Autumn 2011 survey report for:

DVLA

Driver and Vehicle Licensing Agency

Returns: 4,040 Response rate: 66%

Your engagement index

55%	Difference from previous survey	Difference from CS2011	Difference from CS High Performers
	0	-1	-8

See the appendix for further details

The three elements of engagement and their component questions are:	% Positive	Difference from previous survey	Difference from CS2011
Say: speaks positively of the organisation...			
B50. I am proud when I tell others I am part of DVLA	**42%**	+1	-10 ✧
B51. I would recommend DVLA as a great place to work	**47%**	-1	+5 ✧
Stay: emotionally attached and committed to the organisation...			
B52. I feel a strong personal attachment to DVLA	**38%**	0	-8 ✧
Strive: motivated to do the best for the organisation...			
B53. DVLA inspires me to do the best in my job	**37%**	0	-2 ✧
B54. DVLA motivates me to help it achieve its objectives	**35%**	0	0

✧ *= Statistically significant difference from comparison*

The results for the engagement questions are shown in detail on page 8

Drivers of engagement

Employee engagement is shaped by experiences at work, as measured by nine themes in the survey. The table below shows how you performed on each of these 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.

	Strength of association with engagement	Theme score % positive	Difference from previous survey	Difference from CS2011	Difference from CS High Performers
Leadership and managing change		**37%**	-1	-1 ✧	-10 ✧
My work		**61%**	0	-10 ✧	-16 ✧
My line manager		**68%**	+1	+4 ✧	+1 ✧
Pay and benefits		**32%**	+1	+1 ✧	-7 ✧
Learning and development		**37%**	-2 ✧	-6 ✧	-14 ✧
Resources and workload		**75%**	-1	+2 ✧	-1 ✧
Organisational objectives and purpose		**82%**	0	+1 ✧	-5 ✧
My team		**76%**	0	-1 ✧	-5 ✧
Inclusion and fair treatment		**72%**	-1	-2 ✧	-6 ✧

✧ *= Statistically significant difference from comparison*

Top three key driver themes in more detail

The three themes which have the strongest association with engagement are shown below. Questions are ranked by difference from CS2011.

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

	% Positive	Diff. from previous survey	Difference from CS2011
Leadership and managing change	Strength of association with engagement:		
B45. I feel that change is managed well in DVLA	**34%**	-2	+7 ✧
B43. I believe that the Executive Board has a clear vision for the future of DVLA	**45%**	+4 ✧	+6 ✧
B40. I feel that DVLA as a whole is managed well	**45%**	-1	+4 ✧
B46. When changes are made in DVLA they are usually for the better	**26%**	-1	+4 ✧
B42. I believe the actions of senior managers are consistent with DVLA's values	**36%**	-1	-3 ✧
B49. I think it is safe to challenge the way things are done in DVLA	**35%**	-4 ✧	-4 ✧
B44. Overall, I have confidence in the decisions made by DVLA's senior managers^	**32%**	-1	-4 ✧
B41. Senior managers in DVLA are sufficiently visible	**40%**	-3 ✧	-6 ✧
B47. DVLA keeps me informed about matters that affect me	**48%**	-1	-7 ✧
B48. I have the opportunity to contribute my views before decisions are made that affect me	**26%**	-2 ✧	-10 ✧
My work	Strength of association with engagement:		
B04. I feel involved in the decisions that affect my work	**42%**	0	-7 ✧
B02. I am sufficiently challenged by my work	**66%**	+2 ✧	-8 ✧
B03. My work gives me a sense of personal accomplishment	**63%**	+1	-9 ✧
B01. I am interested in my work	**79%**	0	-9 ✧
B05. I have a choice in deciding how I do my work	**52%**	-2	-19 ✧
My line manager	Strength of association with engagement:		
B15. I receive regular feedback on my performance	**75%**	+3 ✧	+15 ✧
B18. Poor performance is dealt with effectively in my team	**47%**	+1	+10 ✧
B16. The feedback I receive helps me to improve my performance	**66%**	+1	+8 ✧
B12. My manager helps me to understand how I contribute to DVLA's objectives	**66%**	+2	+7 ✧
B14. My manager recognises when I have done my job well	**79%**	+1	+3 ✧
B09. My manager motivates me to be more effective in my job	**66%**	+2	+3 ✧
B13. Overall, I have confidence in the decisions made by my manager	**71%**	+3 ✧	0
B17. I think that my performance is evaluated fairly	**62%**	0	0
B10. My manager is considerate of my life outside work	**78%**	+3 ✧	-1
B11. My manager is open to my ideas	**75%**	0	-4 ✧

All questions by theme

This section shows the results for each question in the survey, by theme.
^ indicates a variation in question wording from your previous survey
✧ indicates statistically significant difference from comparison

	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Difference from previous survey	Difference from CS2011	Difference from CS High Performers
My work :Strength of association with engagement									
B01. I am interested in my work	25	54	13	6		**79%**	0	-9 ✧	-12 ✧
B02. I am sufficiently challenged by my work	20	47	17	13	4	**66%**	+2 ✧	-8 ✧	-12 ✧
B03. My work gives me a sense of personal accomplishment	15	48	20	13	5	**63%**	+1	-9 ✧	-14 ✧
B04. I feel involved in the decisions that affect my work	8	34	23	24	11	**42%**	0	-7 ✧	-17 ✧
B05. I have a choice in deciding how I do my work	12	40	21	20	8	**52%**	-2	-19 ✧	-25 ✧
Organisational objectives and purpose :Strength of association with engagement									
B06. I have a clear understanding of DVLA's purpose	22	63	11			**85%**	0	+1 ✧	-4 ✧
B07. I have a clear understanding of DVLA's objectives	19	60	15	5		**79%**	+1	0	-5 ✧
B08. I understand how my work contributes to DVLA's objectives	20	62	13	4		**81%**	0	0	-5 ✧

All questions by theme

This section shows the results for each question in the survey, by theme.
^ indicates a variation in question wording from your previous survey
✧ indicates statistically significant difference from comparison

	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Difference from previous survey	Difference from CS2011	Difference from CS High Performers
My line manager :Strength of association with engagement									
B09. My manager motivates me to be more effective in my job	19	46	21	10	4	66%	+2	+3 ✧	-1 ✧
B10. My manager is considerate of my life outside work	31	47	14	5		78%	+3 ✧	-1	-4 ✧
B11. My manager is open to my ideas	26	49	17	6		75%	0	-4 ✧	-7 ✧
B12. My manager helps me to understand how I contribute to DVLA's objectives	17	48	25	7		66%	+2	+7 ✧	+1 ✧
B13. Overall, I have confidence in the decisions made by my manager	24	47	17	7	4	71%	+3 ✧	0	-3 ✧
B14. My manager recognises when I have done my job well	27	52	13	6		79%	+1	+3 ✧	-1
B15. I receive regular feedback on my performance	24	51	14	8		75%	+3 ✧	+15 ✧	+10 ✧
B16. The feedback I receive helps me to improve my performance	20	46	24	8		66%	+1	+8 ✧	+4 ✧
B17. I think that my performance is evaluated fairly	16	46	21	12	5	62%	0	0	-5 ✧
B18. Poor performance is dealt with effectively in my team	12	36	28	16	9	47%	+1	+10 ✧	+7 ✧
My team :Strength of association with engagement									
B19. The people in my team can be relied upon to help when things get difficult in my job	32	52	11	5		83%	0	+1 ✧	-2 ✧
B20. The people in my team work together to find ways to improve the service we provide	26	49	17	6		75%	0	-3 ✧	-7 ✧
B21. The people in my team are encouraged to come up with new and better ways of doing things	23	46	21	8		69%	-1	0	-6 ✧

All questions by theme

This section shows the results for each question in the survey, by theme.
^ indicates a variation in question wording from your previous survey
✧ indicates statistically significant difference from comparison

	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Difference from previous survey	Difference from CS2011	Difference from CS High Performers
Learning and development									
:Strength of association with engagement									
B22. I am able to access the right learning and development opportunities when I need to	8	46	29	13	4	**54%**	0	-1	-10 ✧
B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance	7	29	46	14	5	**35%**	-4 ✧	-9 ✧	-17 ✧
B24. There are opportunities for me to develop my career in DVLA	4	23	26	27	20	**27%**	-1	-4 ✧	-12 ✧
B25. Learning and development activities I have completed while working for DVLA are helping me to develop my career	5	25	37	20	12	**30%**	-2 ✧	-9 ✧	-15 ✧
Inclusion and fair treatment									
:Strength of association with engagement									
B26. I am treated fairly at work	18	58	14	8		**76%**	0	-2 ✧	-5 ✧
B27. I am treated with respect by the people I work with	24	60	11	4		**84%**	0	0	-3 ✧
B28. I feel valued for the work I do	14	44	24	13	5	**57%**	+1	-2 ✧	-9 ✧
B29. I think that DVLA respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	17	52	21	6		**69%**	-3 ✧	-1 ✧	-7 ✧

All questions by theme

This section shows the results for each question in the survey, by theme.
^ indicates a variation in question wording from your previous survey
✧ indicates statistically significant difference from comparison

Resources and workload

:Strength of association with engagement

	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Difference from previous survey	Difference from CS2011	Difference from CS High Performers
B30. In my job, I am clear what is expected of me	22	65	8	4		87%	-1	+5 ✧	+1 ✧
B31. I get the information I need to do my job well	13	54	21	10		67%	-3 ✧	0	-3 ✧
B32. I have clear work objectives	15	59	15	8		75%	+1	+1 ✧	-3 ✧
B33. I have the skills I need to do my job effectively	22	66	8			88%	0	0	-3 ✧
B34. I have the tools I need to do my job effectively	14	55	16	12	4	69%	-2 ✧	-1 ✧	-7 ✧
B35. I have an acceptable workload	10	55	18	13	5	65%	0	+4 ✧	0
B36. I achieve a good balance between my work life and my private life	16	55	16	9	4	71%	-1	+3 ✧	-3 ✧

Pay and benefits

:Strength of association with engagement

	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Difference from previous survey	Difference from CS2011	Difference from CS High Performers
B37. I feel that my pay adequately reflects my performance	4	27	22	31	16	31%	+1	-1 ✧	-8 ✧
B38. I am satisfied with the total benefits package	5	32	29	23	11	38%	0	+4 ✧	-3 ✧
B39. Compared to people doing a similar job in other organisations I feel my pay is reasonable	5	24	21	30	20	29%	+2 ✧	+1 ✧	-6 ✧

All questions by theme

This section shows the results for each question in the survey, by theme.
^ indicates a variation in question wording from your previous survey
✧ indicates statistically significant difference from comparison

Leadership and managing change

:Strength of association with engagement

	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Difference from previous survey	Difference from CS2011	Difference from CS High Performers
B40. I feel that DVLA as a whole is managed well	5	40	29	18	7	45%	-1	+4 ✧	-9 ✧
B41. Senior managers in DVLA are sufficiently visible	6	34	26	23	11	40%	-3 ✧	-6 ✧	-19 ✧
B42. I believe the actions of senior managers are consistent with DVLA's values	5	31	40	16	8	36%	-1	-3 ✧	-14 ✧
B43. I believe that the Executive Board has a clear vision for the future of DVLA	7	38	38	10	6	45%	+4 ✧	+6 ✧	-6 ✧
B44. Overall, I have confidence in the decisions made by DVLA's senior managers^	5	28	37	20	10	32%	-1	-4 ✧	-15 ✧
B45. I feel that change is managed well in DVLA		31	34	25	7	34%	-2	+7 ✧	-2 ✧
B46. When changes are made in DVLA they are usually for the better		23	41	25	8	26%	-1	+4 ✧	-5 ✧
B47. DVLA keeps me informed about matters that affect me	5	44	28	17	7	48%	-1	-7 ✧	-13 ✧
B48. I have the opportunity to contribute my views before decisions are made that affect me		23	29	31	15	26%	-2 ✧	-10 ✧	-18 ✧
B49. I think it is safe to challenge the way things are done in DVLA	4	31	33	21	12	35%	-4 ✧	-4 ✧	-11 ✧

All questions by theme

This section shows the results for each question in the survey, by theme.
^ indicates a variation in question wording from your previous survey
✧ indicates statistically significant difference from comparison

	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Difference from previous survey	Difference from CS2011	Difference from CS High Performers
Engagement									
B50. I am proud when I tell others I am part of DVLA	9	33	38	13	6	**42%**	+1	-10 ✧	-23 ✧
B51. I would recommend DVLA as a great place to work	10	38	34	13	6	**47%**	-1	+5 ✧	-8 ✧
B52. I feel a strong personal attachment to DVLA	9	29	37	17	9	**38%**	0	-8 ✧	-16 ✧
B53. DVLA inspires me to do the best in my job	6	30	40	17	7	**37%**	0	-2 ✧	-13 ✧
B54. DVLA motivates me to help it achieve its objectives	6	29	41	17	7	**35%**	0	0	-10 ✧
Taking action									
B55. I believe that senior managers in DVLA will take action on the results from this survey	4	25	31	25	15	**29%**	-3 ✧	-10 ✧	-21 ✧
B56. I believe that managers where I work will take action on the results from this survey	8	33	30	18	11	**41%**	0	-7 ✧	-15 ✧
B57. Where I work, I think effective action has been taken on the results of the last survey	5	22	39	21	12	**28%**	-	-2 ✧	-9 ✧

All questions by theme

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 CS2011	Difference from CS High Performers
I want to leave DVLA as soon as possible	**7%**	-1 ✧	0	-3 ✧
I want to leave DVLA within the next 12 months	**8%**	0	-3 ✧	-7 ✧
I want to stay working for DVLA for at least the next year	**14%**	-1	-13 ✧	-21 ✧
I want to stay working for DVLA for at least the next three years	**71%**	+2	+17 ✧	+10 ✧

The Civil Service Code

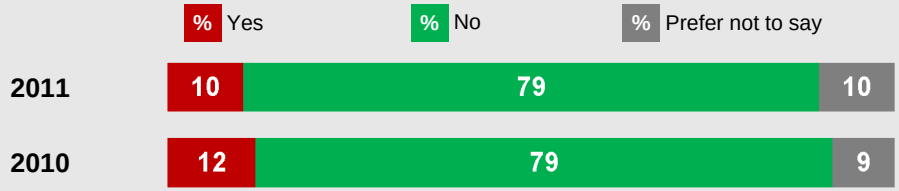
Differences are based on '% Yes' score	% Yes	% No	**% Yes**	Difference from previous survey	Difference from CS2011	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?	75	25	**75%**	+14 ✧	-11 ✧	-16 ✧
D02. Are you aware of how to raise a concern under the Civil Service Code?	55	45	**55%**	+13 ✧	-4 ✧	-11 ✧
D03. Are you confident that if you raised a concern under the Civil Service Code in DVLA it would be investigated properly?	60	40	**60%**	+6 ✧	-4 ✧	-11 ✧

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

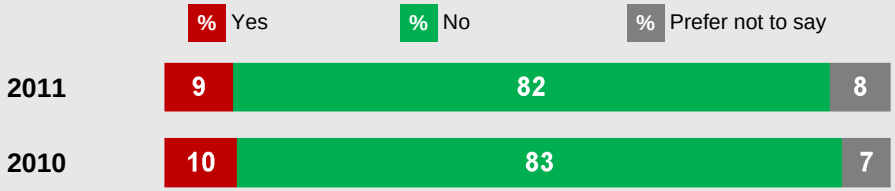
All questions by theme

Discrimination, harassment and bullying

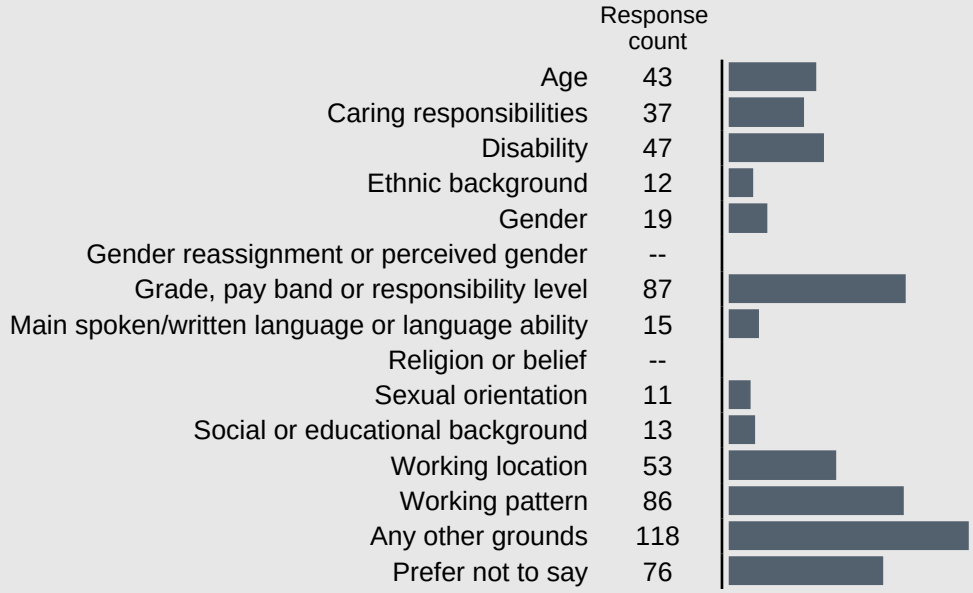
E01. During the past 12 months, have you personally experienced discrimination at work?



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



For respondents who selected 'Yes' to question E01.
E02. On which of the following grounds have you personally experienced discrimination in the past 12 months? (multiple selection)



	Response count
Age	43
Caring responsibilities	37
Disability	47
Ethnic background	12
Gender	19
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	87
Main spoken/written language or language ability	15
Religion or belief	--
Sexual orientation	11
Social or educational background	13
Working location	53
Working pattern	86
Any other grounds	118
Prefer not to say	76

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

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	128
Your manager	112
Another manager in my part of DVLA	77
Someone you manage	32
Someone who works for another part of DVLA	29
A member of the public	32
Someone else	--
Prefer not to say	58

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

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 2010 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.
CS2011	The CS2011 benchmark is the median percent positive across all organisations that participated in the 2011 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 2011 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: ✧

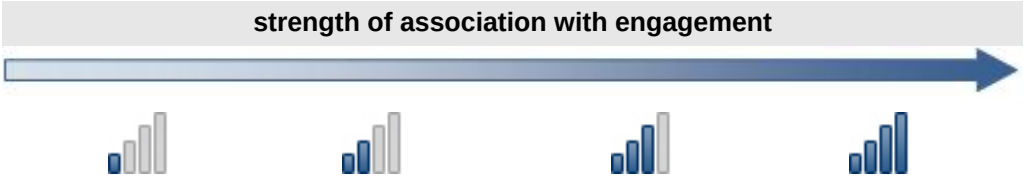
Statistical testing has been carried out on the comparisons between this year's results and your previous survey, CS2011 results and CS High Performers results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in 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 show below. Themes with a full 4-bar icon have the strongest association with engagement.



the analysis has not identified a significant association with engagement

Confidentiality

This survey was carried out as part of the 2011 Civil Service People Survey, which is managed by the Cabinet Office on behalf of all the 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.