

Returns : 120

Response rate : 73%

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 <sup>1</sup>	Theme score % Positive	Difference from previous survey	Difference from DVLA	Difference from high performing units
Leadership and managing change		48%	+8 ✧	-3	-5
My work		80%	+10 ✧	+11 ✧	-2
My manager		68%	+16 ✧	-9 ✧	-8 ✧
Pay and benefits		40%	+5 ✧	0	-2
Learning and development		60%	+9 ✧	+2	-3
Resources and workload		82%	+11 ✧	0	+3
Organisational objectives and purpose		82%	-1	-3	-9 ✧
My team		86%	+11 ✧	+1	-3
Inclusion and fair treatment		72%	+10 ✧	-7 ✧	-11 ✧

<sup>1</sup>The table above shows the strength of association between engagement and the themes for Driver and Vehicle Licensing Agency



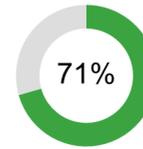
Strength of association with engagement



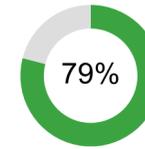
Statistically significant difference from comparison

## Wellbeing

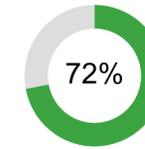
% responding positively (Answering 7,8, 9 or 10 for W01 – W03; Answering 0,1,2 or 3 for W04)



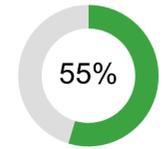
W01. Overall, how satisfied are you with your life nowadays?



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



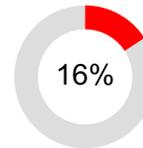
W03. Overall, how happy did you feel yesterday?



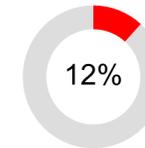
W04. Overall, how anxious did you feel yesterday?

## Discrimination, bullying and harassment

% responding Yes

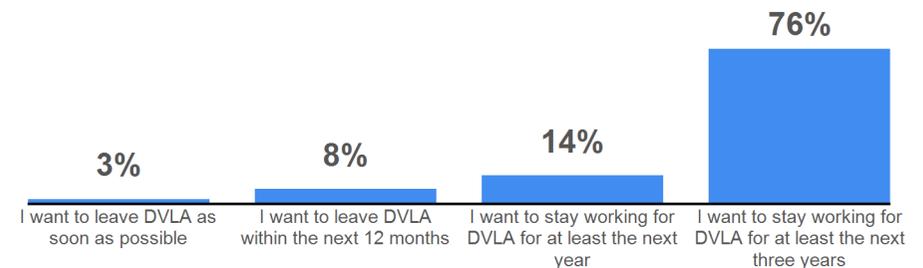


During the past 12 months have you personally experienced discrimination at work?



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

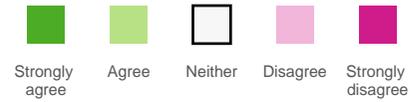
### My work

**80%** +10

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from DVLA

Difference from high performing units

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from DVLA	Difference from high performing units
B01 I am interested in my work	44	47	8			91%	0	+6 ◇	-4 ◇
B02 I am sufficiently challenged by my work	34	54	8			88%	+13 ◇	+13 ◇	-1
B03 My work gives me a sense of personal accomplishment	33	48	15			81%	+9 ◇	+10 ◇	-4 ◇
B04 I feel involved in the decisions that affect my work	17	46	17	17		63%	+15 ◇	+10 ◇	-4
B05 I have a choice in deciding how I do my work	31	46	13	8		77%	+12 ◇	+16 ◇	-5 ◇

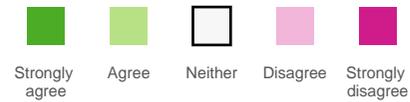
### Organisational objectives and purpose

**82%** -1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from DVLA

Difference from high performing units

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from DVLA	Difference from high performing units
B06 I have a clear understanding of DVLA's purpose	33	51	13			84%	-3	-3	-8 ◇
B07 I have a clear understanding of DVLA's objectives	30	50	18			80%	-2	-4 ◇	-10 ◇
B08 I understand how my work contributes to DVLA's objectives	33	49	14			82%	+1	-3	-9 ◇

## All questions by theme

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

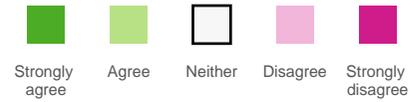
### My manager

**68%** +16

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from DVLA

Difference from high performing units

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from DVLA	Difference from high performing units
B09	My manager motivates me to be more effective in my job	28	38	19	10	6	67%	+17 ◆	-10 ◆	-13 ◆
B10	My manager is considerate of my life outside work	43	41	9	6	1	84%	+19 ◆	-3	-5 ◆
B11	My manager is open to my ideas	39	39	12	8	4	77%	+9 ◆	-6 ◆	-11 ◆
B12	My manager helps me to understand how I contribute to DVLA's objectives	25	40	22	8	6	65%	+15 ◆	-9 ◆	-12 ◆
B13	Overall, I have confidence in the decisions made by my manager	32	39	18	8	3	71%	+15 ◆	-9 ◆	-11 ◆
B14	My manager recognises when I have done my job well	33	47	10	6	4	80%	+15 ◆	-5 ◆	-7 ◆
B15	I receive regular feedback on my performance	23	45	14	13	6	67%	+19 ◆	-13 ◆	-13 ◆
B16	The feedback I receive helps me to improve my performance	23	40	22	12	6	63%	+16 ◆	-13 ◆	-12 ◆
B17	I think that my performance is evaluated fairly	19	42	19	15	5	61%	+15 ◆	-10 ◆	-12 ◆
B18	Poor performance is dealt with effectively in my team	13	36	27	18	6	49%	+16 ◆	-10 ◆	-4

### My team

**86%** +11

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from DVLA

Difference from high performing units

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from DVLA	Difference from high performing units
B19	The people in my team can be relied upon to help when things get difficult in my job	41	49	7	1	1	90%	+10 ◆	+1	-2
B20	The people in my team work together to find ways to improve the service we provide	34	51	9	6	1	86%	+9 ◆	+1	-5 ◆
B21	The people in my team are encouraged to come up with new and better ways of doing things	32	50	8	8	2	82%	+15 ◆	+2	-4 ◆



## All questions by theme

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^ indicates a variation in question wording from your previous survey

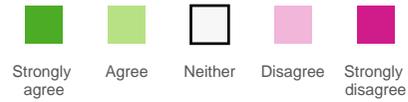
### Learning and development

**60%** +9

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from DVLA

Difference from high performing units

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from DVLA	Difference from high performing units
B22	I am able to access the right learning and development opportunities when I need to	17	55	18	9	7	72%	+8 ◆	+1	-2
B23	Learning and development activities I have completed in the past 12 months have helped to improve my performance	17	44	28	8	7	61%	+7 ◆	+8 ◆	-4
B24	There are opportunities for me to develop my career in DVLA	15	34	30	14	7	49%	+8 ◆	-12 ◆	-15 ◆
B25	Learning and development activities I have completed while working for DVLA are helping me to develop my career	15	43	24	13	5	58%	+13 ◆	+9 ◆	0

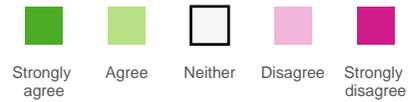
### Inclusion and fair treatment

**72%** +10

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from DVLA

Difference from high performing units

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from DVLA	Difference from high performing units
B26	I am treated fairly at work	22	52	17	9	7	73%	+7 ◆	-9 ◆	-14 ◆
B27	I am treated with respect by the people I work with	25	57	15	1	7	82%	+10 ◆	-6 ◆	-9 ◆
B28	I feel valued for the work I do	26	37	18	16	7	63%	+10 ◆	-5 ◆	-12 ◆
B29	I think that DVLA respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	21	50	17	10	7	71%	+12 ◆	-8 ◆	-12 ◆



## All questions by theme

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

### Resources and workload

**82%** +11

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from DVLA

Difference from high performing units

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from DVLA	Difference from high performing units
B30 In my job, I am clear what is expected of me	28	64	6	0	0	92%	+10 ◆	+1	0
B31 I get the information I need to do my job well	21	63	10	5	0	84%	+21 ◆	+4 ◆	+6 ◆
B32 I have clear work objectives	19	61	12	5	0	80%	+10 ◆	-2	-6 ◆
B33 I have the skills I need to do my job effectively	29	63	6	0	0	92%	+7 ◆	+1	0
B34 I have the tools I need to do my job effectively	18	61	11	8	0	79%	+11 ◆	0	+3
B35 I have an acceptable workload	12	63	11	14	0	75%	+5 ◆	-1	+5 ◆
B36 I achieve a good balance between my work life and my private life	23	52	8	10	8	75%	+13 ◆	-5 ◆	-2

### Pay and benefits

**40%** +5

Difference from previous survey



Strength of association with engagement



Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from DVLA	Difference from high performing units
B37 I feel that my pay adequately reflects my performance	7	38	18	28	12	42%	+5	+3	-2
B38 I am satisfied with the total benefits package	7	36	26	23	8	43%	+1	-3	-3
B39 Compared to people doing a similar job in other organisations I feel my pay is reasonable	6	31	26	24	14	36%	+10 ◆	-1	-2



## All questions by theme

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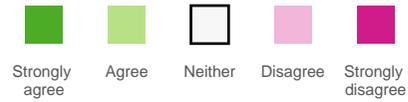
### Leadership and managing change

**48%** +8

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from DVLA

Difference from high performing units

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from DVLA	Difference from high performing units
B40 I feel that DVLA as a whole is managed well	10	50	24	15		60%	+10 ◆	+2	+2
B41 Senior managers in DVLA are sufficiently visible	11	40	22	21	6	51%	+6 ◆	-8 ◆	-14 ◆
B42 I believe the actions of senior managers are consistent with DVLA's values	8	33	36	21		41%	+7 ◆	-12 ◆	-18 ◆
B43 I believe that the Executive Board has a clear vision for the future of DVLA	12	44	34	9		55%	+7 ◆	-1	0
B44 Overall, I have confidence in the decisions made by DVLA's senior managers	8	35	37	16		42%	+7 ◆	-7 ◆	-11 ◆
B45 I feel that change is managed well in DVLA		44	31	17	5	48%	+11 ◆	+1	+5 ◆
B46 When changes are made in DVLA they are usually for the better	6	40	32	19		46%	+15 ◆	+3	+6 ◆
B47 DVLA keeps me informed about matters that affect me	7	46	34	10		53%	+1	-7 ◆	-15 ◆
B48 I have the opportunity to contribute my views before decisions are made that affect me	6	34	29	23	9	39%	+9 ◆	+2	-7 ◆
B49 I think it is safe to challenge the way things are done in DVLA	8	37	25	22	8	45%	+10 ◆	-1	-7 ◆



## 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 DVLA	Difference from high performing units
B50 I am proud when I tell others I am part of DVLA	20	44	25	9	64%	+11 ◆	+6 ◆	-4	
B51 I would recommend DVLA as a great place to work	22	51	19	7	73%	+17 ◆	+7 ◆	+12 ◆	
B52 I feel a strong personal attachment to DVLA	23	33	30	11	56%	+5	+7 ◆	-3	
B53 DVLA inspires me to do the best in my job	15	38	32	13	53%	+15 ◆	+1	-4	
B54 DVLA motivates me to help it achieve its objectives	15	36	33	13	51%	+17 ◆	-1	-3	

### Taking action

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from DVLA	Difference from high performing units
B55 I believe that senior managers in DVLA will take action on the results from this survey	9	34	25	22	10	43%	+11 ◆	-5 ◆	-14 ◆
B56 I believe that managers where I work will take action on the results from this survey	16	40	22	14	8	56%	+14 ◆	-2	-14 ◆
B57 Where I work, I think effective action has been taken on the results of the last survey	14	31	29	16	11	44%	+15 ◆	+1	-8 ◆



## 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 DVLA	Difference from high performing units
B58 I am trusted to carry out my job effectively	39	52	6			91%	+5 ◇	-1	-3 ◇
B59 I believe I would be supported if I try a new idea, even if it may not work	31	42	15	10		73%	+11 ◇	+3	-6 ◇
B60 When I talk about DVLA I say "we" rather than "they"	27	45	13	13		72%	+15 ◇	+8 ◇	-6 ◇
B61 I have some really good friendships at work	41	46	11			86%	+6 ◇	-2	-2

### Leadership statement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from DVLA	Difference from high performing units
B62 Senior managers in DVLA actively role model the behaviours set out in the Civil Service Leadership Statement	8	36	34	14	8	44%	+19 ◇	-5	-10 ◇
B63 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	23	46	17	8	7	69%	+23 ◇	-1	-6 ◇



## All questions by theme

◆ indicates statistically significant difference from comparison  
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### 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.

W01 Overall, how satisfied are you with your life nowadays?	12	18	50	21	71%	+10 ◆	+3	-2
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	9	12	55	24	79%	+11 ◆	+8 ◆	+1
W03 Overall, how happy did you feel yesterday?	19	9	45	27	72%	+16 ◆	+8 ◆	+2

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?	30	24	24	22	55%	+12 ◆	+4	-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 DVLA	Difference from high performing units
I want to leave DVLA as soon as possible	3%	-5	-2	-10
I want to leave DVLA within the next 12 months	8%	-5	+1	-9
I want to stay working for DVLA for at least the next year	14%	0	-1	-20 ◇
I want to stay working for DVLA for at least the next three years	76%	+10 ◇	+2	+11 ◇

### The Civil Service Code

Differences are based on '% Yes' score

	% Yes	% No	% Yes	Difference from previous survey	Difference from DVLA	Difference from high performing units
D01. Are you aware of the Civil Service Code?	91	9	91%	+5 ◇	+5 ◇	-8
D02. Are you aware of how to raise a concern under the Civil Service Code?	70	30	70%	+3	+3	-10 ◇
D03. Are you confident that if you raised a concern under the Civil Service Code in DVLA it would be investigated properly?	65	35	65%	+13 ◇	-5 ◇	-13 ◇

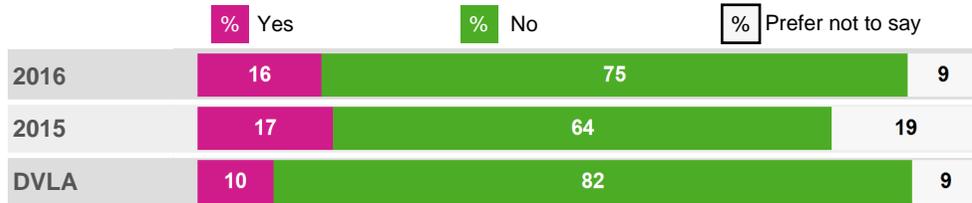


## All questions by theme

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### Discrimination, harassment and bullying

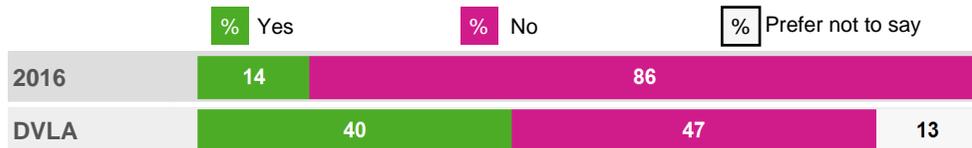
E01. During the past 12 months, have you personally experienced discrimination at work?



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)

	Response Count
Age	--
Caring responsibilities	--
Disability	--
Ethnic background	--
Gender	--
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	--
Main spoken/written language or language ability	--
Religion or belief	--
Sexual orientation	--
Social or educational background	--
Working location	--
Working pattern	--
Any other grounds	--
Prefer not to say	--

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)

A colleague	--
Your manager	--
Another manager in my part of DVLA	--
Someone you manage	--
Someone who works for another part of DVLA	--
A member of the public	--
Someone else	--
Prefer not to say	--

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 <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.
High performing units	For each question, this is the upper quartile score across all units from 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, Driver and Vehicle Licensing Agency results and high performing units 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.