

Difference from CS2017 **-16** ✧

Difference from CS High Performers **-21** ✧

My manager

58%

Difference from previous survey **+6** ✧

Difference from CS2017 **-12** ✧

Difference from CS High Performers **-15** ✧

My team

68%

Difference from previous survey **+4** ✧

Difference from CS2017 **-12** ✧

Difference from CS High Performers **-16** ✧

Learning and development

39%

Difference from previous survey **+5** ✧

Difference from CS2017 **-14** ✧

Difference from CS High Performers **-19** ✧

Inclusion and fair treatment

63%

Difference from previous survey **+5** ✧

Difference from CS2017 **-14** ✧

Difference from CS High Performers **-17** ✧

Resources and workload

62%

Difference from previous survey **+4** ✧

Difference from CS2017 **-10** ✧

Difference from CS High Performers **-13** ✧

Pay and benefits

17%

Difference from previous survey **-1**

Difference from CS2017 **-13** ✧

Difference from CS High Performers **-20** ✧

Leadership and managing change

27%

Difference from previous survey **+10** ✧

Difference from CS2017 **-19** ✧

Difference from CS High Performers **-24** ✧



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 CS2017	Difference from CS High Performers
Leadership and managing change		27%	+10 ✧	-19 ✧	-24 ✧
My manager		58%	+6 ✧	-12 ✧	-15 ✧
My work		63%	+4 ✧	-13 ✧	-17 ✧
Resources and workload		62%	+4 ✧	-10 ✧	-13 ✧
Pay and benefits		17%	-1	-13 ✧	-20 ✧
Learning and development		39%	+5 ✧	-14 ✧	-19 ✧
Organisational objectives and purpose		66%	+8 ✧	-16 ✧	-21 ✧
My team		68%	+4 ✧	-12 ✧	-16 ✧
Inclusion and fair treatment		63%	+5 ✧	-14 ✧	-17 ✧



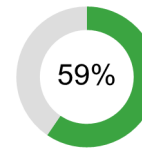
Strength of association with engagement



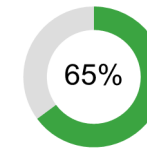
Statistically significant difference from comparison

Wellbeing

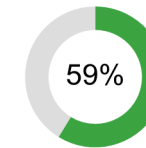
% responding positively (Answering 7,8,9 or 10 for W01 – W03; Answering 0,1,2 or 3 for W04)



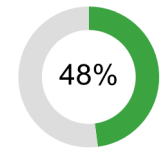
W01. Overall, how satisfied are you with your life nowadays?



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



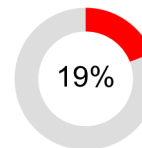
W03. Overall, how happy did you feel yesterday?



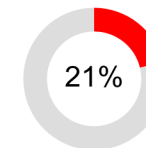
W04. Overall, how anxious did you feel yesterday?

Discrimination, bullying and harassment

% responding Yes

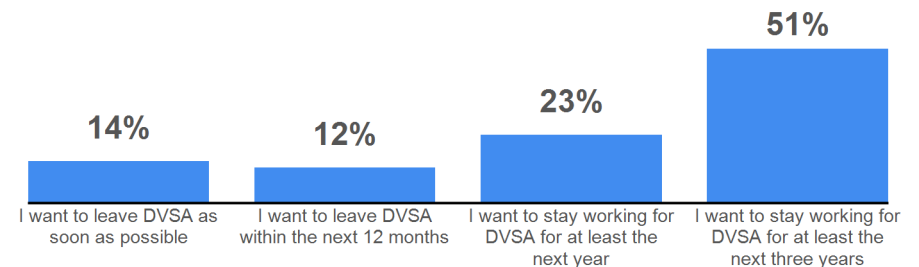


During the past 12 months have you personally experienced discrimination at work?




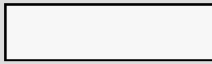


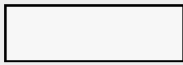

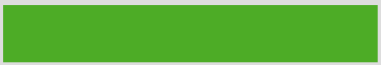
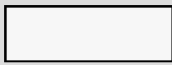




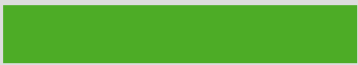


During the past 12 months have you personally experienced bullying or harassment at work?

Your plans for the future





Headline scores

Highest positive scoring questions		% Positive	Highest neutral scoring questions		% Neutral	Highest negative scoring questions		% Negative
B01	I am interested in my work	 85%	B59	Senior managers (Directors, G6s and G7s) in DVSA actively role model the behaviours set out in the Civil Service Leadership Statement	 46%	B35	I feel that my pay adequately reflects my performance	 70%
B54	I am trusted to carry out my job effectively	 82%	B39	I believe the actions of senior managers (Directors, G6s and G7s) are consistent with DVSA's values	 39%	B37	Compared to people doing a similar job in other organisations I feel my pay is reasonable	 69%
B31	I have the skills I need to do my job effectively	 82%	B53	Where I work, I think effective action has been taken on the results of the last survey	 37%	B36	I am satisfied with the total benefits package	 59%
B26	I am treated with respect by the people I work with	 79%	B17	Poor performance is dealt with effectively in my team	 35%	B42	I feel that change is managed well in DVSA	 57%
B18	The people in my team can be relied upon to help when things get difficult in my job	 77%	B40	I believe that the Board has a clear vision for the future of DVSA	 34%	B45	I have the opportunity to contribute my views before decisions are made that affect me	 55%



All questions by theme

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

My work

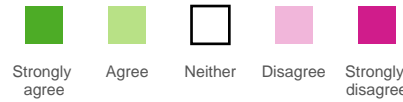
63%

+4

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2017

Difference from CS High Performers

B01 I am interested in my work



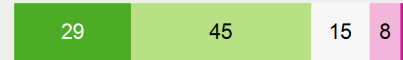
85%

+2

-5

-7

B02 I am sufficiently challenged by my work



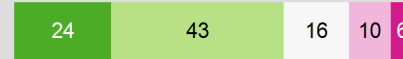
74%

+4

-7

-9

B03 My work gives me a sense of personal accomplishment



67%

+3

-9

-12

B04 I feel involved in the decisions that affect my work



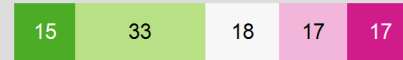
38%

+8

-20

-26

B05 I have a choice in deciding how I do my work



48%

+5

-28

-32

Organisational objectives and purpose*

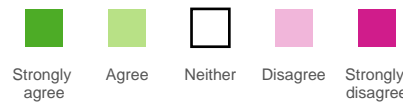
66%

+8

Difference from previous survey

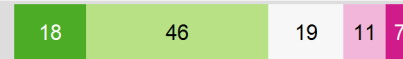


Strength of association with engagement



*This theme score is based on one fewer question in this year's survey. Previous survey scores have been recalculated on this basis, to allow for the theme trend comparison

B06 I have a clear understanding of DVSA's objectives



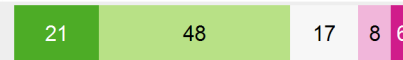
63%

+10

-17

-23

B07 I understand how my work contributes to DVSA's objectives



69%

+7

-14

-18



All questions by theme

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

My manager

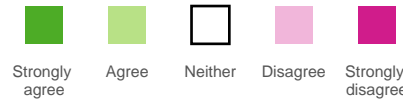
58%

+6

◆ Difference from previous survey



Strength of association with engagement



% Positive

◆ Difference from previous survey

◆ Difference from CS2017

◆ Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	◆ Difference from previous survey	◆ Difference from CS2017	◆ Difference from CS High Performers
B08 My manager motivates me to be more effective in my job	21	37	21	12	9	58%	+7 ◆	-12 ◆	-16 ◆
B09 My manager is considerate of my life outside work	35	37	16	6	6	71%	+4 ◆	-13 ◆	-16 ◆
B10 My manager is open to my ideas	29	39	18	8	6	68%	+5 ◆	-14 ◆	-17 ◆
B11 My manager helps me to understand how I contribute to DVSA's objectives	20	35	27	11	7	55%	+8 ◆	-11 ◆	-16 ◆
B12 Overall, I have confidence in the decisions made by my manager	25	36	20	10	9	62%	+6 ◆	-13 ◆	-17 ◆
B13 My manager recognises when I have done my job well	30	38	17	9	6	68%	+5 ◆	-11 ◆	-14 ◆
B14 I receive regular feedback on my performance	20	36	19	16	9	56%	+7 ◆	-12 ◆	-16 ◆
B15 The feedback I receive helps me to improve my performance	20	32	27	13	9	52%	+6 ◆	-12 ◆	-16 ◆
B16 I think that my performance is evaluated fairly	18	34	24	13	11	52%	+4 ◆	-13 ◆	-18 ◆
B17 Poor performance is dealt with effectively in my team	10	26	35	15	14	36%	+7 ◆	-4 ◆	-8 ◆



All questions by theme

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 ^ indicates a variation in question wording from your previous survey

My team

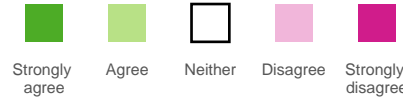
68%

+4

◆ Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2017

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B18	The people in my team can be relied upon to help when things get difficult in my job	35	43	13	6	6	77%	+2 ◆	-8 ◆	-10 ◆
B19	The people in my team work together to find ways to improve the service we provide	30	40	17	8	5	70%	+3 ◆	-12 ◆	-14 ◆
B20	The people in my team are encouraged to come up with new and better ways of doing things	24	34	22	12	8	58%	+8 ◆	-17 ◆	-22 ◆

Learning and development

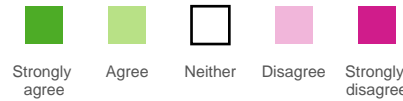
39%

+5

◆ 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 CS2017	Difference from CS High Performers
B21	I am able to access the right learning and development opportunities when I need to	10	38	26	15	11	48%	+7 ◆	-15 ◆	-21 ◆
B22	Learning and development activities I have completed in the past 12 months have helped to improve my performance	11	25	34	17	13	36%	+3 ◆	-16 ◆	-22 ◆
B23	There are opportunities for me to develop my career in DVSA	9	26	26	18	20	36%	+5 ◆	-11 ◆	-19 ◆
B24	Learning and development activities I have completed while working for DVSA are helping me to develop my career	10	25	31	18	16	35%	+4 ◆	-12 ◆	-17 ◆



All questions by theme

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^ indicates a variation in question wording from your previous survey

Inclusion and fair treatment

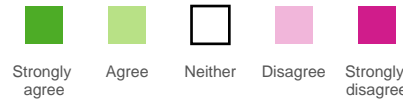
63%

+5

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2017

Difference from CS High Performers

Table with 4 rows (B25-B28) and 10 columns: Question, Strongly agree, Agree, Neither, Disagree, Strongly disagree, % Positive, Difference from previous survey, Difference from CS2017, Difference from CS High Performers.

Resources and workload*

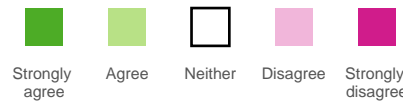
62%

+4

Difference from previous survey



Strength of association with engagement



*This theme score is based on one fewer question in this year's survey. Previous survey scores have been recalculated on this basis, to allow for the theme trend comparison

Table with 6 rows (B29-B34) and 10 columns: Question, Strongly agree, Agree, Neither, Disagree, Strongly disagree, % Positive, Difference from previous survey, Difference from CS2017, Difference from CS High Performers.



All questions by theme

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 ▲ indicates a variation in question wording from your previous survey

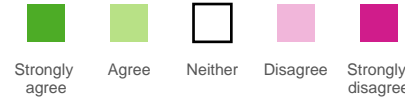
Pay and benefits

17% -1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2017

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B35 I feel that my pay adequately reflects my performance	13	14	29	42	15%	-2	◆	-15	◆
B36 I am satisfied with the total benefits package	17	21	26	33	20%	+1		-14	◆
B37 Compared to people doing a similar job in other organisations I feel my pay is reasonable	12	17	27	41	15%	-1		-11	◆

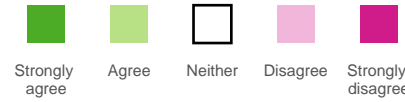
Leadership and managing change*

27% +10

Difference from previous survey



Strength of association with engagement



*This theme score is based on one fewer question in this year's survey. Previous survey scores have been recalculated on this basis, to allow for the theme trend comparison

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers	
B38 Senior managers (Directors, G6s and G7s) in DVSA are sufficiently visible	6	23	23	24	24	29%	+9	◆	-31	◆
B39 I believe the actions of senior managers (Directors, G6s and G7s) are consistent with DVSA's values	5	22	39	15	18	28%	+10	◆	-26	◆
B40 I believe that the Board has a clear vision for the future of DVSA	9	27	34	14	16	36%	+13	◆	-13	◆
B41 Overall, I have confidence in the decisions made by DVSA's senior managers (Directors, G6s and G7s)	5	21	32	18	23	26%	+12	◆	-23	◆
B42 I feel that change is managed well in DVSA	16	25	32	26	18	18%	+8	◆	-15	◆
B43 When changes are made in DVSA they are usually for the better	18	30	26	23	23	21%	+10	◆	-12	◆
B44 DVSA keeps me informed about matters that affect me	6	36	27	18	14	41%	+11	◆	-16	◆
B45 I have the opportunity to contribute my views before decisions are made that affect me	17	24	28	27	24	21%	+7	◆	-18	◆
B46 I think it is safe to challenge the way things are done in DVSA	5	23	27	22	23	28%	+9	◆	-18	◆



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 CS2017	Difference from CS High Performers
B47 I am proud when I tell others I am part of DVSA	13	31	30	14	12	45%	+9 ◆	-17 ◆	-24 ◆
B48 I would recommend DVSA as a great place to work	10	25	30	17	18	35%	+10 ◆	-20 ◆	-28 ◆
B49 I feel a strong personal attachment to DVSA	11	26	30	17	15	37%	+6 ◆	-12 ◆	-20 ◆
B50 DVSA inspires me to do the best in my job	9	23	32	19	16	32%	+9 ◆	-15 ◆	-22 ◆
B51 DVSA motivates me to help it achieve its objectives	8	21	32	20	18	29%	+8 ◆	-17 ◆	-24 ◆

Taking action

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B52 I believe that senior managers (Directors, G6s and G7s) in DVSA will take action on the results from this survey	6	21	27	21	26	27%	+10 ◆	-23 ◆	-31 ◆
B53 Where I work, I think effective action has been taken on the results of the last survey	5	16	37	19	24	21%	+5 ◆	-16 ◆	-24 ◆



All questions by theme

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^ indicates a variation in question wording from your previous survey

Organisational culture

Table with 5 rows (B54-B58) and 10 columns: Question, Strongly agree, Agree, Neither, Disagree, Strongly disagree, % Positive, Difference from previous survey, Difference from CS2017, Difference from CS High Performers.

Leadership statement

Table with 2 rows (B59-B60) and 10 columns: Question, Strongly agree, Agree, Neither, Disagree, Strongly disagree, % Positive, Difference from previous survey, Difference from CS2017, Difference from CS High Performers.

Civil Service vision

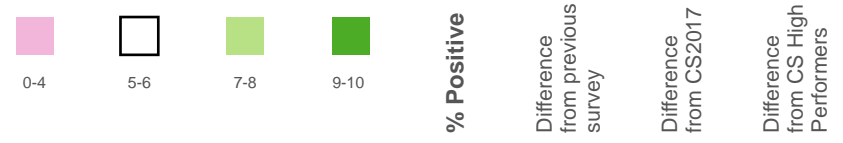
Table with 2 rows (B61-B62) and 10 columns: Question, Strongly agree, Agree, Neither, Disagree, Strongly disagree, % Positive, Difference from previous survey, Difference from CS2017, Difference from CS High Performers.



All questions by theme

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

Wellbeing

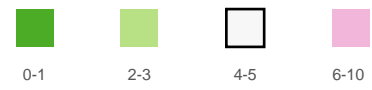


Unlike the questions B01-B62 which ask people to rate their agreement from strongly agree to strongly disagree, the four wellbeing questions use a 11-point scale. The scale ranges from 0 to 10 for each question, where 0 is equivalent to 'not at all' (e.g. 'not at all satisfied' or 'not at all worthwhile') 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?	18	23	42	17	59%	+3 ◆	-7 ◆	-9 ◆
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	14	21	42	23	65%	+1	-6 ◆	-8 ◆
W03 Overall, how happy did you feel yesterday?	21	21	35	24	59%	+1	-4 ◆	-6 ◆

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?	27	21	20	32	48%	-3 ◆	-1	-4 ◆
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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 DVSA?

			Difference from previous survey	Difference from CS2017	Difference from CS High Performers
I want to leave DVSA as soon as possible		14%	-3 ◆	+6 ◆	+2 ◆
I want to leave DVSA within the next 12 months		12%	-3 ◆	-3 ◆	-6 ◆
I want to stay working for DVSA for at least the next year		23%	+1	-11 ◆	-16 ◆
I want to stay working for DVSA for at least the next three years		51%	+5 ◆	+7 ◆	-1

The Civil Service Code

Differences are based on '% Yes' score

	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		12	88%	-2 ◆	-4 ◆	-7 ◆
D02. Are you aware of how to raise a concern under the Civil Service Code?		35	65%	-1	-3 ◆	-9 ◆
D03. Are you confident that if you raised a concern under the Civil Service Code in DVSA it would be investigated properly?		51	49%	+6 ◆	-21 ◆	-26 ◆

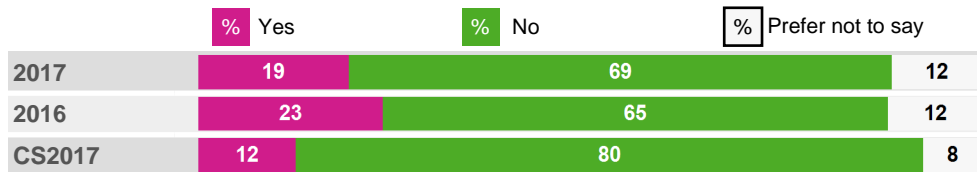


All questions by theme

◆ indicates statistically significant difference from comparison
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Discrimination, harassment and bullying

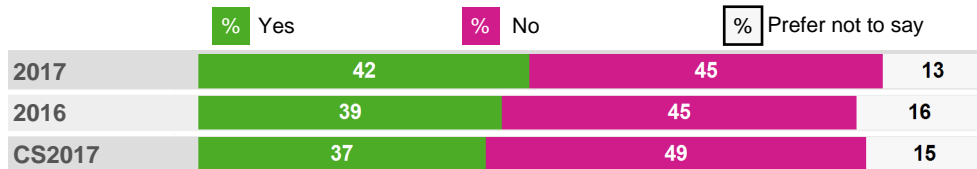
E01. During the past 12 months have you personally experienced discrimination at work?



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	83
Caring responsibilities	77
Disability	87
Ethnic background	58
Gender	81
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	151
Main spoken/written language or language ability	32
Religion or belief	22
Sexual orientation	32
Social or educational background	27
Working location	157
Working pattern	162
Any other grounds	160
Prefer not to say	80

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	204
Your manager	199
Another manager in my part of DVSA	151
Someone you manage	39
Someone who works for another part of DVSA	86
A member of the public	129
Someone else	52
Prefer not to say	64

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	I would feel confident to challenge unacceptable behaviour if I experienced or witnessed it happening	21	48	15	10	6	69%	+9 ◆
F02	I would feel able to report any discrimination, bullying or harassment without worrying that it would have a negative impact on me	18	37	18	17	10	55%	+4 ◆
F03	I am aware of the DVSA staff network groups	17	42	21	15	5	59%	+9 ◆
F04	My team have regular meetings (at least once a quarter)	24	39	10	12	14	63%	+5 ◆
F05	My manager keeps me informed of changes within the organisation	22	45	18	9	7	67%	+10 ◆
F06	Senior managers (Directors, G6s and G7s) in my area are open to feedback	10	22	35	14	18	32%	+6 ◆



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 2016 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.
CS2017	The CS2017 benchmark is the median percent positive across all organisations that participated in the 2017 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 2017 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, CS2017 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 (B47-B51). 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

Changes to theme scores in 2017

Small changes have been made to some of the headline themes in 2017. Three theme scores (Organisational objectives and purpose; Resources and workload; Leadership and managing change) are based on one fewer question in this year's survey. Previous survey scores have been recalculated on this basis, to allow for theme trend comparisons.

Confidentiality

The survey was carried out as part of the 2017 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.