



◇ 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%	48%	40%	43%	49%	52%
My work	-	-	-	-	61%	63%	57%	58%	63%	63%
Organisational objectives and purpose	-	-	-	-	69%	62%	52%	58%	66%	69%
My manager	-	-	-	-	64%	59%	53%	52%	58%	63%
My team	-	-	-	-	70%	70%	68%	64%	68%	70%
Learning and development	-	-	-	-	36%	37%	32%	34%	39%	42%
Inclusion and fair treatment	-	-	-	-	65%	63%	54%	58%	63%	65%
Resources and workload	-	-	-	-	70%	67%	58%	58%	62%	64%
Pay and benefits	-	-	-	-	16%	23%	18%	17%	17%	17%
Leadership and managing change	-	-	-	-	27%	22%	15%	18%	27%	30%
Response rate	-	-	-	-	78%	58%	68%	54%	66%	79%





◇ Statistically significant difference from comparison

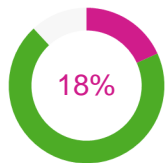
Statistical analysis has been used to explore the questions that have the strongest impact on engagement. By concentrating efforts on the drivers of engagement you are more likely to improve it.

## Drivers of Engagement

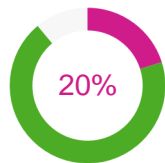
Rank			% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
1	B03	My work gives me a sense of personal accomplishment	69%	+2 ◇	-8 ◇	-11 ◇
2	B62	I understand how my work contributes to helping us become 'A Brilliant Civil Service'	40%	+9 ◇	-2 ◇	-10 ◇
3	B27	I feel valued for the work I do	51%	+3 ◇	-17 ◇	-22 ◇
4	B41	Overall, I have confidence in the decisions made by DVSA's senior managers (Directors, G6s and G7s)	28%	+2 ◇	-20 ◇	-30 ◇
5	B24	Learning and development activities I have completed while working for DVSA are helping me to develop my career	37%	+2 ◇	-10 ◇	-16 ◇

## Discrimination, bullying and harassment

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



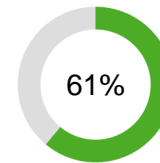
During the past 12 months have you personally experienced discrimination at work?



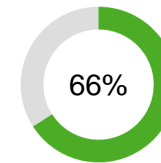
During the past 12 months have you personally experienced bullying or harassment at work?

## Wellbeing

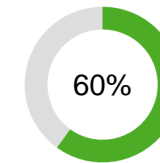
■ % responding positively (Answering 7,8,9 or 10 for W01 – W03) ■ % responding negatively (Answering 6,7,8,9 or 10 for W04)



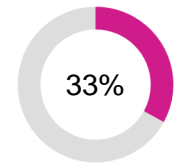
W01. Overall, how satisfied are you with your life nowadays?



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

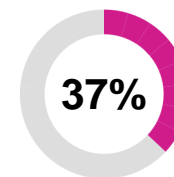


W03. Overall, how happy did you feel yesterday?

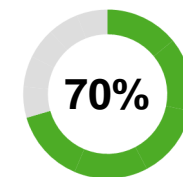


W04. Overall, how anxious did you feel yesterday?

## Proxy Stress Index

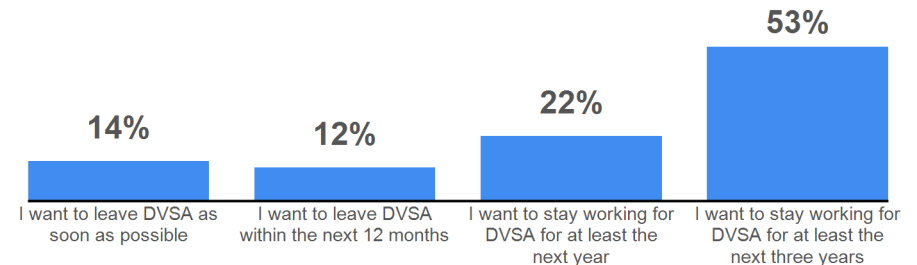


## PERMA Index



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

## Your plans for the future





Headline scores

Highest positive scoring questions		% Positive	Highest neutral scoring questions		% Neutral	Highest negative scoring questions		% Negative
B01	I am interested in my work	85%	B59	Senior managers (Directors, G6s and G7s) in DVSA actively role model the behaviours set out in the Civil Service Leadership Statement	45%	B35	I feel that my pay adequately reflects my performance	71%
B31	I have the skills I need to do my job effectively	83%	B39	I believe the actions of senior managers (Directors, G6s and G7s) are consistent with DVSA's values	37%	B37	Compared to people doing a similar job in other organisations I feel my pay is reasonable	69%
B54	I am trusted to carry out my job effectively	82%	F06	Senior managers (Directors, G6s and G7s) in my area are open to feedback	36%	B36	I am satisfied with the total benefits package	58%
B18	The people in my team can be relied upon to help when things get difficult in my job	80%	B53	Where I work, I think effective action has been taken on the results of the last survey	36%	B45	I have the opportunity to contribute my views before decisions are made that affect me	53%
B26	I am treated with respect by the people I work with	80%	B40	I believe that the Board has a clear vision for the future of DVSA	35%	B42	I feel that change is managed well in DVSA	49%



All questions by theme

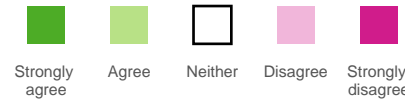
◆ indicates statistically significant difference from comparison
^ indicates a variation in question wording from your previous survey

My work

63%

+1

Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2018

Difference from CS High Performers

Table with 5 rows (B01-B05) and 9 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

69%

+3

Difference from previous survey

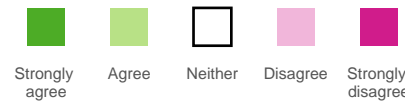


Table with 2 rows (B06-B07) and 9 columns: Question, Strongly agree, Agree, Neither, Disagree, Strongly disagree, % Positive, Difference from previous survey, Difference from CS2018, Difference from CS High Performers.



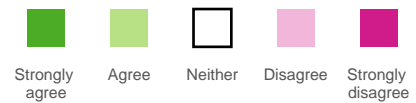
All questions by theme

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 ^ indicates a variation in question wording from your previous survey

My manager

63%

+5 ◆ 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	24	39	19	11	7	63%	+5 ◆	-8 ◆	-13 ◆
B09 My manager is considerate of my life outside work	39	36	14	5	6	75%	+4 ◆	-11 ◆	-14 ◆
B10 My manager is open to my ideas	31	40	17	6	6	71%	+3 ◆	-12 ◆	-15 ◆
B11 My manager helps me to understand how I contribute to DVSA's objectives	22	37	25	10	6	59%	+4 ◆	-8 ◆	-13 ◆
B12 Overall, I have confidence in the decisions made by my manager	29	37	17	9	8	66%	+4 ◆	-10 ◆	-15 ◆
B13 My manager recognises when I have done my job well	33	40	14	8	6	72%	+4 ◆	-8 ◆	-11 ◆
B14 I receive regular feedback on my performance	25	41	17	12	6	65%	+9 ◆	-2 ◆	-8 ◆
B15 The feedback I receive helps me to improve my performance	24	34	24	11	7	58%	+6 ◆	-6 ◆	-11 ◆
B16 I think that my performance is evaluated fairly	22	36	21	11	9	58%	+6 ◆	-8 ◆	-14 ◆
B17 Poor performance is dealt with effectively in my team	14	26	33	15	13	40%	+4 ◆	0	-4 ◆



All questions by theme

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^ indicates a variation in question wording from your previous survey

My team

70%

+2 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

42%

+4 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 B21, B22, B23, and B24.



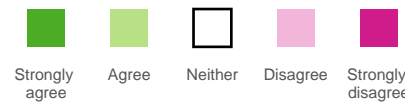
All questions by theme

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^ indicates a variation in question wording from your previous survey

Inclusion and fair treatment

65%

+2 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

64%

+3 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

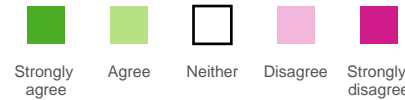
◆ indicates statistically significant difference from comparison
^ indicates a variation in question wording from your previous survey

Pay and benefits

17%

0

Difference from previous survey



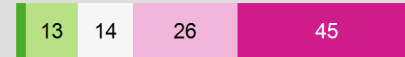
% Positive

Difference from previous survey

Difference from CS2018

Difference from CS High Performers

B35 I feel that my pay adequately reflects my performance



15%

0

-16 ◆

-22 ◆

B36 I am satisfied with the total benefits package



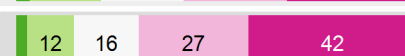
21%

+1 ◆

-15 ◆

-22 ◆

B37 Compared to people doing a similar job in other organisations I feel my pay is reasonable



14%

0

-12 ◆

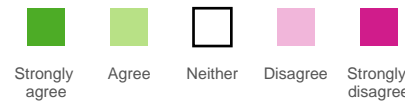
-18 ◆

Leadership and managing change

30%

+3

Difference from previous survey



B38 Senior managers (Directors, G6s and G7s) in DVSA are sufficiently visible



33%

+4 ◆

-29 ◆

-38 ◆

B39 I believe the actions of senior managers (Directors, G6s and G7s) are consistent with DVSA's values



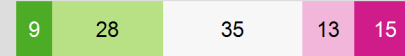
32%

+4 ◆

-21 ◆

-30 ◆

B40 I believe that the Board has a clear vision for the future of DVSA



37%

+1

-11 ◆

-20 ◆

B41 Overall, I have confidence in the decisions made by DVSA's senior managers (Directors, G6s and G7s)



28%

+2 ◆

-20 ◆

-30 ◆

B42 I feel that change is managed well in DVSA



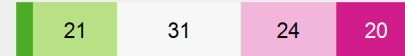
24%

+6 ◆

-9 ◆

-18 ◆

B43 When changes are made in DVSA they are usually for the better



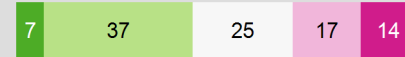
25%

+5 ◆

-10 ◆

-17 ◆

B44 DVSA keeps me informed about matters that affect me



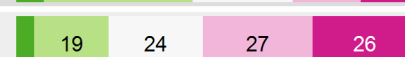
44%

+3 ◆

-15 ◆

-22 ◆

B45 I have the opportunity to contribute my views before decisions are made that affect me



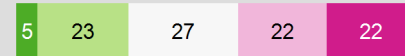
23%

+2 ◆

-17 ◆

-25 ◆

B46 I think it is safe to challenge the way things are done in DVSA



28%

0

-19 ◆

-26 ◆



All questions by theme

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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 DVSA	16	33	29	12	10	49%	+4 ◆	-16 ◆	-21 ◆
B48 I would recommend DVSA as a great place to work	11	28	29	17	15	39%	+5 ◆	-19 ◆	-26 ◆
B49 I feel a strong personal attachment to DVSA	13	26	30	17	14	39%	+2 ◆	-13 ◆	-18 ◆
B50 DVSA inspires me to do the best in my job	11	26	31	18	15	36%	+4 ◆	-14 ◆	-21 ◆
B51 DVSA motivates me to help it achieve its objectives	10	24	32	19	16	33%	+4 ◆	-14 ◆	-21 ◆

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 (Directors, G6s and G7s) in DVSA will take action on the results from this survey	6	23	27	19	25	29%	+2 ◆	-20 ◆	-29 ◆
B53 Where I work, I think effective action has been taken on the results of the last survey	6	17	36	18	23	23%	+3 ◆	-13 ◆	-21 ◆



All questions by theme

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Organisational culture

Table with 5 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 B54, B55, B56, B57, B58.

Leadership statement

Table with 5 columns: Question ID, Question Text, Response Distribution, % Positive, Difference from previous survey, Difference from CS2018, Difference from CS High Performers. Rows include B59, B60.

Civil Service vision

Table with 5 columns: Question ID, Question Text, Response Distribution, % Positive, Difference from previous survey, Difference from CS2018, Difference from CS High Performers. Rows include B61, B62.



All questions by theme

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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.

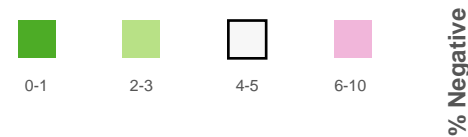


Table with 1 row (W04) and 9 columns: Question, 0-1, 2-3, 4-5, 6-10, % Negative, Difference from previous survey, Difference from CS2018, Difference from CS High Performers.



All questions by theme

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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 CS2018	Difference from CS High Performers
I want to leave DVSA as soon as possible		14%	0	+6 ◆	+2 ◆
I want to leave DVSA within the next 12 months		12%	0	-3 ◆	-8 ◆
I want to stay working for DVSA for at least the next year		22%	-1	-12 ◆	-17 ◆
I want to stay working for DVSA for at least the next three years		53%	+1	+9 ◆	0

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?		10	90%	+1 ◆	-2 ◆	-5 ◆
D02. Are you aware of how to raise a concern under the Civil Service Code?		34	66%	+1 ◆	-1	-7 ◆
D03. Are you confident that if you raised a concern under the Civil Service Code in DVSA it would be investigated properly?		47	53%	+4 ◆	-17 ◆	-23 ◆

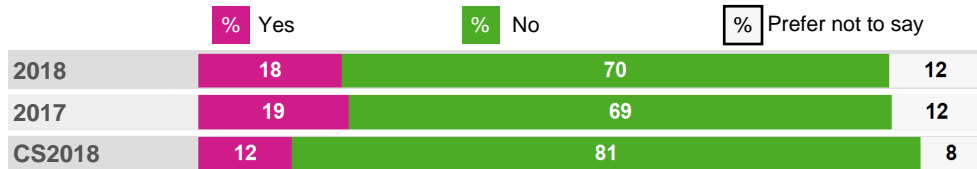


All questions by theme

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Discrimination, harassment and bullying

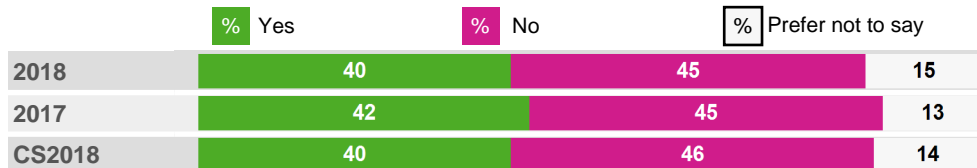
E01. During the past 12 months have you personally experienced discrimination at work?



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)

Ground	Response Count
Age	108
Caring responsibilities	116
Disability	90
Ethnic background	61
Gender	79
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	144
Main spoken/written language or language ability	27
Marital status	20
Pregnancy, maternity or paternity	--
Religion or belief	37
Sexual orientation	23
Social or educational background	32
Working location	128
Working pattern	205
Any other grounds	170
Prefer not to say	92

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)

Person	Response Count
A colleague	220
Your manager	225
Another manager in my part of DVSA	219
Someone you manage	35
Someone who works for another part of DVSA	82
A member of the public	138
Someone else	39
Prefer not to say	87

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



All questions by theme

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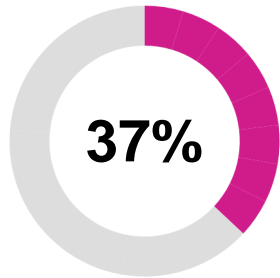
Driver and Vehicle Standards Agency questions

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01	I would feel confident to challenge unacceptable behaviour if I experienced or witnessed it happening	24	47	15	9	6	71%	+2 ◆
F02	I would feel able to report any discrimination, bullying or harassment without worrying that it would have a negative impact on me	20	38	17	15	10	58%	+3 ◆
F03	I am aware of the DVSA staff network groups	20	49	17	9		69%	+10 ◆
F04	My team have regular meetings (at least once a quarter)	27	44	11	9	8	72%	+8 ◆
F05	My manager keeps me informed of changes within the organisation	25	45	16	8	6	70%	+3 ◆
F06	Senior managers (Directors, G6s and G7s) in my area are open to feedback	11	25	36	14	15	36%	+3 ◆

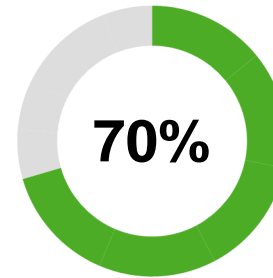


### Proxy Stress Index and PERMA Index

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^ indicates a variation in question wording from your previous survey



Difference from previous survey -1 ◆  
Difference from CS2018 +8 ◆  
Difference from CS High Performers +10 ◆



Difference from previous survey +1 ◆  
Difference from CS2018 -3 ◆  
Difference from CS High Performers -5 ◆

#### 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	48%
B08	My manager motivates me to be more effective in my job	63%
B18	The people in my team can be relied upon to help when things get difficult in my job	80%
B26	I am treated with respect by the people I work with	80%
B30	I have clear work objectives	72%
B33	I have an acceptable workload	52%
B45	I have the opportunity to contribute my views before decisions are made that affect me	23%
E03	During the past 12 months have you personally experienced bullying or harassment at work?	69%

**% positive**

B01	I am interested in my work	85%
B03	My work gives me a sense of personal accomplishment	69%
B18	The people in my team can be relied upon to help when things get difficult in my job	80%
W01	Overall, how satisfied are you with your life nowadays?	61%
W02	Overall, to what extent do you feel that the things you do in your life are worthwhile?	66%





## 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 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](http://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.