



Returns : 2,638

Response rate : 58%

Civil Service People Survey 2014

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.



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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 CS2014	Difference from CS High Performers
Leadership and Managing Change		22%	-5 ✧	-21 ✧	-28 ✧
My work		63%	+2 ✧	-13 ✧	-16 ✧
My manager		59%	-5 ✧	-8 ✧	-12 ✧
Pay and benefits		23%	+7 ✧	-5 ✧	-12 ✧
Learning and development		37%	0	-13 ✧	-18 ✧
Resources and workload		69%	-2 ✧	-5 ✧	-8 ✧
Organisational objectives and purpose		63%	-7 ✧	-20 ✧	-24 ✧
My team		70%	0	-9 ✧	-12 ✧
Inclusion and fair treatment		63%	-2 ✧	-12 ✧	-16 ✧

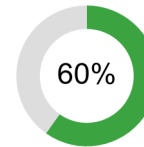


Strength of association with engagement

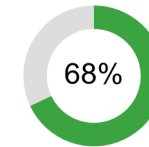


Statistically significant difference from comparison

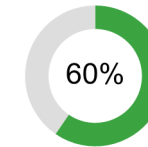
## Wellbeing



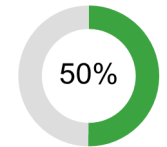
Overall, how satisfied are you with your life nowadays?



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

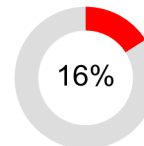


Overall, how happy did you feel yesterday?

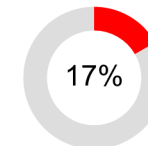


No or low anxiety yesterday

## Discrimination, bullying and harassment

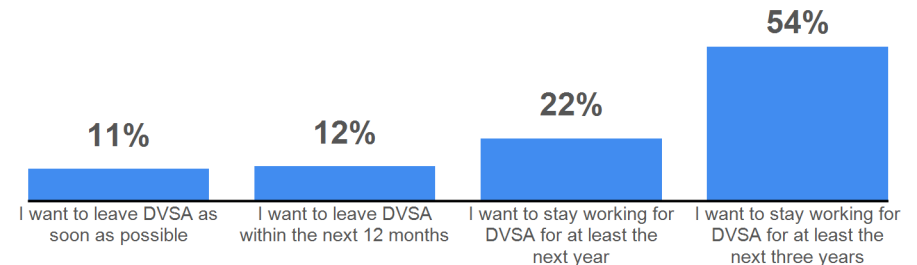


During the past 12 months have you personally experienced discrimination at work?



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

**63%** +2  
 Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B01 I am interested in my work	39	47	9			86%	0	-3 ◆	-6 ◆
B02 I am sufficiently challenged by my work	27	46	14	10		73%	+1 ◆	-6 ◆	-9 ◆
B03 My work gives me a sense of personal accomplishment	24	46	16	10	5	69%	+1	-6 ◆	-9 ◆
B04 I feel involved in the decisions that affect my work	10	26	19	25	20	36%	+1	-21 ◆	-26 ◆
B05 I have a choice in deciding how I do my work	16	34	18	18	15	49%	+4 ◆	-25 ◆	-31 ◆

### Organisational objectives and purpose

**63%** -7  
 Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B06 I have a clear understanding of DVSA's purpose <sup>▲</sup>	18	48	17	11	5	66%	-6 ◆	-20 ◆	-25 ◆
B07 I have a clear understanding of DVSA's objectives <sup>▲</sup>	16	42	21	14	7	58%	-8 ◆	-23 ◆	-28 ◆
B08 I understand how my work contributes to DVSA's objectives <sup>▲</sup>	20	47	20	9	5	67%	-6 ◆	-17 ◆	-21 ◆

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 ^ indicates a variation in question wording from your previous survey

### My manager

**59%** -5

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B09	My manager motivates me to be more effective in my job	18	39	21	12	10	58%	-4 ◆	-10 ◆	-14 ◆
B10	My manager is considerate of my life outside work	33	39	17	6	6	71%	-5 ◆	-10 ◆	-14 ◆
B11	My manager is open to my ideas	25	43	17	8	6	69%	-3 ◆	-11 ◆	-16 ◆
B12	My manager helps me to understand how I contribute to DVSA's objectives <sup>^</sup>	16	37	28	12	7	53%	-7 ◆	-11 ◆	-16 ◆
B13	Overall, I have confidence in the decisions made by my manager	23	39	20	10	9	61%	-4 ◆	-12 ◆	-16 ◆
B14	My manager recognises when I have done my job well	26	45	15	8	6	71%	-3 ◆	-7 ◆	-10 ◆
B15	I receive regular feedback on my performance	18	43	20	13	6	62%	-6 ◆	-4 ◆	-7 ◆
B16	The feedback I receive helps me to improve my performance	17	38	26	12	7	55%	-4 ◆	-7 ◆	-11 ◆
B17	I think that my performance is evaluated fairly	16	39	24	12	9	55%	-5 ◆	-8 ◆	-12 ◆
B18	Poor performance is dealt with effectively in my team	9	29	34	16	13	37%	-5 ◆	-2 ◆	-6 ◆

### My team

**70%** 0

Difference from previous survey



Strength of association with engagement



Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B19	The people in my team can be relied upon to help when things get difficult in my job	32	47	12	6	6	79%	+1 ◆	-5 ◆	-7 ◆
B20	The people in my team work together to find ways to improve the service we provide	28	46	15	8	6	74%	+2 ◆	-6 ◆	-9 ◆
B21	The people in my team are encouraged to come up with new and better ways of doing things	20	37	23	14	6	57%	-4 ◆	-17 ◆	-21 ◆

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### Learning and development

**37%** 0

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B22	I am able to access the right learning and development opportunities when I need to	9	41	24	17	9	50%	+1	-12 ◆	-17 ◆
B23	Learning and development activities I have completed in the past 12 months have helped to improve my performance	9	27	35	20	10	35%	0	-16 ◆	-21 ◆
B24	There are opportunities for me to develop my career in DVSA <sup>^</sup>	6	23	24	23	24	29%	-1	-12 ◆	-19 ◆
B25	Learning and development activities I have completed while working for DVSA are helping me to develop my career <sup>^</sup>	7	25	32	21	15	32%	+1	-11 ◆	-17 ◆

### Inclusion and fair treatment

**63%** -2

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014


Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B26	I am treated fairly at work	20	48	16	9	7	68%	-3 ◆	-11 ◆	-15 ◆
B27	I am treated with respect by the people I work with	25	55	12	6	6	80%	-1	-4 ◆	-7 ◆
B28	I feel valued for the work I do	13	34	23	18	12	47%	-2 ◆	-17 ◆	-22 ◆
B29	I think that DVSA respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc) <sup>^</sup>	16	41	26	9	8	57%	-3 ◆	-17 ◆	-21 ◆

## All questions by theme

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

### Resources and workload **69%** -2

Difference from previous survey  Strength of association with engagement



**% Positive**  
 Difference from previous survey  
 Difference from CS2014  
 Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B30 In my job, I am clear what is expected of me	24	58	11	5	2	82%	-3 ◆	-2 ◆	-5 ◆
B31 I get the information I need to do my job well	13	46	22	14	5	58%	-4 ◆	-12 ◆	-15 ◆
B32 I have clear work objectives	17	56	15	8	2	73%	-2 ◆	-2 ◆	-6 ◆
B33 I have the skills I need to do my job effectively	29	57	9	2	2	86%	0	-3 ◆	-5 ◆
B34 I have the tools I need to do my job effectively	15	44	16	15	9	60%	-6 ◆	-12 ◆	-16 ◆
B35 I have an acceptable workload	11	48	18	14	8	59%	-1	0	-7 ◆
B36 I achieve a good balance between my work life and my private life	18	50	18	9	6	68%	-2 ◆	+1 ◆	-6 ◆

### Pay and benefits **23%** +7

Difference from previous survey  Strength of association with engagement



Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B37 I feel that my pay adequately reflects my performance	20	16	29	33	2	23%	+9 ◆	-6 ◆	-13 ◆
B38 I am satisfied with the total benefits package	22	21	25	28	2	26%	+5 ◆	-6 ◆	-14 ◆
B39 Compared to people doing a similar job in other organisations I feel my pay is reasonable	18	18	28	33	2	21%	+6 ◆	-3 ◆	-10 ◆

## All questions by theme

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 ^ indicates a variation in question wording from your previous survey

### Leadership and Managing Change

**22%** -5

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B40 I feel that DVSA as a whole is managed well <sup>^</sup>	19	28	27	23	23	21%	-5 ◆	-24 ◆	-35 ◆
B41 Senior managers (Directors, G6s and G7s) in DVSA are sufficiently visible <sup>^</sup>	20	24	29	25	22	23%	-10 ◆	-30 ◆	-40 ◆
B42 I believe the actions of Senior managers (Directors, G6s and G7s) are consistent with DVSA's values <sup>^</sup>	18	42	18	19	3	21%	-7 ◆	-26 ◆	-34 ◆
B43 I believe that the Board has a clear vision for the future of DVSA <sup>^</sup>	5	21	36	19	19	26%	0	-19 ◆	-27 ◆
B44 Overall, I have confidence in the decisions made by DVSA's senior managers (Directors, G6s and G7s) <sup>^</sup>	15	32	24	26	5	17%	-4 ◆	-26 ◆	-34 ◆
B45 I feel that change is managed well in DVSA <sup>^</sup>	16	27	32	24	3	18%	-6 ◆	-14 ◆	-21 ◆
B46 When changes are made in DVSA they are usually for the better <sup>^</sup>	12	32	30	24	2	14%	-3 ◆	-15 ◆	-23 ◆
B47 DVSA keeps me informed about matters that affect me <sup>^</sup>	35	24	21	16	4	39%	-4 ◆	-19 ◆	-25 ◆
B48 I have the opportunity to contribute my views before decisions are made that affect me	15	23	30	29	5	18%	-5 ◆	-18 ◆	-25 ◆
B49 I think it is safe to challenge the way things are done in DVSA <sup>^</sup>	18	27	26	27	2	21%	-3 ◆	-20 ◆	-27 ◆

## 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 CS2014	Difference from CS High Performers
B50 I am proud when I tell others I am part of DVSA <sup>^</sup>	9	31	36	15	9	40%	-4 ◆	-18 ◆	-25 ◆
B51 I would recommend DVSA as a great place to work <sup>^</sup>	6	24	34	21	15	30%	-2 ◆	-19 ◆	-30 ◆
B52 I feel a strong personal attachment to DVSA <sup>^</sup>	9	25	31	21	14	34%	-3 ◆	-14 ◆	-20 ◆
B53 DVSA inspires me to do the best in my job <sup>^</sup>	6	23	34	22	15	29%	-3 ◆	-16 ◆	-22 ◆
B54 DVSA motivates me to help it achieve its objectives <sup>^</sup>	5	20	34	23	17	26%	-2 ◆	-17 ◆	-24 ◆

### Taking action

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B55 I believe that Senior managers (Directors, G6s and G7s) in DVSA will take action on the results from this survey <sup>^</sup>	19	25	25	28	22%	-3 ◆	-23 ◆	-31 ◆	
B56 I believe that managers where I work will take action on the results from this survey	10	31	24	17	18	41%	+1	-15 ◆	-20 ◆
B57 Where I work, I think effective action has been taken on the results of the last survey	6	19	31	22	23	25%	-1	-10 ◆	-16 ◆



## All questions by theme

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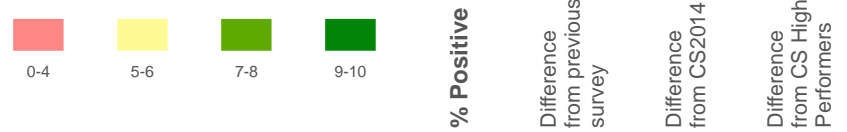
### Organisational Culture

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B58 I am trusted to carry out my job effectively	28	53	10	6		80%	-1	-8 ◆	-10 ◆
B59 I believe I would be supported if I try a new idea, even if it may not work	13	37	27	16	7	50%	-2 ◆	-18 ◆	-22 ◆
B60 My performance is evaluated based on whether I get things done, rather than solely follow processes	11	37	31	13	7	48%	-2 ◆	-17 ◆	-22 ◆
B61 When I talk about DVSA I say "we" rather than "they" ^	12	35	27	15	10	47%	-2 ◆	-21 ◆	-31 ◆
B62 I have some really good friendships at work	31	47	15	5		78%	+3 ◆	+2 ◆	-2 ◆

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

Question	0-4	5-6	7-8	9-10	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
W01 Overall, how satisfied are you with your life nowadays?	17	23	43	17	60%	+1	-4 ◆	-7 ◆
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	12	20	45	23	68%	+1	-1 ◆	-4 ◆
W03 Overall, how happy did you feel yesterday?	20	20	36	24	60%	+1	-1	-4 ◆
W04 Overall, how anxious did you feel yesterday?	29	21	20	30	50%	-3 ◆	0	-3 ◆

## All questions by theme

◇ indicates statistically significant difference from comparison  
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### Your plans for the future

C01. Which of the following statements most reflects your current thoughts about working for DVSA?^

			Difference from previous survey	Difference from CS2014	Difference from CS High Performers
I want to leave DVSA as soon as possible		11%	+3 ◇	+4 ◇	+2 ◇
I want to leave DVSA within the next 12 months		12%	+3 ◇	-1 ◇	-5 ◇
I want to stay working for DVSA for at least the next year		22%	0	-9 ◇	-15 ◇
I want to stay working for DVSA for at least the next three years		54%	-5 ◇	+8 ◇	0

### The Civil Service Code

Differences are based on '% Yes' score

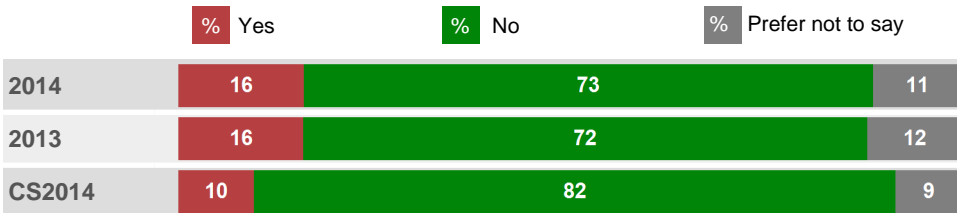
	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		12	88%	+1	-2 ◇	-5 ◇
D02. Are you aware of how to raise a concern under the Civil Service Code?		32	68%	0	+4 ◇	-4 ◇
D03. Are you confident that if you raised a concern under the Civil Service Code in DVSA it would be investigated properly?^		47	53%	-2 ◇	-16 ◇	-21 ◇

## 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?



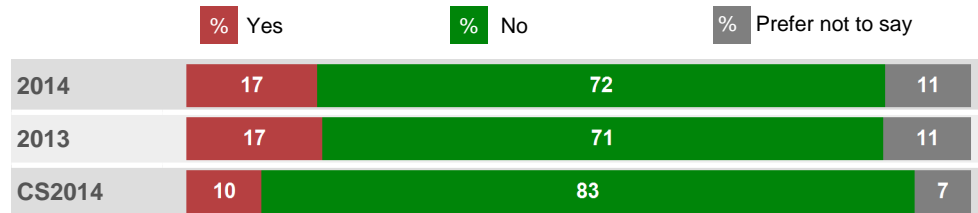
For respondents who selected 'Yes' to question E01.

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

Ground	Response Count
Age	34
Caring responsibilities	45
Disability	51
Ethnic background	34
Gender	36
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	83
Main spoken/written language or language ability	38
Religion or belief	14
Sexual orientation	--
Social or educational background	31
Working location	96
Working pattern	95
Any other grounds	112
Prefer not to say	64

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

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



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)

Who	Response Count
A colleague	121
Your manager	142
Another manager in my part of DVSA	106
Someone you manage	23
Someone who works for another part of DVSA	47
A member of the public	83
Someone else	29
Prefer not to say	60

## All questions by theme

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### DVSA Overall questions

\* indicates negatively phrased question(s) where % positive is the proportion who selected either "disagree" or "strongly disagree"

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01	I believe that DVSA will make a greater contribution to improving safety on Britain's roads than DSA and VOSA could do as separate agencies	7	21	39	20	13	28%	--
F02	I am worried about the future of my job because of the merger*	21	28	25	20	6	26%	--
F03	I would feel able to report any discrimination, bullying or harassment without worrying that it would have a negative impact on me	11	38	21	18	11	50%	--
F04	I would feel confident to challenge unacceptable behaviour if I experienced it or witnessed it happening	15	46	18	13	8	61%	--
F05	I have agreed objectives which define what I do (activities) and how I do it (behaviours)	13	53	23	7		66%	--
F06	My manager delivers results by getting the best out of everyone	13	36	28	13	10	49%	--
F07	My team have regular meetings (at least once a quarter)	26	50	10	8	5	76%	-8 ◇
F08	In the News keeps me informed about general DVSA topics and changes^	12	53	23	8		65%	-12 ◇
F09	In response to last year's survey results my team created a local action plan	Yes: 43% No: 24% Don't know: 33%					43%	-4 ◇
F10	My views were taken into account in putting together our local action plan	Yes: 34% No: 30% Don't know: 36%					34%	-2 ◇

## 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 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.

### 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 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.