



Returns : 4,669

Response rate : 81%

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

62%

Difference from previous survey -1 ✧

Difference from CS2017 +1 ✧

Difference from CS High Performers -2 ✧

My work

70%

Difference from previous survey +1 ✧

Difference from CS2017 -6 ✧

Difference from CS High Performers -9 ✧

Organisational objectives and purpose

83%

Difference from previous survey -1 ✧

Difference from CS2017 +1 ✧

Difference from CS High Performers -4 ✧

My manager

78%

Difference from previous survey +1 ✧

Difference from CS2017 +8 ✧

Difference from CS High Performers +6 ✧

My team

84%

Difference from previous survey -1 ✧

Difference from CS2017 +3 ✧

Difference from CS High Performers 0

Learning and development

59%

Difference from previous survey +1

Difference from CS2017 +6 ✧

Difference from CS High Performers +2 ✧

Inclusion and fair treatment

79%

Difference from previous survey 0

Difference from CS2017 +3 ✧

Difference from CS High Performers -1 ✧

Resources and workload

81%

Difference from previous survey 0

Difference from CS2017 +9 ✧

Difference from CS High Performers +6 ✧

Pay and benefits

35%

Difference from previous survey -5 ✧

Difference from CS2017 +5 ✧

Difference from CS High Performers -1 ✧

Leadership and managing change

51%

Difference from previous survey 0

Difference from CS2017 +4 ✧

Difference from CS High Performers -1 ✧



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		51%	0	+4 ✧	-1 ✧
My work		70%	+1 ✧	-6 ✧	-9 ✧
My manager		78%	+1 ✧	+8 ✧	+6 ✧
Pay and benefits		35%	-5 ✧	+5 ✧	-1 ✧
Learning and development		59%	+1	+6 ✧	+2 ✧
Resources and workload		81%	0	+9 ✧	+6 ✧
Organisational objectives and purpose		83%	-1 ✧	+1 ✧	-4 ✧
My team		84%	-1 ✧	+3 ✧	0
Inclusion and fair treatment		79%	0	+3 ✧	-1 ✧



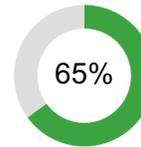
Strength of association with engagement



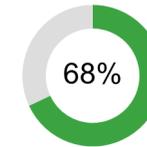
Statistically significant difference from comparison

Wellbeing

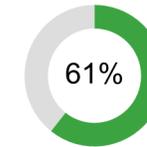
% responding positively (Answering 7,8,9 or 10 for W01 – W03; Answering 0,1,2 or 3 for W04)



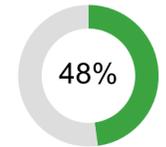
W01. Overall, how satisfied are you with your life nowadays?



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?



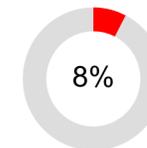
W04. Overall, how anxious did you feel yesterday?

Discrimination, bullying and harassment

% responding Yes

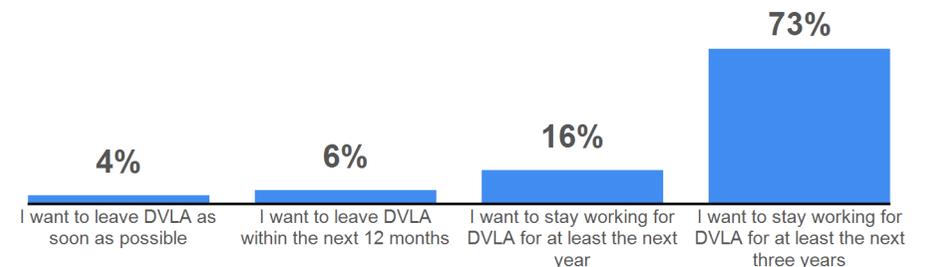


During the past 12 months have you personally experienced discrimination at work?



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
B54 I am trusted to carry out my job effectively	92%	B59 Senior managers in DVLA actively role model the behaviours set out in the Civil Service Leadership Statement	33%	B37 Compared to people doing a similar job in other organisations I feel my pay is reasonable	51%
B31 I have the skills I need to do my job effectively	91%	B24 Learning and development activities I have completed while working for DVLA are helping me to develop my career	32%	B35 I feel that my pay adequately reflects my performance	51%
B26 I am treated with respect by the people I work with	88%	B22 Learning and development activities I have completed in the past 12 months have helped to improve my performance	32%	B45 I have the opportunity to contribute my views before decisions are made that affect me	38%
B18 The people in my team can be relied upon to help when things get difficult in my job	88%	B43 When changes are made in DVLA they are usually for the better	31%	B36 I am satisfied with the total benefits package	35%
B09 My manager is considerate of my life outside work	87%	B51 DVLA motivates me to help it achieve its objectives	31%	B42 I feel that change is managed well in DVLA	31%



All questions by theme

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

My work

70%

+1

Difference from previous survey



Strength of association with engagement



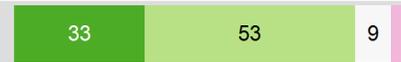
% Positive

Difference from previous survey

Difference from CS2017

Difference from CS High Performers

B01 I am interested in my work



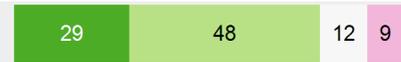
85%

0

-5

-7

B02 I am sufficiently challenged by my work



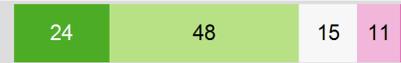
77%

+1

-4

-6

B03 My work gives me a sense of personal accomplishment



71%

+1

-5

-8

B04 I feel involved in the decisions that affect my work



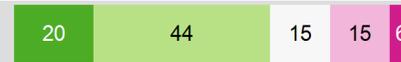
54%

+2

-3

-9

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



64%

+2

-11

-16

Organisational objectives and purpose*

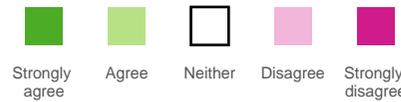
83%

-1

Difference from previous survey

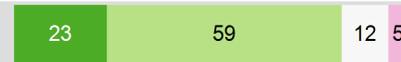


Strength of association with engagement



*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 DVLA's objectives



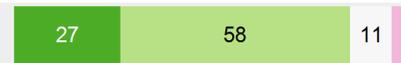
82%

-1

+1

-4

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



84%

-1

+1

-3



All questions by theme

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

My manager

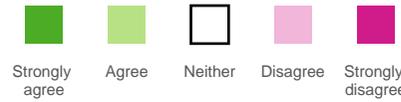
78%

+1

◆ 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
B08	My manager motivates me to be more effective in my job	33	45	12	7	7	78%	+2 ◆	+8 ◆	+4 ◆
B09	My manager is considerate of my life outside work	49	38	8	5	0	87%	0	+3 ◆	0
B10	My manager is open to my ideas	42	42	10	6	0	84%	+1	+2 ◆	-1 ◆
B11	My manager helps me to understand how I contribute to DVLA's objectives	31	44	16	6	3	75%	0	+9 ◆	+4 ◆
B12	Overall, I have confidence in the decisions made by my manager	40	40	11	6	3	80%	0	+5 ◆	+1 ◆
B13	My manager recognises when I have done my job well	44	41	8	5	2	85%	0	+6 ◆	+2 ◆
B14	I receive regular feedback on my performance	42	42	7	6	3	84%	+4 ◆	+16 ◆	+12 ◆
B15	The feedback I receive helps me to improve my performance	37	40	14	6	3	77%	+1 ◆	+13 ◆	+9 ◆
B16	I think that my performance is evaluated fairly	33	41	13	8	5	75%	+4 ◆	+9 ◆	+5 ◆
B17	Poor performance is dealt with effectively in my team	22	36	26	9	6	58%	-1 ◆	+19 ◆	+14 ◆



All questions by theme

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

My team

84%

-1

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 columns: Question ID, Question Text, Response Distribution (Strongly agree, Agree, Neither, Disagree, Strongly disagree), % Positive, Difference from previous survey, Difference from CS2017, Difference from CS High Performers. Rows include B18, B19, and B20.

Learning and development

59%

+1

Difference from previous survey



Strength of association with engagement

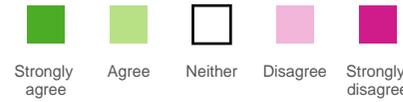


Table with 4 columns: Question ID, Question Text, Response Distribution (Strongly agree, Agree, Neither, Disagree, Strongly disagree), % Positive, Difference from previous survey, Difference from CS2017, Difference from CS High Performers. Rows include B21, B22, B23, and B24.



All questions by theme

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

Inclusion and fair treatment

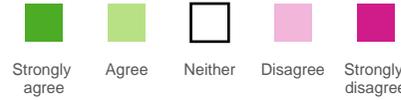
79%

0

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2017

Difference from CS High Performers

Table with 10 columns: Question ID, Question Text, Strongly agree, Agree, Neither, Disagree, Strongly disagree, % Positive, Difference from previous survey, Difference from CS2017, Difference from CS High Performers. Rows include B25, B26, B27, B28.

Resources and workload*

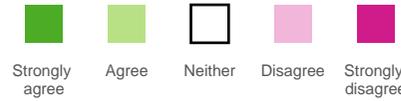
81%

0

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 10 columns: Question ID, Question Text, Strongly agree, Agree, Neither, Disagree, Strongly disagree, % Positive, Difference from previous survey, Difference from CS2017, Difference from CS High Performers. Rows include B29, B30, B31, B32, B33, B34.



All questions by theme

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

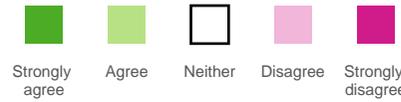
Pay and benefits

35%

-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 3 rows (B35, B36, B37) and 10 columns: Question, Strongly agree, Agree, Neither, Disagree, Strongly disagree, % Positive, Difference from previous survey, Difference from CS2017, Difference from CS High Performers.

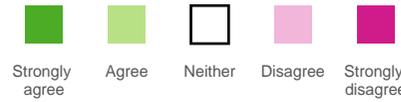
Leadership and managing change*

51%

0 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 8 rows (B38-B46) 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

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 DVLA	16	43	29	9	5	59%	0	-3 ◆	-10 ◆
B48 I would recommend DVLA as a great place to work	19	47	24	8	4	65%	-1 ◆	+10 ◆	+2 ◆
B49 I feel a strong personal attachment to DVLA	14	34	30	16	6	49%	0	0	-8 ◆
B50 DVLA inspires me to do the best in my job	13	39	31	13	6	52%	-1	+4 ◆	-3 ◆
B51 DVLA motivates me to help it achieve its objectives	12	38	31	14	7	50%	-2 ◆	+4 ◆	-3 ◆

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 in DVLA will take action on the results from this survey	12	38	22	17	11	50%	+2 ◆	0	-8 ◆
B53 Where I work, I think effective action has been taken on the results of the last survey	13	32	31	15	9	45%	+2 ◆	+8 ◆	0

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 CS2017	Difference from CS High Performers
B54 I am trusted to carry out my job effectively	36	56	5			92%	0	+3 ♦	+1 ♦
B55 I believe I would be supported if I try a new idea, even if it may not work	24	48	18	8		72%	+2 ♦	+1 ♦	-3 ♦
B56 In DVLA, people are encouraged to speak up when they identify a serious policy or delivery risk	23	52	16	7		75%	New	+8 ♦	+3 ♦
B57 I feel able to challenge inappropriate behaviour in the workplace	17	49	18	11	5	66%	New	+3 ♦	-2 ♦
B58 DVLA is committed to creating a diverse and inclusive workplace	23	55	17			78%	New	+5 ♦	+1 ♦

Leadership statement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B59 Senior managers in DVLA actively role model the behaviours set out in the Civil Service Leadership Statement	11	42	33	10	5	53%	+4 ♦	+6 ♦	-2 ♦
B60 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	27	45	20	5		72%	+3 ♦	+7 ♦	+1

Civil Service vision

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B61 I am aware of the Civil Service vision for 'A Brilliant Civil Service'	9	39	23	23	5	48%	New	+6 ♦	-7 ♦
B62 I understand how my work contributes to helping us become 'A Brilliant Civil Service'	10	40	26	20	5	50%	New	+13 ♦	+5 ♦



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.

Table with 4 columns: Question ID and description, score distribution (0-4, 5-6, 7-8, 9-10), % Positive, and differences from previous survey, CS2017, and CS High Performers. Rows include W01 (satisfied), W02 (worthwhile), and W03 (happy).

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



Table row for W04: Overall, how anxious did you feel yesterday? with score distribution and comparison metrics.



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 CS2017	Difference from CS High Performers
I want to leave DVLA as soon as possible	4%	-1	-4 ◆	-8 ◆
I want to leave DVLA within the next 12 months	6%	0	-8 ◆	-12 ◆
I want to stay working for DVLA for at least the next year	16%	+1	-18 ◆	-23 ◆
I want to stay working for DVLA for at least the next three years	73%	0	+30 ◆	+21 ◆

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?	86	14	86%	+1 ◆	-5 ◆	-8 ◆
D02. Are you aware of how to raise a concern under the Civil Service Code?	67	33	67%	0	0	-7 ◆
D03. Are you confident that if you raised a concern under the Civil Service Code in DVLA it would be investigated properly?	70	30	70%	0	0	-5 ◆

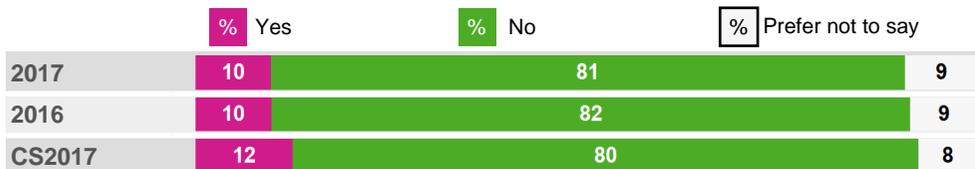


All questions by theme

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

Discrimination, harassment and bullying

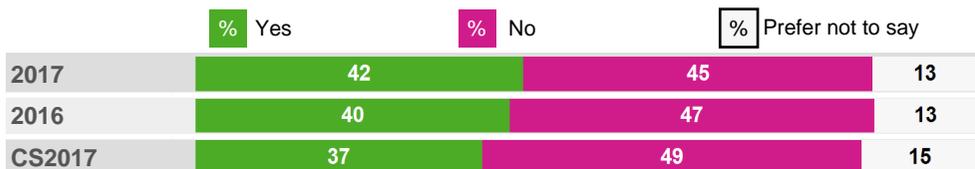
E01. During the past 12 months have you personally experienced discrimination at work?



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)

	Response Count
Age	56
Caring responsibilities	40
Disability	67
Ethnic background	13
Gender	42
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	110
Main spoken/written language or language ability	10
Religion or belief	--
Sexual orientation	15
Social or educational background	16
Working location	53
Working pattern	82
Any other grounds	137
Prefer not to say	58

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	152
Your manager	91
Another manager in my part of DVLA	81
Someone you manage	21
Someone who works for another part of DVLA	20
A member of the public	--
Someone else	--
Prefer not to say	56

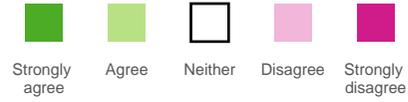
Please note: Counts of fewer than ten responses are suppressed and replaced with '--'



All questions by theme

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

Driver and Vehicle Licensing Agency questions



% Positive
Difference from previous survey

F01	I have positive development conversations with my manager	Yes: 85%	No: 15%	85%	New
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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.