

Office of Gas and Electricity Markets

Returns: 501

Response rate: 95%

Your engagement index

63%

Difference from CS2011

+8 ✧

Difference from CS
High Performers

+1 ✧

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 CS2011
B50. I am proud when I tell others I am part of Ofgem	63%	+11 ✧
B51. I would recommend Ofgem as a great place to work	70%	+27 ✧

Stay: emotionally attached and committed to the organisation...

B52. I feel a strong personal attachment to Ofgem	49%	+4 ✧
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Strive: motivated to do the best for the organisation...

B53. Ofgem inspires me to do the best in my job	49%	+11 ✧
B54. Ofgem motivates me to help it achieve its objectives	44%	+9 ✧

✧ = 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 CS2011	Difference from CS High Performers
Leadership and managing change		47%	+9 ✧	0
My work		74%	+3 ✧	-2 ✧
Learning and development		53%	+10 ✧	+3 ✧
My line manager		67%	+2 ✧	-1 ✧
Pay and benefits		33%	+2 ✧	-6 ✧
Inclusion and fair treatment		77%	+4 ✧	0
My team		79%	+2 ✧	-1 ✧
Organisational objectives and purpose		84%	+3 ✧	-3 ✧
Resources and workload		72%	-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 CS2011.



✧ indicates statistically significant difference from comparison

	% Positive	Difference from CS2011
Leadership and managing change	Strength of association with engagement:	
B41. Senior managers in Ofgem are sufficiently visible	62%	+17 ✧
B40. I feel that Ofgem as a whole is managed well	56%	+16 ✧
B44. Overall, I have confidence in the decisions made by Ofgem's senior managers	50%	+14 ✧
B42. I believe the actions of senior managers are consistent with Ofgem's values	51%	+12 ✧
B45. I feel that change is managed well in Ofgem	37%	+10 ✧
B46. When changes are made in Ofgem they are usually for the better	31%	+8 ✧
B47. Ofgem keeps me informed about matters that affect me	62%	+7 ✧
B49. I think it is safe to challenge the way things are done in Ofgem	44%	+6 ✧
B48. I have the opportunity to contribute my views before decisions are made that affect me	37%	+2 ✧
B43. I believe that SMT has a clear vision for the future of Ofgem	36%	-3 ✧
My work	Strength of association with engagement:	
B04. I feel involved in the decisions that affect my work	56%	+6 ✧
B01. I am interested in my work	92%	+3 ✧
B05. I have a choice in deciding how I do my work	74%	+3 ✧
B02. I am sufficiently challenged by my work	76%	+1 ✧
B03. My work gives me a sense of personal accomplishment	72%	0
Learning and development	Strength of association with engagement:	
B24. There are opportunities for me to develop my career in Ofgem	51%	+20 ✧
B22. I am able to access the right learning and development opportunities when I need to	63%	+8 ✧
B25. Learning and development activities I have completed while working for Ofgem are helping me to develop my career	47%	+7 ✧
B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance	51%	+6 ✧

All questions by theme

This section shows the results for each question in the survey, by theme.



✧ indicates statistically significant difference from comparison

	<div><div>%</div><div>Strongly agree</div></div>	<div><div>%</div><div>Agree</div></div>	<div><div>%</div><div>Neither</div></div>	<div><div>%</div><div>Disagree</div></div>	<div><div>%</div><div>Strongly disagree</div></div>	<div>% Positive</div>	<div>Difference from CS2011</div>	<div>Difference from CS High Performers</div>
My work								
 :Strength of association with engagement								
B01. I am interested in my work	44	48	5			92%	+3 ✧	0
B02. I am sufficiently challenged by my work	32	44	12	10		76%	+1 ✧	-3 ✧
B03. My work gives me a sense of personal accomplishment	24	49	17	8		72%	0	-5 ✧
B04. I feel involved in the decisions that affect my work	15	41	22	18	5	56%	+6 ✧	-4 ✧
B05. I have a choice in deciding how I do my work	23	51	15	9		74%	+3 ✧	-3 ✧
Organisational objectives and purpose								
 :Strength of association with engagement								
B06. I have a clear understanding of Ofgem's purpose	31	56	9	4		86%	+3 ✧	-3 ✧
B07. I have a clear understanding of Ofgem's objectives	24	56	14	5		80%	+1 ✧	-4 ✧
B08. I understand how my work contributes to Ofgem's objectives	27	58	12			84%	+3 ✧	-2 ✧

All questions by theme

This section shows the results for each question in the survey, by theme.



✧ indicates statistically significant difference from comparison

	<div><div>%</div><div>Strongly agree</div></div>	<div><div>%</div><div>Agree</div></div>	<div><div>%</div><div>Neither</div></div>	<div><div>%</div><div>Disagree</div></div>	<div><div>%</div><div>Strongly disagree</div></div>	<div><div>% Positive</div></div>	<div><div>Difference from CS2011</div></div>	<div><div>Difference from CS High Performers</div></div>
My line manager								
 :Strength of association with engagement								
B09. My manager motivates me to be more effective in my job	23	46	19	9	4	68%	+5 ✧	+1 ✧
B10. My manager is considerate of my life outside work	42	41	12			84%	+5 ✧	+1 ✧
B11. My manager is open to my ideas	38	47	9	4		85%	+7 ✧	+4 ✧
B12. My manager helps me to understand how I contribute to Ofgem's objectives	17	41	30	9		58%	0	-6 ✧
B13. Overall, I have confidence in the decisions made by my manager	30	44	17	6		74%	+3 ✧	0
B14. My manager recognises when I have done my job well	29	50	13	5		79%	+3 ✧	0
B15. I receive regular feedback on my performance	17	41	24	13	4	58%	-2 ✧	-7 ✧
B16. The feedback I receive helps me to improve my performance	19	41	28	8		60%	+2 ✧	-1 ✧
B17. I think that my performance is evaluated fairly	19	43	27	7	4	61%	-1	-6 ✧
B18. Poor performance is dealt with effectively in my team	7	29	51	9	5	36%	-1 ✧	-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	32	54	9	5		85%	+3 ✧	0
B20. The people in my team work together to find ways to improve the service we provide	26	55	13	4		81%	+3 ✧	-1
B21. The people in my team are encouraged to come up with new and better ways of doing things	24	47	20	7		71%	+2 ✧	-3 ✧

All questions by theme

This section shows the results for each question in the survey, by theme.

✧ indicates statistically significant difference from comparison

	<div><div>%</div><div>Strongly agree</div></div>	<div><div>%</div><div>Agree</div></div>	<div><div>%</div><div>Neither</div></div>	<div><div>%</div><div>Disagree</div></div>	<div><div>%</div><div>Strongly disagree</div></div>	<div><div>% Positive</div></div>	<div><div>Difference from CS2011</div></div>	<div><div>Difference from CS High Performers</div></div>
Learning and development								
 :Strength of association with engagement								
B22. I am able to access the right learning and development opportunities when I need to	12	50	22	12		63%	+8 ✧	-1
B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance	12	39	36	10		51%	+6 ✧	-1 ✧
B24. There are opportunities for me to develop my career in Ofgem	10	41	28	14	6	51%	+20 ✧	+12 ✧
B25. Learning and development activities I have completed while working for Ofgem are helping me to develop my career	9	38	38	11	4	47%	+7 ✧	+2 ✧
Inclusion and fair treatment								
 :Strength of association with engagement								
B26. I am treated fairly at work	29	53	12	5		81%	+3 ✧	0
B27. I am treated with respect by the people I work with	36	51	10			87%	+3 ✧	0
B28. I feel valued for the work I do	21	45	20	10		66%	+7 ✧	0
B29. I think that Ofgem respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	27	48	17	5		75%	+5 ✧	-1 ✧

All questions by theme

This section shows the results for each question in the survey, by theme.

✧ indicates statistically significant difference from comparison


Indicates statistically significant difference from comparison

	<div><div>%</div><div>Strongly agree</div></div>	<div><div>%</div><div>Agree</div></div>	<div><div>%</div><div>Neither</div></div>	<div><div>%</div><div>Disagree</div></div>	<div><div>%</div><div>Strongly disagree</div></div>	<div><div>% Positive</div></div>	<div><div>Difference from CS2011</div></div>	<div><div>Difference from CS High Performers</div></div>
Resources and workload								
<div><div><div></div><div></div><div></div></div> :Strength of association with engagement</div>								
B30. In my job, I am clear what is expected of me	15	61	15	7	76%	-6 ✧	-10 ✧	
B31. I get the information I need to do my job well	12	55	21	10	67%	0	-4 ✧	
B32. I have clear work objectives	13	52	23	10	65%	-8 ✧	-13 ✧	
B33. I have the skills I need to do my job effectively	29	59	9		88%	-1	-3 ✧	
B34. I have the tools I need to do my job effectively	19	58	16	6	77%	+7 ✧	+1 ✧	
B35. I have an acceptable workload	9	54	17	17	63%	+2 ✧	-2 ✧	
B36. I achieve a good balance between my work life and my private life	16	49	15	17	66%	-2 ✧	-8 ✧	
Pay and benefits								
<div><div><div></div><div></div><div></div></div> :Strength of association with engagement</div>								
B37. I feel that my pay adequately reflects my performance		29	23	32	13	32%	0	-7 ✧
B38. I am satisfied with the total benefits package	5	32	32	22	9	37%	+4 ✧	-3 ✧
B39. Compared to people doing a similar job in other organisations I feel my pay is reasonable	5	25	25	29	16	30%	+2 ✧	-6 ✧

All questions by theme

This section shows the results for each question in the survey, by theme.

✧ indicates statistically significant difference from comparison

	<div><div>%</div><div>Strongly agree</div></div>	<div><div>%</div><div>Agree</div></div>	<div><div>%</div><div>Neither</div></div>	<div><div>%</div><div>Disagree</div></div>	<div><div>%</div><div>Strongly disagree</div></div>	<div><div>% Positive</div></div>	<div><div>Difference from CS2011</div></div>	<div><div>Difference from CS High Performers</div></div>
Leadership and managing change  :Strength of association with engagement								
B40. I feel that Ofgem as a whole is managed well	8	49	28	13	5	56%	+16 ✧	+2 ✧
B41. Senior managers in Ofgem are sufficiently visible	9	53	21	12	5	62%	+17 ✧	+3 ✧
B42. I believe the actions of senior managers are consistent with Ofgem's values	8	43	36	11	5	51%	+12 ✧	+1
B43. I believe that SMT has a clear vision for the future of Ofgem	6	30	47	15	5	36%	-3 ✧	-15 ✧
B44. Overall, I have confidence in the decisions made by Ofgem's senior managers	7	43	35	12	5	50%	+14 ✧	+3 ✧
B45. I feel that change is managed well in Ofgem	4	33	35	23	5	37%	+10 ✧	+1
B46. When changes are made in Ofgem they are usually for the better		29	57	10	5	31%	+8 ✧	0
B47. Ofgem keeps me informed about matters that affect me	6	56	23	12	5	62%	+7 ✧	0
B48. I have the opportunity to contribute my views before decisions are made that affect me	4	33	32	22	9	37%	+2 ✧	-6 ✧
B49. I think it is safe to challenge the way things are done in Ofgem	5	39	32	18	6	44%	+6 ✧	-1 ✧

All questions by theme

This section shows the results for each question in the survey, by theme.

✧ indicates statistically significant difference from comparison

✧ indicates statistically significant difference from comparison								
	<div><div>%</div><div>Strongly agree</div></div>	<div><div>%</div><div>Agree</div></div>	<div><div>%</div><div>Neither</div></div>	<div><div>%</div><div>Disagree</div></div>	<div><div>%</div><div>Strongly disagree</div></div>	% Positive	Difference from CS2011	Difference from CS High Performers
Engagement								
B50. I am proud when I tell others I am part of Ofgem	16	47	31	5		63%	+11 ✧	-2 ✧
B51. I would recommend Ofgem as a great place to work	20	50	24	5		70%	+27 ✧	+15 ✧
B52. I feel a strong personal attachment to Ofgem	10	39	34	12	4	49%	+4 ✧	-4 ✧
B53. Ofgem inspires me to do the best in my job	10	39	37	11		49%	+11 ✧	0
B54. Ofgem motivates me to help it achieve its objectives	8	36	40	12		44%	+9 ✧	-1
Taking action								
B55. I believe that senior managers in Ofgem will take action on the results from this survey	7	39	35	12	7	46%	+7 ✧	-4 ✧
B56. I believe that managers where I work will take action on the results from this survey	10	46	28	11	6	55%	+7 ✧	-1

All questions by theme

Your plans for the future

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

			Difference from CS2011	Difference from CS High Performers
I want to leave Ofgem as soon as possible		6%	-2	-4
I want to leave Ofgem within the next 12 months		16%	+5 ✧	+2 ✧
I want to stay working for Ofgem for at least the next year		47%	+20 ✧	+12 ✧
I want to stay working for Ofgem for at least the next three years		31%	-23 ✧	-30 ✧

The Civil Service Code

Differences are based on '% Yes' score

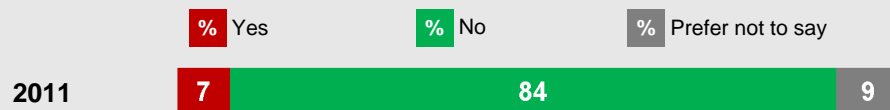
	% Yes	% No	% Yes	Difference from CS2011	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?	65	35	65%	-21 ✧	-27 ✧
D02. Are you aware of how to raise a concern under the Civil Service Code?	28	72	28%	-32 ✧	-38 ✧
D03. Are you confident that if you raised a concern under the Civil Service Code in Ofgem it would be investigated properly?	61	39	61%	-4 ✧	-11 ✧

✧ indicates statistically significant difference from comparison

All questions by theme

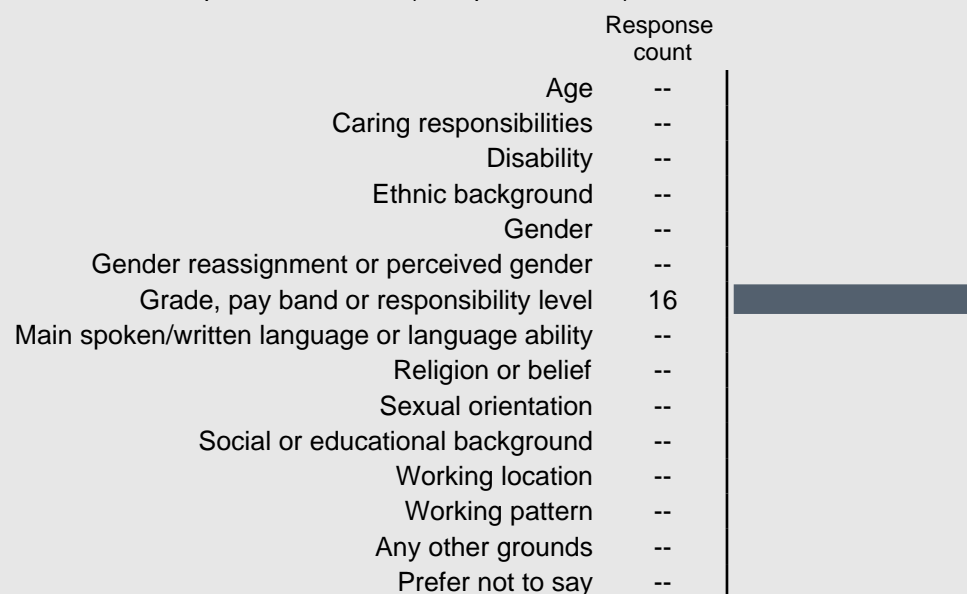
Discrimination, harassment and bullying

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



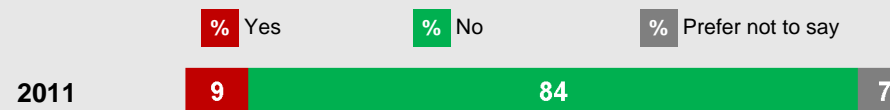
For respondents who selected 'Yes' to question E01.

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



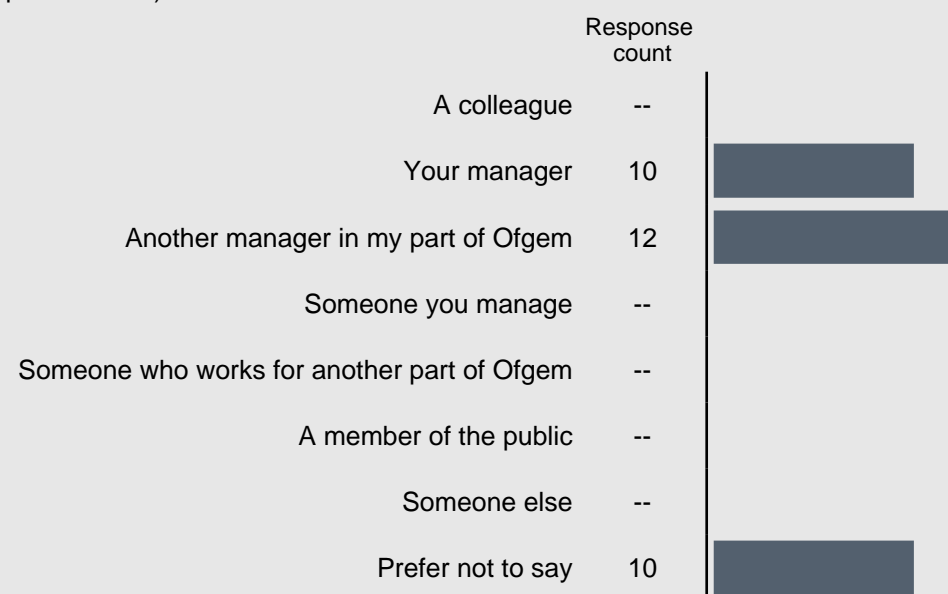
Please note: Counts of fewer than ten responses are suppressed and replaced with '--'

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)

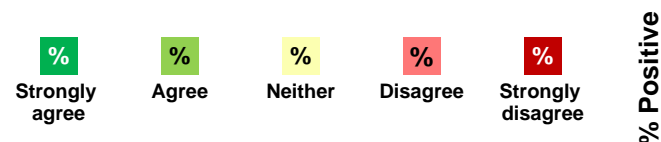


Please note: Counts of fewer than ten responses are suppressed and replaced with '--'

All questions by theme

This section shows the results for each question in the survey, by theme.

✧ indicates statistically significant difference from comparison



Office of Gas and Electricity Markets questions

F01. I think that different Ofgem teams work effectively together on cross divisional projects	4	40	34	19	4	43%
F02. I have a good understanding of the work and aims of other Ofgem teams	5	38	26	28	4	42%
F03. I believe that Ofgem provides a positive working environment	12	67	17			79%
F04. I understand the way that Government policy will impact on the work of my team	13	61	16	9		74%
F05. I understand the impact that European policy will have on the work of my team	10	45	27	16		55%
F06. My current role in Ofgem is helping me to develop my career in line with my aspirations	11	41	28	15	4	52%
F07. My line manager understands and supports my development	22	47	20	8		69%
F08. Senior management communicates well to the whole of Ofgem	6	41	33	16	4	46%
F09. I understand Ofgem processes to enable me to be effective in my role	8	52	31	8		60%

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).
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: ✧

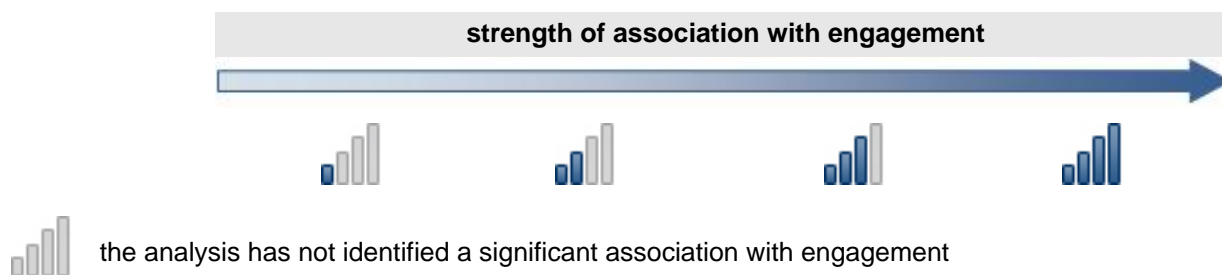
Statistical testing has been carried out on the comparisons between this year's results and CS2011 results and CS High Performers results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in opinion between the 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.



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.