Autumn 2010 survey report for:

DVLA

Returns: 3,966 Response rate: 62%

Your engagement index

54%

Difference from previous survey	Difference from CS2010	Difference from CS High Performers
+4 ✧	**-2** ✧	**-8** ✧

See the appendix for further details

The three elements of engagement and their component questions are:			
Say: speaks positively of the organisation…	**% Positive**	Difference from previous survey	Difference from CS2010
B50. I am proud when I tell others I am part of DVLA	**41%**	+5 ✧	-14 ✧
B51. I would recommend DVLA as a great place to work	**48%**	+6 ✧	+7 ✧
Stay: emotionally attached and committed to the organisation…			
B52. I feel a strong personal attachment to DVLA	**38%**	+4 ✧	-8 ✧
Strive: motivated to do the best for the organisation…			
B53. DVLA inspires me to do the best in my job	**37%**	+6 ✧	-2 ✧
B54. DVLA motivates me to help it achieve its objectives	**35%**	+6 ✧	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 CS2010	Difference from CS High Performers
Leadership and managing change		**38%**	+7 ✧	+1 ✧	-8 ✧
My work		**60%**	+3 ✧	-11 ✧	-15 ✧
My line manager		**67%**	+6 ✧	+3 ✧	-1 ✧
Pay and benefits		**31%**	+3 ✧	-6 ✧	-11 ✧
Resources and workload		**75%**	+5 ✧	+2 ✧	-2 ✧
Learning and development		**38%**	-4 ✧	-5 ✧	-11 ✧
Organisational objectives and purpose		**81%**	+1 ✧	0	-5 ✧
My team		**76%**	+6 ✧	-1 ✧	-4 ✧
Inclusion and fair treatment		**72%**	+4 ✧	-1 ✧	-4 ✧

✧ = 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 the Civil Service 2010 benchmark (CS2010).

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

	% Positive	Diff. from previous survey	Diff. from CS2010
Leadership and managing change	Strength of association with engagement:		
B45. I feel that change is managed well in DVLA	**36%**	+7 ✧	+9 ✧
B43. I believe that the Executive Board has a clear vision for the future of DVLA	**41%**	+4 ✧	+6 ✧
B40. I feel that DVLA as a whole is managed well	**46%**	+9 ✧	+5 ✧
B46. When changes are made in DVLA they are usually for the better	**27%**	+4 ✧	+4 ✧
B49. I think it is safe to challenge the way things are done in DVLA	**38%**	+7 ✧	-1 ✧
B44. Overall, I have confidence in the decisions made by senior managers	**34%**	+8 ✧	-2 ✧
B41. Senior managers in DVLA are sufficiently visible	**43%**	+9 ✧	-2 ✧
B42. I believe the actions of senior managers are consistent with DVLA's values	**37%**	+8 ✧	-3 ✧
B48. I have the opportunity to contribute my views before decisions are made that affect me	**28%**	+5 ✧	-4 ✧
B47. DVLA keeps me informed about matters that affect me	**49%**	+5 ✧	-5 ✧
My work	Strength of association with engagement:		
B04. I feel involved in the decisions that affect my work	**42%**	+2	-7 ✧
B02. I am sufficiently challenged by my work	**65%**	+3 ✧	-9 ✧
B01. I am interested in my work	**79%**	+1	-10 ✧
B03. My work gives me a sense of personal accomplishment	**62%**	+3 ✧	-10 ✧
B05. I have a choice in deciding how I do my work	**53%**	+5 ✧	-17 ✧
My line manager	Strength of association with engagement:		
B15. I receive regular feedback on my performance	**73%**	+11 ✧	+12 ✧
B18. Poor performance is dealt with effectively in my team	**46%**	+5 ✧	+9 ✧
B16. The feedback I receive helps me to improve my performance	**65%**	+7 ✧	+8 ✧
B12. My manager helps me to understand how I contribute to DVLA's objectives	**64%**	+7 ✧	+6 ✧
B09. My manager motivates me to be more effective in my job	**64%**	+7 ✧	+2 ✧
B17. I think that my performance is evaluated fairly	**63%**	+6 ✧	+1
B14. My manager recognises when I have done my job well	**77%**	+6 ✧	+1
B13. Overall, I have confidence in the decisions made by my manager	**69%**	+5 ✧	0
B11. My manager is open to my ideas	**75%**	+5 ✧	-3 ✧
B10. My manager is considerate of my life outside work	**75%**	+6 ✧	-3 ✧

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 CS2010	Difference from CS High Performers
My work									
:Strength of association with engagement									
B01. I am interested in my work	24	54	14	6		**79%**	+1	-10 ✧	-12 ✧
B02. I am sufficiently challenged by my work	20	45	18	13	4	**65%**	+3 ✧	-9 ✧	-13 ✧
B03. My work gives me a sense of personal accomplishment	16	46	21	13	4	**62%**	+3 ✧	-10 ✧	-15 ✧
B04. I feel involved in the decisions that affect my work	9	34	24	23	10	**42%**	+2	-7 ✧	-15 ✧
B05. I have a choice in deciding how I do my work	12	42	20	19	8	**53%**	+5 ✧	-17 ✧	-23 ✧
Organisational objectives and purpose									
:Strength of association with engagement									
B06. I have a clear understanding of DVLA's purpose	21	64	11			**85%**	+1	0	-5 ✧
B07. I have a clear understanding of DVLA's objectives	18	60	15	5		**78%**	+1	+1	-7 ✧
B08. I understand how my work contributes to DVLA's objectives	19	62	14	4		**81%**	+2 ✧	+1 ✧	-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
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	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Difference from previous survey	Difference from CS2010	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	17	47	21	11	4	64%	+7 ✧	+2 ✧	-3 ✧
B10. My manager is considerate of my life outside work	29	46	15	7		75%	+6 ✧	-3 ✧	-7 ✧
B11. My manager is open to my ideas	24	51	17	6		75%	+5 ✧	-3 ✧	-7 ✧
B12. My manager helps me to understand how I contribute to DVLA's objectives	15	49	25	8		64%	+7 ✧	+6 ✧	0
B13. Overall, I have confidence in the decisions made by my manager	22	46	19	8	4	69%	+5 ✧	0	-6 ✧
B14. My manager recognises when I have done my job well	25	52	14	6		77%	+6 ✧	+1	-3 ✧
B15. I receive regular feedback on my performance	22	51	15	10		73%	+11 ✧	+12 ✧	+7 ✧
B16. The feedback I receive helps me to improve my performance	18	47	23	9		65%	+7 ✧	+8 ✧	+4 ✧
B17. I think that my performance is evaluated fairly	15	48	21	12	4	63%	+6 ✧	+1	-4 ✧
B18. Poor performance is dealt with effectively in my team	10	36	28	16	9	46%	+5 ✧	+9 ✧	+5 ✧
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	30	53	11	5		83%	+5 ✧	-1	-3 ✧
B20. The people in my team work together to find ways to improve the service we provide	24	51	17	7		75%	+5 ✧	-3 ✧	-7 ✧
B21. The people in my team are encouraged to come up with new and better ways of doing things	21	49	21	7		70%	+7 ✧	0	-4 ✧

All questions by theme

This section shows the results for each question in the survey, by theme.
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✧ indicates statistically significant difference from comparison

	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Difference from previous survey	Difference from CS2010	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	6	48	29	13	4	**54%**	-5 ✧	-1 ✧	-9 ✧
B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance	6	33	42	13	5	**39%**	-3 ✧	-9 ✧	-14 ✧
B24. There are opportunities for me to develop my career in DVLA	4	24	27	27	19	**27%**	-7 ✧	-1 ✧	-8 ✧
B25. Learning and development activities I have completed while working for DVLA are helping me to develop my career	5	28	36	21	10	**33%**	0	-8 ✧	-14 ✧
Inclusion and fair treatment									
:Strength of association with engagement									
B26. I am treated fairly at work	19	58	14	7		**77%**	+3 ✧	-2 ✧	-5 ✧
B27. I am treated with respect by the people I work with	23	61	12	4		**84%**	+1	0	-3 ✧
B28. I feel valued for the work I do	13	43	26	13	4	**56%**	+6 ✧	-4 ✧	-9 ✧
B29. I think that DVLA respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	18	54	21	5		**72%**	+7 ✧	+1 ✧	-3 ✧

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 CS2010	Difference from CS High Performers
Resources and workload :Strength of association with engagement									
B30. In my job, I am clear what is expected of me	20	68			8	88%	+5 ✧	+6 ✧	+2 ✧
B31. I get the information I need to do my job well	12	58	18	9		70%	+10 ✧	+3 ✧	0
B32. I have clear work objectives	14	59	15	8		74%	+6 ✧	0	-5 ✧
B33. I have the skills I need to do my job effectively	21	66			9	88%	+1	0	-3 ✧
B34. I have the tools I need to do my job effectively	14	57	15	11		71%	+1	-1 ✧	-5 ✧
B35. I have an acceptable workload	9	56	18	12	5	65%	+5 ✧	+4 ✧	-2 ✧
B36. I achieve a good balance between my work life and my private life	16	56	16	9		72%	+5 ✧	+2 ✧	-1 ✧
Pay and benefits :Strength of association with engagement									
B37. I feel that my pay adequately reflects my performance		26	23	33	15	30%	+3 ✧	-8 ✧	-15 ✧
B38. I am satisfied with the total benefits package	5	33	32	22	8	38%	+1	-1 ✧	-9 ✧
B39. Compared to people doing a similar job in other organisations I feel my pay is reasonable	4	23	20	32	21	27%	+4 ✧	-4 ✧	-12 ✧

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 CS2010	Difference from CS High Performers
B40. I feel that DVLA as a whole is managed well	5	42	29	18	7	46%	+9 ✧	+5 ✧	-7 ✧
B41. Senior managers in DVLA are sufficiently visible	5	38	26	23	8	43%	+9 ✧	-2 ✧	-17 ✧
B42. I believe the actions of senior managers are consistent with DVLA's values	4	33	41	17	6	37%	+8 ✧	-3 ✧	-15 ✧
B43. I believe that the Executive Board has a clear vision for the future of DVLA	5	35	43	11	5	41%	+4 ✧	+6 ✧	-6 ✧
B44. Overall, I have confidence in the decisions made by senior managers	4	30	38	20	8	34%	+8 ✧	-2 ✧	-14 ✧
B45. I feel that change is managed well in DVLA		33	33	25	6	36%	+7 ✧	+9 ✧	-3 ✧
B46. When changes are made in DVLA they are usually for the better		24	40	26	7	27%	+4 ✧	+4 ✧	-4 ✧
B47. DVLA keeps me informed about matters that affect me	4	46	28	17	6	49%	+5 ✧	-5 ✧	-13 ✧
B48. I have the opportunity to contribute my views before decisions are made that affect me		25	28	31	13	28%	+5 ✧	-4 ✧	-11 ✧
B49. I think it is safe to challenge the way things are done in DVLA	4	34	31	22	9	38%	+7 ✧	-1 ✧	-9 ✧

All questions by theme

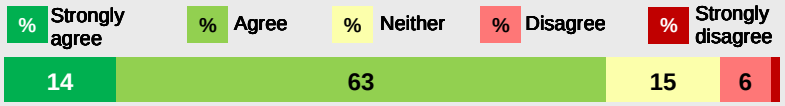
This section shows the results for each question in the survey, by theme.
^ indicates a variation in question wording from your previous survey
✧ indicates statistically significant difference from comparison

	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Difference from previous survey	Difference from CS2010	Difference from CS High Performers
Engagement									
B50. I am proud when I tell others I am part of DVLA	8	33	38	14	6	**41%**	+5 ✧	-14 ✧	-23 ✧
B51. I would recommend DVLA as a great place to work	9	39	34	13	6	**48%**	+6 ✧	+7 ✧	-4 ✧
B52. I feel a strong personal attachment to DVLA	8	29	35	19	8	**38%**	+4 ✧	-8 ✧	-16 ✧
B53. DVLA inspires me to do the best in my job	6	31	39	18	6	**37%**	+6 ✧	-2 ✧	-12 ✧
B54. DVLA motivates me to help it achieve its objectives	5	30	40	18	7	**35%**	+6 ✧	0	-10 ✧
Taking action									
B55. I believe that senior managers in DVLA will take action on the results from this survey	4	28	30	24	14	**32%**	+8 ✧	-6 ✧	-16 ✧
B56. I believe that managers where I work will take action on the results from this survey	8	33	28	19	12	**41%**	+10 ✧	-5 ✧	-12 ✧

All questions by theme

Data Security

C01. I know where to go to find out about how to handle personal and sensitive information



Differences are based on '% Positive' score

78%	2010 % Positive
0	Difference from previous survey
-5 ✧	Difference from CS2010

C02. In the past 12 months, have you received training on handling data and procedures to protect personal and sensitive information?

Differences are based on '% Yes' score

75%	2010 % Yes
-11 ✧	Difference from previous survey
-3 ✧	Difference from CS2010

Your plans for the future

D01. Which of the following statements most reflects your current thoughts about working for DVLA?

		Difference from previous survey	Difference from CS2010
I want to leave DVLA as soon as possible	9%	-1 ✧	+1 ✧
I want to leave DVLA within the next 12 months	7%	-2 ✧	-4 ✧
I want to stay working for DVLA for at least the next year	15%	-1	-11 ✧
I want to stay working for DVLA for at least the next three years	69%	+5 ✧	+15 ✧

The Civil Service Code

Differences are based on '% Yes' score

	% Yes	% No	Difference from previous survey	Difference from CS2010
E01. Are you aware of the Civil Service Code?	61	39	+1	-19 ✧
E02. Are you aware of how to raise a concern under the Civil Service Code?	42	58	+2	-11 ✧
E03. Are you confident that if you raised a concern under the Civil Service Code in DVLA it would be investigated properly?	54	46	+5 ✧	-8 ✧

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

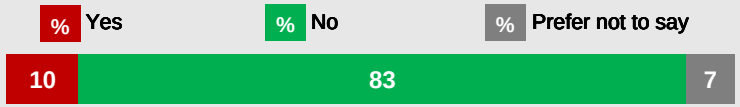
All questions by theme

Discrimination, harassment and bullying

F01. During the past 12 months, have you personally experienced discrimination at work?

% Yes	
13%	Previous survey
10% ✧	CS2010

F03. During the past 12 months, have you personally experienced bullying or harassment at work?



% Yes	
11% ✧	Previous survey
10%	CS2010

For respondents who selected 'Yes' to question F01.
F02. On which of the following grounds have you personally experienced discrimination in the past 12 months? (multiple selection)

	Response count
Age	55
Caring responsibilities	33
Disability	58
Ethnic background	12
Gender	29
Gender reassignment or perceived gender	--
Grade, payband or responsibility level	100
Main spoken/written language or language ability	15
Religion or belief	12
Sexual orientation	--
Social or educational background	17
Working location	47
Working pattern	79
Any other grounds	167
Prefer not to say	66

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

For respondents who selected 'Yes' to question F03.
F04. Who were you bullied or harassed by at work in the past 12 months? (multiple selection)

	Response count
A colleague	130
Your manager	116
Another manager in your part of DVLA	63
Someone you manage	32
Someone who works for another part of DVLA	25
A member of the public	36
Someone else	--
Prefer not to say	72

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

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

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 2009 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.
CS2010	The CS2010 benchmark is the median percent positive across all organisations that participated in the 2010 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 2010 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: ✧

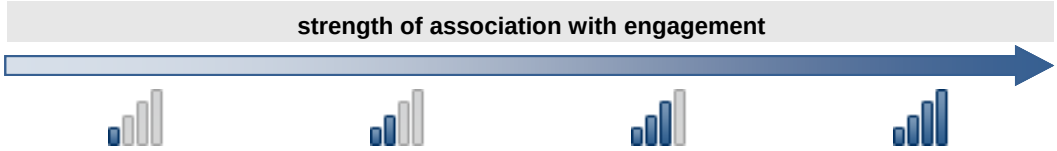
Statistical testing has been carried out on the comparisons between this year's results and your previous survey, CS2010 results and CS High Performers results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in 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.



the analysis has not identified a significant association with engagement

Confidentiality

This survey was carried out as part of the 2010 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 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.