



◇ Statistically significant difference from comparison

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

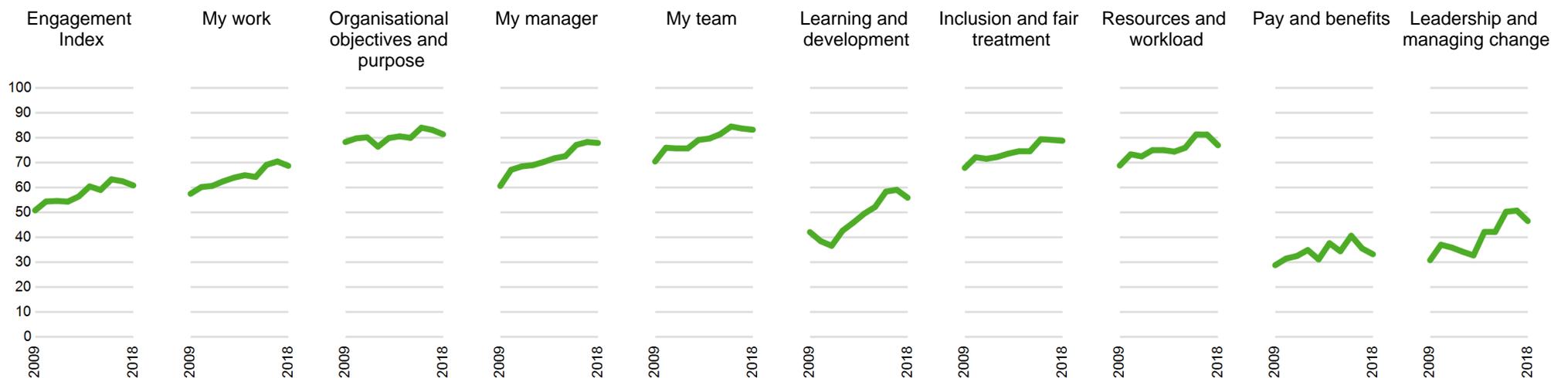




Civil Service People Survey 2009 to 2018: Employee engagement and theme scores over time

The Civil Service People Survey has run in October each year since 2009, meaning that 2018 marks our 10 year anniversary. The table and charts below tell you how your average Employee Engagement Index and theme scores have changed over time, for each year your organisation has participated in the survey.

	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Engagement Index	51%	54%	55%	54%	56%	60%	59%	63%	62%	61%
My work	57%	60%	61%	62%	64%	65%	64%	69%	70%	69%
Organisational objectives and purpose	78%	80%	80%	76%	80%	81%	80%	84%	83%	81%
My manager	61%	67%	68%	69%	70%	72%	73%	77%	78%	78%
My team	70%	76%	76%	76%	79%	80%	81%	84%	84%	83%
Learning and development	42%	38%	37%	43%	46%	49%	52%	58%	59%	56%
Inclusion and fair treatment	68%	72%	72%	72%	74%	75%	75%	79%	79%	79%
Resources and workload	69%	73%	72%	75%	75%	74%	76%	81%	81%	77%
Pay and benefits	29%	31%	32%	35%	31%	38%	34%	41%	35%	33%
Leadership and managing change	31%	37%	36%	34%	33%	42%	42%	50%	51%	46%
Response rate	53%	62%	66%	54%	54%	68%	81%	79%	81%	76%





◇ Statistically significant difference from comparison

Statistical analysis has been used to explore the questions that have the strongest impact on engagement. By concentrating efforts on the drivers of engagement you are more likely to improve it.

Drivers of Engagement

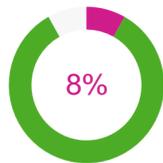
Rank			% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
1	B03	My work gives me a sense of personal accomplishment	70%	-1 ◇	-7 ◇	-9 ◇
2	B08	My manager motivates me to be more effective in my job	78%	-1	+7 ◇	+2 ◇
3	F04	Overall I value the staff benefits available to me at DVLA	68%	New	--	--
4	B62	I understand how my work contributes to helping us become 'A Brilliant Civil Service'	59%	+9 ◇	+17 ◇	+8 ◇
5	B01	I am interested in my work	85%	-1	-5 ◇	-7 ◇

Discrimination, bullying and harassment

■ % responding Yes ■ % responding No □ % responding Prefer not to say



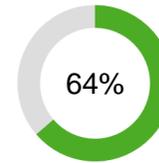
During the past 12 months have you personally experienced discrimination at work?



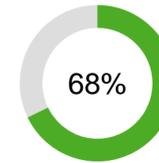
During the past 12 months have you personally experienced bullying or harassment at work?

Wellbeing

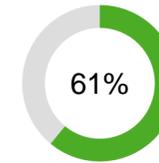
■ % responding positively (Answering 7,8,9 or 10 for W01 – W03) ■ % responding negatively (Answering 6,7,8,9 or 10 for W04)



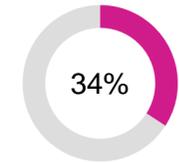
W01. Overall, how satisfied are you with your life nowadays?



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

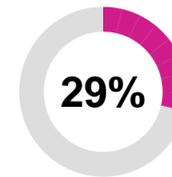


W03. Overall, how happy did you feel yesterday?



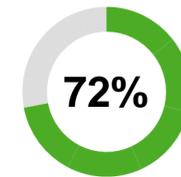
W04. Overall, how anxious did you feel yesterday?

Proxy Stress Index

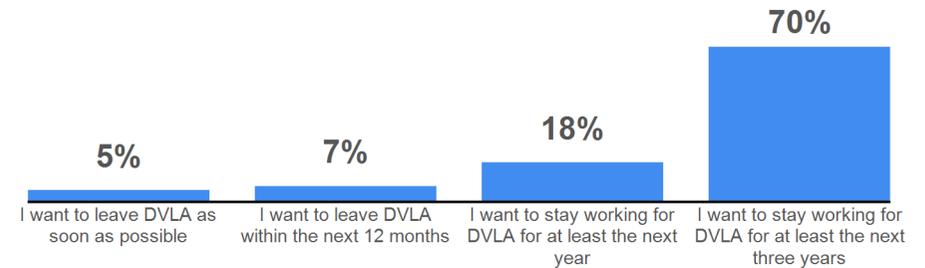


For further information about these indices, please refer to page 16.

PERMA Index



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	91%	B59 Senior managers in DVLA actively role model the behaviours set out in the Civil Service Leadership Statement	35%	B35 I feel that my pay adequately reflects my performance	54%
B31 I have the skills I need to do my job effectively	89%	B53 Where I work, I think effective action has been taken on the results of the last survey	34%	B37 Compared to people doing a similar job in other organisations I feel my pay is reasonable	52%
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	33%	F12 I achieve at least 5 days a year of personal learning and development including non-formal learning (e.g e-learning, mentoring, conferences, self-managed learning groups etc)	45%
B18 The people in my team can be relied upon to help when things get difficult in my job	88%	B51 DVLA motivates me to help it achieve its objectives	32%	F05 Has your confidence in our ability to deliver transformation increased since the last survey?	41%
B09 My manager is considerate of my life outside work	88%	B40 I believe that the Executive Team has a clear vision for the future of DVLA	32%	B45 I have the opportunity to contribute my views before decisions are made that affect me	39%



All questions by theme

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

My work

69%

-2 Difference from previous survey



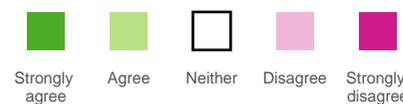
% Positive, Difference from previous survey, Difference from CS2018, Difference from CS High Performers

Table with 5 rows (B01-B05) and 10 columns: Question, Strongly agree, Agree, Neither, Disagree, Strongly disagree, % Positive, Difference from previous survey, Difference from CS2018, Difference from CS High Performers.

Organisational objectives and purpose

81%

-2 Difference from previous survey



% Positive, Difference from previous survey, Difference from CS2018, Difference from CS High Performers

Table with 2 rows (B06-B07) and 10 columns: Question, Strongly agree, Agree, Neither, Disagree, Strongly disagree, % Positive, Difference from previous survey, Difference from CS2018, Difference from CS High Performers.



All questions by theme

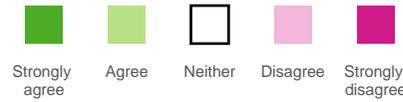
◆ indicates statistically significant difference from comparison
^ indicates a variation in question wording from your previous survey

My manager

78%

0

Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2018

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B08 My manager motivates me to be more effective in my job	33	45	13	7		78%	-1	+7 ◆	+2 ◆
B09 My manager is considerate of my life outside work	51	37	8			88%	+1 ◆	+2 ◆	-1 ◆
B10 My manager is open to my ideas	42	41	11			83%	-1 ◆	0	-3 ◆
B11 My manager helps me to understand how I contribute to DVLA's objectives	31	44	17	6		74%	-1	+7 ◆	+2 ◆
B12 Overall, I have confidence in the decisions made by my manager	40	40	11	6		80%	0	+4 ◆	-1
B13 My manager recognises when I have done my job well	43	42	8	5		85%	0	+5 ◆	+1 ◆
B14 I receive regular feedback on my performance	39	44	8	6		84%	-1	+16 ◆	+10 ◆
B15 The feedback I receive helps me to improve my performance	34	41	15	6		76%	-1 ◆	+12 ◆	+7 ◆
B16 I think that my performance is evaluated fairly	31	43	15	8		74%	-1 ◆	+8 ◆	+2 ◆
B17 Poor performance is dealt with effectively in my team	21	37	27	10	6	58%	0	+18 ◆	+14 ◆



All questions by theme

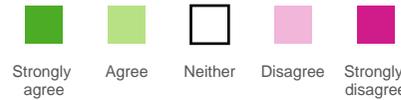
◆ indicates statistically significant difference from comparison
^ indicates a variation in question wording from your previous survey

My team

83%

0

Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2018

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 CS2018, Difference from CS High Performers. Rows include B18, B19, and B20.

Learning and development

56%

-3

Difference from previous survey

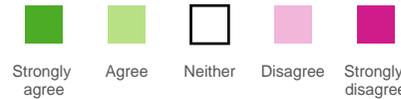


Table with 4 columns: Question ID, Question Text, Response Distribution (Strongly agree, Agree, Neither, Disagree, Strongly disagree), % Positive, Difference from previous survey, Difference from CS2018, Difference from CS High Performers. Rows include B21, B22, B23, and B24.



All questions by theme

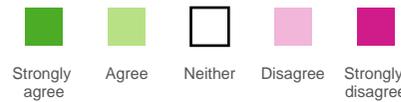
◆ indicates statistically significant difference from comparison
^ indicates a variation in question wording from your previous survey

Inclusion and fair treatment

79%

0

Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2018

Difference from CS High Performers

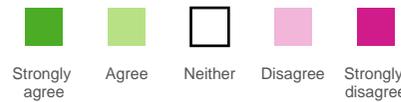
Table with 4 rows (B25-B28) and 10 columns: Question, Strongly agree, Agree, Neither, Disagree, Strongly disagree, % Positive, Difference from previous survey, Difference from CS2018, Difference from CS High Performers.

Resources and workload

77%

-4

Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2018

Difference from CS High Performers

Table with 6 rows (B29-B34) and 10 columns: Question, Strongly agree, Agree, Neither, Disagree, Strongly disagree, % Positive, Difference from previous survey, Difference from CS2018, 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

Pay and benefits

33%

-2 Difference from previous survey



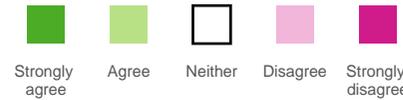
% Positive, Difference from previous survey, Difference from CS2018, Difference from CS High Performers

Table with 10 columns: Question ID, Question text, Strongly agree, Agree, Neither, Disagree, Strongly disagree, % Positive, Difference from previous survey, Difference from CS2018, Difference from CS High Performers. Rows include B35, B36, and B37.

Leadership and managing change

46%

-4 Difference from previous survey



% Positive, Difference from previous survey, Difference from CS2018, 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 CS2018, Difference from CS High Performers. Rows include B38 through B46.



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 CS2018	Difference from CS High Performers
B47 I am proud when I tell others I am part of DVLA	15	41	31	10		56%	-3 ◆	-9 ◆	-14 ◆
B48 I would recommend DVLA as a great place to work	17	44	25	10		61%	-4 ◆	+3 ◆	-4 ◆
B49 I feel a strong personal attachment to DVLA	14	33	30	17	6	47%	-2 ◆	-5 ◆	-10 ◆
B50 DVLA inspires me to do the best in my job	12	37	32	15	5	49%	-3 ◆	-1 ◆	-8 ◆
B51 DVLA motivates me to help it achieve its objectives	11	36	32	16	5	47%	-3 ◆	-1	-7 ◆

Taking action

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B52 I believe that senior managers in DVLA will take action on the results from this survey	10	35	23	20	12	45%	-5 ◆	-4 ◆	-14 ◆
B53 Where I work, I think effective action has been taken on the results of the last survey	11	28	34	17	11	39%	-6 ◆	+3 ◆	-6 ◆

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 CS2018	Difference from CS High Performers
B54 I am trusted to carry out my job effectively	33	58	5			91%	-1 ♦	+2 ♦	0
B55 I believe I would be supported if I try a new idea, even if it may not work	21	48	19	10		69%	-3 ♦	-3 ♦	-7 ♦
B56 In DVLA, people are encouraged to speak up when they identify a serious policy or delivery risk	21	52	16	8		73%	-2 ♦	+5 ♦	-1 ♦
B57 I feel able to challenge inappropriate behaviour in the workplace	17	49	18	12	5	66%	-1	0	-4 ♦
B58 DVLA is committed to creating a diverse and inclusive workplace	23	54	18			77%	-1 ♦	+3 ♦	-2 ♦

Leadership statement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B59 Senior managers in DVLA actively role model the behaviours set out in the Civil Service Leadership Statement	10	38	35	11	6	48%	-5 ♦	-1	-9 ♦
B60 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	27	45	19	5		72%	0	+5 ♦	-1 ♦

Civil Service vision

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B61 I am aware of the Civil Service vision for 'A Brilliant Civil Service'	13	49	21	14		62%	+14 ♦	+11 ♦	-4 ♦
B62 I understand how my work contributes to helping us become 'A Brilliant Civil Service'	12	47	25	13		59%	+9 ♦	+17 ♦	+8 ♦



All questions by theme

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^ 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 rows (W01, W02, W03) and 9 columns: Question, 0-4, 5-6, 7-8, 9-10, % Positive, Difference from previous survey, Difference from CS2018, Difference from CS High Performers.

For question W04 the percent negative is the proportion answering 6, 7, 8, 9 or 10 to the question.

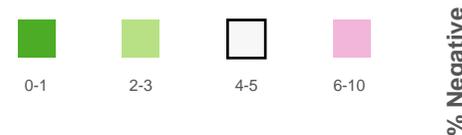


Table with 1 row (W04) and 9 columns: Question, 0-1, 2-3, 4-5, 6-10, % Negative, Difference from previous survey, Difference from CS2018, Difference from CS High Performers.



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 DVLA?

		Difference from previous survey	Difference from CS2018	Difference from CS High Performers
I want to leave DVLA as soon as possible	5%	+1 ◆	-2 ◆	-7 ◆
I want to leave DVLA within the next 12 months	7%	+1	-7 ◆	-12 ◆
I want to stay working for DVLA for at least the next year	18%	+2 ◆	-16 ◆	-22 ◆
I want to stay working for DVLA for at least the next three years	70%	-4 ◆	+26 ◆	+17 ◆

The Civil Service Code

Differences are based on '% Yes' score

	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?	85	15	85%	-1 ◆	-7 ◆	-9 ◆
D02. Are you aware of how to raise a concern under the Civil Service Code?	65	35	65%	-2 ◆	-2 ◆	-8 ◆
D03. Are you confident that if you raised a concern under the Civil Service Code in DVLA it would be investigated properly?	69	31	69%	-2 ◆	-2 ◆	-8 ◆

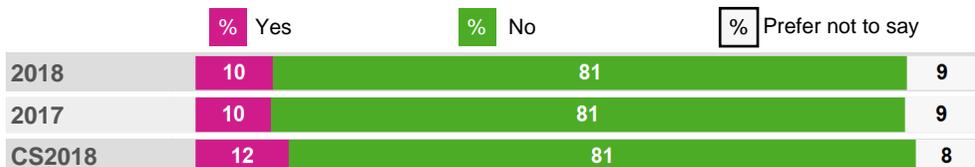


All questions by theme

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Discrimination, harassment and bullying

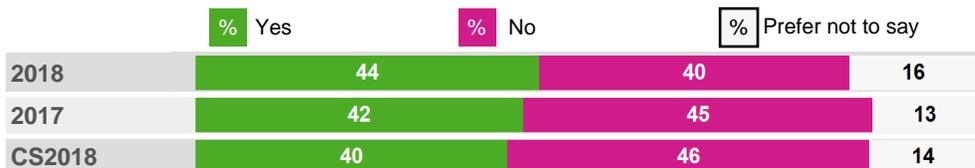
E01. During the past 12 months have you personally experienced discrimination at work?



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	55
Caring responsibilities	52
Disability	97
Ethnic background	11
Gender	40
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	95
Main spoken/written language or language ability	12
Marital status	10
Pregnancy, maternity or paternity	10
Religion or belief	--
Sexual orientation	11
Social or educational background	13
Working location	49
Working pattern	98
Any other grounds	134
Prefer not to say	57

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)

	Response Count
A colleague	169
Your manager	90
Another manager in my part of DVLA	86
Someone you manage	12
Someone who works for another part of DVLA	19
A member of the public	--
Someone else	--
Prefer not to say	58

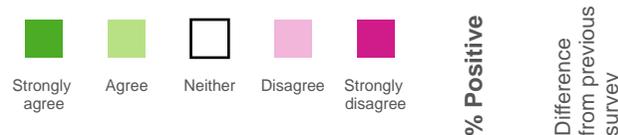
Please note: Counts of fewer than ten responses are suppressed and replaced with '--'



All questions by theme

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Driver and Vehicle Licensing Agency questions

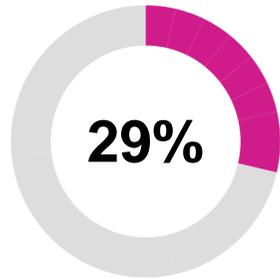


Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	
F01	I have positive development conversations with my manager	Yes: 84%		No: 16%			84%	0	
F02	My department supports the way I want to work	21	50	19	7		71%	New	
F03	In my directorate I have seen a positive change in the way that senior managers/leaders communicate	14	35	29	15	7	49%	New	
F04	Overall I value the staff benefits available to me at DVLA	18	50	20	8		68%	New	
F05	Has your confidence in our ability to deliver transformation increased since the last survey?	Yes: 27%		No: 41%		Don't know: 31%		27%	New
F06	I feel comfortable talking about general diversity and inclusion matters with colleagues	22	53	21			74%	New	
F07	Line managers in DVLA promote inclusive behaviours	Yes: 65%		No: 9%		Don't know: 27%		65%	New
F08	I feel comfortable talking about mental health with colleagues	Yes: 71%		No: 16%		Don't know: 12%		71%	New
F09	I know where to go for support and resources for personal issues that I may be facing at home or at work	Yes: 80%		No: 11%		Don't know: 9%		80%	New
F10	DVLA is committed to supporting my Health and Wellbeing	28	46	17	7		74%	New	
F11	When I discuss personal issues with my line manager, I am confident that they are kept confidential	Yes: 82%		No: 7%		Don't know: 11%		82%	New
F12	I achieve at least 5 days a year of personal learning and development including non-formal learning (e.g e-learning, mentoring, conferences, self-managed learning groups etc)	Yes: 55%		No: 45%			55%	New	

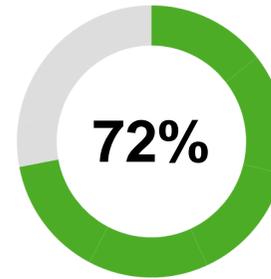


Proxy Stress Index and PERMA Index

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



Difference from previous survey +1 ◆
Difference from CS2018 0 ◆
Difference from CS High Performers +2 ◆



Difference from previous survey 0
Difference from CS2018 -2 ◆
Difference from CS High Performers -3 ◆

Proxy Stress Index

This index aligns to the Health and Safety Executive's stress management tool, using the 8 questions from the People Survey shown below. We calculate it in the same way as the Employee Engagement Index.

We have 'inverted' the final index so that it is a measure of conditions which can add to stress rather than alleviate stress, i.e. a higher index score represents a more stressful environment.

PERMA Index

This index measures the extent to which employees are 'flourishing' in the workplace around the 5 dimensions: Positive emotion, Engagement, Relationships, Meaning and Accomplishment.

The index is computed using the questions from the People Survey shown below and combining them in the same way as the Employee Engagement Index. A high score represents a greater proportion of employees agreeing with the statements below or rating the two wellbeing questions as high.

% positive

B05	I have a choice in deciding how I do my work	60%
B08	My manager motivates me to be more effective in my job	78%
B18	The people in my team can be relied upon to help when things get difficult in my job	88%
B26	I am treated with respect by the people I work with	88%
B30	I have clear work objectives	78%
B33	I have an acceptable workload	69%
B45	I have the opportunity to contribute my views before decisions are made that affect me	35%
E03	During the past 12 months have you personally experienced bullying or harassment at work?	84%

% positive

B01	I am interested in my work	85%
B03	My work gives me a sense of personal accomplishment	70%
B18	The people in my team can be relied upon to help when things get difficult in my job	88%
W01	Overall, how satisfied are you with your life nowadays?	64%
W02	Overall, to what extent do you feel that the things you do in your life are worthwhile?	68%



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 2017 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.
CS2018	The CS2018 benchmark is the median percent positive across all organisations that participated in the 2018 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 2018 Civil Service People Survey. The 'CS High Performer' comparator for the Proxy Stress Index has been corrected (reissued 23/11/2018).

Rounding

Results are presented as whole numbers for ease of reading, with rounding performed at the last stage of calculation for maximum accuracy. Therefore in some instances, the differences presented in this report will not match the rounded figures of the scores being compared. For example, if your unrounded Engagement Index score is 75.43647583%, your organisation overall's score is 74.63572484% and the difference between the two is +0.800751%, in this report these scores would appear as 75%, 75% and +1.

Statistical significance: ✨

Statistical testing has been carried out to identify statistically significant* differences between your results and a number of comparators. You can therefore be confident that the difference represents a real difference in opinion between the results.

*Note, there needs to be 30 responses at question level, 20 responses at theme level or 10 responses at index level for statistical testing to be carried out on the corresponding scores.

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. A statistical technique (a form of regression) is used to identify the extent to which each question in the survey has an association with engagement. Questions identified as having an association are called 'Drivers of engagement': page 3 of this report shows the questions that had the strongest association with engagement in this unit.

Confidentiality

The survey was carried out as part of the 2018 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.

ORC's Privacy Policy (www.orcinternational.co.uk/privacy) tells you how they keep personal data safe and who to contact to exercise your rights of control under the new GDPR regulations.