

Response rate : 68%

Civil Service People Survey 2014

Strength of association with engagement

 $\diamond$  Statistically significant difference from comparison

**DVLA** 

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

Engagement Index	My work	Organisational objectives and purpose	My manager	My team
<b>60</b> %	<b>65</b> <sup>%</sup> III	<b>82</b> <sup>%</sup> 💷	<b>72%</b> II	80%
Difference from +4 ↔	Difference from +1 previous survey	Difference from +1	Difference from +2 <	Difference from +1
Difference from <b>+2</b> ♦	Difference from -10 ↔ CS2014 -10	Difference from <b>-1</b> ↔ CS2014	Difference from <b>+4</b> $\diamond$ CS2014	Difference from 0
Difference from CS -3 ↔	Difference from CS <b>-14</b>	Difference from CS <b>-5</b> ↔ High Performers	Difference from CS +1 High Performers	Difference from CS -3 ≺ High Performers
				Leadershin and
High Performers Learning and development	Inclusion and fair treatment	Resources and workload	Pay and benefits	Leadership and Managing Change
Learning and	Inclusion and fair	Resources and workload		
Learning and development	Inclusion and fair treatment	Resources and workload	Pay and benefits	Managing Change
Learning and development 49% all	Inclusion and fair treatment 75% 1	Resources and workload	Pay and benefits 38%	Managing Change 43 <sup>%</sup>



Drivers of Engagement	Strength of association with engagement	Theme score % Positive	Difference from previous survey	Difference from CS2014	High
Leadership and Managing Change		43%	+10∻	0	-7 🔶
My work		65%	+1	-10 🔶	-14∻
My manager		72%	+2∻	+4 ∻	+1
Pay and benefits		38%	+6∻	+10 🔶	+3∻
Resources and workload		76%	-1	+2 ∻	-1 🔶
Learning and development		49%	+4 ∻	0	-6令
Organisational objectives and purpose		82%	+1	-1 🔶	-5 🔶
My team		80%	+1	0	-3令
Inclusion and fair treatment		75%	+1	-1 🔶	-4 🔶

### 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

Driver & Vehicle Licensing Agency

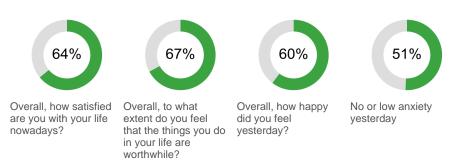
details.					
Drivers of Engagement	Strength of association with engagement	Theme score % Positive	Difference from previous survey	Difference from CS2014	Differer from C High Perform
Leadership and Managing Change		43%	+10�	0	-7
My work		65%	+1	-10 🔶	-14
My manager		72%	+2∻	+4 💠	+1
Pay and benefits		38%	+6令	+10 🔶	+3
Resources and workload		76%	-1	+2 ∻	-1
Learning and development		49%	+4 🔶	0	-6
Organisational objectives and purpose		82%	+1	-1 🔶	-5

Wellbeing

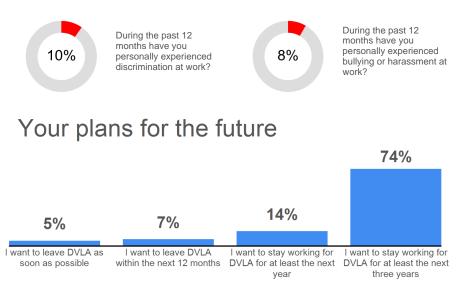
Response rate : 68%

Strength of association with engagement

Returns : 3,786



# Discrimination, bullying and harassment



# DVLA

**Civil Service People Survey 2014** 

♦ Statistically significant difference from comparison

# Driver & Vehicle Licensing Agency

Returns : 3,786

Response rate : 68%

Civil Service People Survey 2014

All questions by theme							<ul> <li>indicates statistically significant difference from comparison</li> <li>indicates a variation in question wording from your previous survey</li> </ul>					
My work	<b>65</b> <sup>%</sup> +1	Difference from previous survey	T	Strength of association with engagement	Strongly agree	Agree	Neither Dis	sagree Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B01 I am interested in my work					30		52	12	83%	+1	-7 🔶	-10 🔶
B02 I am sufficiently challenged by my	v work				26		47	15 9	73%	+2 🔶	-6 🔶	-9 🔶
B03 My work gives me a sense of pers	sonal accomplish	nment			20		47	19 10	67%	+1	-8 🔶	-11 🔶
B04 I feel involved in the decisions that	at affect my work				11	35	22	22 10	46%	+1	-10 🔶	-16 🔶
B05 I have a choice in deciding how I	do my work				15	41	20	0 17 7	56%	+1	-19 🔶	-24 💠
Organisational objectives and purpose	<b>82</b> <sup>%</sup> +1	Difference from previous survey		Strength of association with engagement	Strongly agree	Agree	Neither Dis	sagree Strongly disagree				
B06 I have a clear understanding of D	VLA's purpose				27		59	11	85%	+2 💠	0	-5 🔶
B07 I have a clear understanding of D	VLA's objectives				23		57	14 5	80%	+1 💠	-1 🔶	-6 🔶
B08 I understand how my work contrib	outes to DVLA's o	objectives			25		56	13	81%	0	-2 💠	-7 💠



# Driver & Vehicle Licensing Agency

Returns : 3,786

Response rate : 68%

Civil Service People Survey 2014

All questions by theme										
My manager	<b>72</b> <sup>%</sup> +2	Difference from previous survey	Strength c associatio engageme	n with agree	Agree Neither	Disagree Stror disag		Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B09 My manager motivates me to be r	nore effective ir	n my job		27	44	18	<b>71%</b>	+2 💠	+3 🔶	-1 🔶
B10 My manager is considerate of my	life outside wor	k		40		41 <mark>13</mark>	81%	+1 💠	0	-5 💠
B11 My manager is open to my ideas				33	45	5 14	5 78%	+2 💠	-1 🔶	-6 💠
B12 My manager helps me to understa	and how I contri	bute to DVL	A's objectives	24	45	22	7 69%	+1	+4 💠	0
B13 Overall, I have confidence in the c	lecisions made	by my mana	ger	32	41	16	6 74%	+1 💠	0	-3 🔶
B14 My manager recognises when I have	ave done my jol	o well		35	4	6 <mark>12</mark>	5 81%	0	+4 💠	0
B15 I receive regular feedback on my	performance			30	44	13 1	0 74%	+2 💠	+9 🔶	+5 🔶
B16 The feedback I receive helps me	to improve my p	erformance		28	42	20	7 70%	+2 💠	+8 🔶	+4 🔶
B17 I think that my performance is eva	luated fairly			23	42	20 10	5 <b>66%</b>	+1	+3 💠	-1 🔶
B18 Poor performance is dealt with eff	ectively in my te	eam		18	36	28 11	7 54%	+2 💠	+15 🔶	+11 🔶
My team	<b>80</b> <sup>%</sup> +1	Difference from previous survey	Strength c associatio engageme	n with agree	Agree Neither	Disagree Stror disag				
B19 The people in my team can be rel	ied upon to help	when thing	s get difficult in	my 40		46 10	86%	0	+2 💠	-1 💠
B20 The people in my team work toger provide	ther to find way	s to improve	the service we	34	4	6 13	5 80%	0	0	-3 💠
B21 The people in my team are encour doing things	raged to come	up with new a	and better ways	s of 30	43	18	7 73%	+1 🔶	-1 🔶	-5 🔶





Response rate : 68%

Civil Service People Survey 2014

All questions by theme	<ul> <li>indicates statistically significant difference from comparison</li> <li>indicates a variation in question wording from your previous survey</li> </ul>			
Learning and development 49% +4 Difference from previous survey Strongly association with engagement Strongly agree Agree Neither Disagree Strongly disagree	% Positive	Difference from CS2014 Difference from CS High Performers		
B22 I am able to access the right learning and development opportunities when I need to 25 9	<b>63%</b> +2 ∻	+1		
B23 Learning and development activities I have completed in the past 12 months have helped to improve my performance	<b>43%</b> +4 ∻	-7   -13   +		
B24 There are opportunities for me to develop my career in DVLA123826159	<b>50%</b> +4 ∻	+8		
B25Learning and development activities I have completed while working for DVLA are helping me to develop my career103137157	<b>41%</b> +3 ∻	-2		
Inclusion and fair treatment 75% +1 Difference from previous survey I Strength of association with engagement Strengty agree Agree Neither Disagree Strongly disagree				
B26 I am treated fairly at work2653126	<b>79%</b> +1 ∻	0 -3 🔶		
B27 I am treated with respect by the people I work with315410	<b>85%</b> 0	+1 ∻ -2 ∻		
B28 I feel valued for the work I do194122125	<b>61%</b> +1	-4		
B29I think that DVLA respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)2449195	<b>73%</b> +2 ∻	-1 -5 🔶		



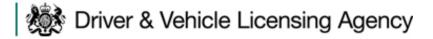


Response rate : 68%

Civil Service People Survey 2014

All questions by theme	<ul> <li>indicates statistically significant difference from comparison</li> <li>indicates a variation in question wording from your previous survey</li> </ul>
Resources and workload 76 <sup>%</sup> -1 Difference from previous survey II Difference from previous f	% Positive
B30 In my job, I am clear what is expected of me 29 59 8	<b>88%</b> 0 +4 ↔ +1 ↔
B31 I get the information I need to do my job well18521810	<b>70%</b> -1 0 -4 ∻
B32 I have clear work objectives2054148	<b>74%</b> -1 -1 ∻ -5 ∻
B33 I have the skills I need to do my job effectively 28 59 9	<b>87%</b> -1 -2 ∻ -4 ∻
B34 I have the tools I need to do my job effectively20531410	<b>73%</b> -2 ↔ +1 ↔ -3 ↔
B35 I have an acceptable workload 15 52 17 11 5	<b>67%</b> -1 +8 ↔ +1
B36I achieve a good balance between my work life and my private life2254156	<b>76%</b> +2 ↔ +9 ↔ +2 ↔
Pay and benefits <b>38</b> % <b>+6</b> Difference from previous survey <b>Strongly association with engagement Strongly agree Neither Disagree Strongly disagree</b>	
B37I feel that my pay adequately reflects my performance630222715	<b>36%</b> +8 ↔ +7 ↔ 0
B38 I am satisfied with the total benefits package734281910	<b>42%</b> +4 ↔ +10 ↔ +2 ↔
B39 Compared to people doing a similar job in other organisations I feel my pay is reasonable 7 27 21 26 18	<b>35%</b> +8 ↔ +10 ↔ +3 ↔





Response rate : 68%

Civil Service People Survey 2014

All questions by theme	<ul> <li>indicates statistically significant difference from on <ul> <li>indicates a variation in question wording from you</li> </ul> </li> </ul>	and the second
Leadership and Managing Change 43° +10 Difference from previous survey Liference from previous survey Strength of association with engagement	agree Brond Brevious Survey CS High	renormers
B40 I feel that DVLA as a whole is managed well	<b>8 43 29 15 5 50% +1</b> 3 ↔ +5 ↔ -6	$\diamond$
B41 Senior managers in DVLA are sufficiently visible	10         41         24         18         8         51%         +11 <>         -2 <>         -12	$\diamond$
B42 I believe the actions of senior managers are consistent with DVLA's values	<b>8 35 37 13 6 43% +</b> 10 ↔ -4 ↔ -13	$\diamond$
B43 I believe that the Executive Board has a clear vision for the future of DVLA	10         41         38         7         51%         +17 < ↔         +6 < ↔         -2	÷
B44 Overall, I have confidence in the decisions made by DVLA's senior managers	8 32 37 15 7 40% +12 ∻ -4 ∻ -11	$\diamond$
B45 I feel that change is managed well in DVLA	<b>5 31 30 26 8 36% +</b> 7 ↔ +5 ↔ -2	$\diamond$
B46 When changes are made in DVLA they are usually for the better	<b>5</b> 31 37 20 6 <b>37%</b> +13 ↔ +7 ↔ 0	
B47 DVLA keeps me informed about matters that affect me	7 46 27 15 6 <b>52%</b> +7 ∻ -6 ∻ -11	$\diamond$
B48 I have the opportunity to contribute my views before decisions are made that affect me	5 25 30 28 12 <b>30%</b> +3 ∻ -5 ∻ -13	$\diamond$
B49 I think it is safe to challenge the way things are done in DVLA	<b>6</b> 33 32 20 10 39% +4 ↔ -2 ↔ -9	$\diamond$





Response rate : 68%

Civil Service People Survey 2014

All questions by theme						
Engagement	agree Briterence from CS 2014					
B50 I am proud when I tell others I am part of DVLA	14 39 33 10 <b>53%</b> +7 ∻ -6 ∻ -13 ∻					
B51 I would recommend DVLA as a great place to work	<b>16 44 29 9 60% +</b> 8 ↔ +11 ↔ 0					
B52 I feel a strong personal attachment to DVLA	12 33 34 15 6 <b>46%</b> +5 ∻ -2 ∻ -8 ∻					
B53 DVLA inspires me to do the best in my job	<b>12 33 38 13 45% +</b> 5 ∻ 0 -6 ∻					
B54 DVLA motivates me to help it achieve its objectives	<b>11 33 37 14 5 43% +</b> 6 ↔ +1 -6 ↔					
Taking action	Strongly Agree Neither Disagree Strongly agree disagree					
B55 I believe that senior managers in DVLA will take action on the results from this survey	8 30 30 21 12 <b>37%</b> +11 ∻ -8 ∻ -16 ∻					
B56 I believe that managers where I work will take action on the results from this survey	12         35         27         16         10         47%         +5 < ↔         -9 < ↔         -14 < ↔					
B57 Where I work, I think effective action has been taken on the results of the last survey	8 23 42 17 10 <b>31%</b> +7 ∻ -3 ∻ -9 ∻					





Response rate : 68%

Civil Service People Survey 2014

All questions by theme							
Organisational Culture	strond Brence from CS 2014 Performers						
B58 I am trusted to carry out my job effectively	<b>29 60 7 89% 0 +1 ☆ -1 ☆</b>						
B59 I believe I would be supported if I try a new idea, even if it may not work	17         47         23         10         64%         -2 <>         -4 <>         -8 <>						
B60 My performance is evaluated based on whether I get things done, rather than solely follow processes	13     44     27     11     57%     -1     -8 <>     -13 <>						
B61 When I talk about DVLA I say "we" rather than "they"	17     44     25     11     60%     +4 <>     -8 <>     -18 <>						
B62 I have some really good friendships at work	<b>40 46 10 86%</b> -1 +10 ∻ +6 ∻						

# Driver & Vehicle Licensing Agency

Returns : 3,786

## Response rate : 68%

Civil Service People Survey 2014

DVLA

All questions by theme					<ul> <li>indicates statistically significant difference from comparison</li> <li>indicates a variation in question wording from your previous surve</li> </ul>			
Wellbeing	0-4	5-6	7-8	9-10	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers

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

W01 Overall, how satisfied are you with your life nowadays?	13	23	47	17	64%	+2 🔶	0	-2 🔶
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	11	22	45	22	67%	0	-2 🔶	-5 🔶
W03 Overall, how happy did you feel yesterday?	17	23	40	20	60%	+3 💠	0	-3 💠
	0-1	2-3	4-5	6-10				
W04 Overall, how anxious did you feel yesterday?	27	2	4 20	29	51%	+1	+1	-2 💠





Response rate : 68%

Civil Service People Survey 2014

				cates statistically significant difference from comparison cates 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 CS2014	Difference from CS High Performers
I want to leave DVLA as soon as possible			5%	-2 🔶	-2 🔶	-5 🔶
I want to leave DVLA within the next 12 months			7%	+1	-7 💠	-11 🔶
I want to stay working for DVLA for at least the next year			14%	+1	-17 🔶	-23 💠
I want to stay working for DVLA for at least the next three years			74%	+1	+28 🔶	+20
The Civil Service Code						
Differences are based on '% Yes' score	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?	80	20	80%	-2 🔶	-9 🔶	-13 🔶
D02. Are you aware of how to raise a concern under the Civil Service Code?	59	41	59%	-3 🔶	-5 🔶	-12 💠
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%	+1	-4 🔶	-9 🔶





Response rate : 68%

## Civil Service People Survey 2014

♦ indicates statistically significant difference from comparison

DVLA

## All questions by theme

### Discrimination, harassment and bullying

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

	% Yes	% No	% Prefer not to say
2014	10	81	9
2013	10	80	10
CS2014	10	82	9

For respondents who selected 'Yes' to question E01.

E02. On which of the following grounds have you personally experienced discrimination in the past 12 months? (multiple selection)

	Response Count	
Age	46	
Caring responsibilities	36	
Disability	50	
Ethnic background		
Gender	31	
Gender reassignment or perceived gender		
Grade, pay band or responsibility level	86	
Main spoken/written language or language ability		
Religion or belief		
Sexual orientation	14	
Social or educational background	22	
Working location	33	
Working pattern	66	
Any other grounds	108	
Prefer not to say	46	

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

^ indicates a variation in question wording from your previous survey



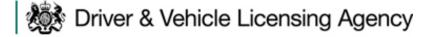
E03. During the past 12 months, have you personally experienced bullying or harassment

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	127	
Your manager	76	
Another manager in my part of DVLA	72	
Someone you manage	18	
Someone who works for another part of DVLA	16	
A member of the public	15	
Someone else	13	
Prefer not to say	44	

www.orcinternational.com



Response rate : 68%

Civil Service People Survey 2014

## **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 2013 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.
CS2014	The CS2014 benchmark is the median percent positive across all organisations that participated in the 2014 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 2014 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, CS2014 results and CS High Performers results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in opinion between the results.

#### The employee engagement index

The survey includes five questions that make up the engagement index (B50-B54). The index score represents the average level of engagement in that unit and ranges from 0 to 100. An index score of 0 represents all respondents in that unit saying they strongly disagree to all five engagement questions and a score of 100 represents all respondents saying they strongly agree to all five engagement questions and a score of 100 represents all respondents 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			all
with engagement		al l	the analysis has not identified a significant association with engagement

#### Confidentiality

The survey was carried out as part of the 2014 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 less 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.

