

Office of Gas and Electricity Markets

Returns: 596

Response rate: 94%

Your engagement index

64%

Difference from
previous survey

0

Difference from CS2012

+6 ✧

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 previous survey	Difference from CS2012
B50. I am proud when I tell others I am part of Ofgem	66%	+3 ✧	+12 ✧
B51. I would recommend Ofgem as a great place to work	70%	0	+24 ✧

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

B52. I feel a strong personal attachment to Ofgem	47%	-2 ✧	+3 ✧
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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%	0	+8 ✧
B54. Ofgem motivates me to help it achieve its objectives	49%	+4 ✧	+10 ✧

✧ = 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 CS2012	Difference from CS High Performers
Leadership and managing change		49%	+2 ✧	+8 ✧	-2 ✧
My work		76%	+2 ✧	+3 ✧	-1
My line manager		67%	+1	+1 ✧	-1 ✧
Learning and development		59%	+6 ✧	+15 ✧	+7 ✧
Pay and benefits		34%	+1 ✧	+5 ✧	-1
Organisational objectives and purpose		82%	-2 ✧	0	-5 ✧
Resources and workload		72%	0	-2 ✧	-5 ✧
My team		81%	+2 ✧	+3 ✧	0
Inclusion and fair treatment		81%	+3 ✧	+6 ✧	+3 ✧


✧ = 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 CS2012.

^ indicates a variation in question wording from your previous survey

◇ indicates statistically significant difference from comparison

	% Positive	Diff. from previous survey	Difference from CS2012
Leadership and managing change	Strength of association with engagement: 		
B40. I feel that Ofgem as a whole is managed well	59%	+2 ◇	+16 ◇
B41. Senior managers in Ofgem are sufficiently visible	63%	+1	+15 ◇
B44. Overall, I have confidence in the decisions made by Ofgem's senior managers	52%	+1 ◇	+12 ◇
B42. I believe the actions of senior managers are consistent with Ofgem's values	52%	+1	+10 ◇
B49. I think it is safe to challenge the way things are done in Ofgem	50%	+5 ◇	+9 ◇
B46. When changes are made in Ofgem they are usually for the better	33%	+2 ◇	+8 ◇
B48. I have the opportunity to contribute my views before decisions are made that affect me	43%	+6 ◇	+7 ◇
B47. Ofgem keeps me informed about matters that affect me	62%	0	+5 ◇
B45. I feel that change is managed well in Ofgem	34%	-3 ◇	+5 ◇
B43. I believe that SMT has a clear vision for the future of Ofgem	38%	+2 ◇	-2 ◇

	% Positive	Diff. from previous survey	Difference from CS2012
My work	Strength of association with engagement: 		
B05. I have a choice in deciding how I do my work	78%	+4 ◇	+6 ◇
B04. I feel involved in the decisions that affect my work	57%	+1	+4 ◇
B03. My work gives me a sense of personal accomplishment	75%	+2 ◇	+2 ◇
B02. I am sufficiently challenged by my work	78%	+2 ◇	+2 ◇
B01. I am interested in my work	91%	-1 ◇	+1 ◇

	% Positive	Diff. from previous survey	Difference from CS2012
My line manager	Strength of association with engagement: 		
B13. Overall, I have confidence in the decisions made by my manager	78%	+4 ◇	+7 ◇
B09. My manager motivates me to be more effective in my job	72%	+4 ◇	+6 ◇
B11. My manager is open to my ideas	83%	-3 ◇	+4 ◇
B16. The feedback I receive helps me to improve my performance	63%	+3 ◇	+3 ◇
B17. I think that my performance is evaluated fairly	63%	+2 ◇	+1 ◇
B14. My manager recognises when I have done my job well	78%	-2 ◇	0
B10. My manager is considerate of my life outside work	81%	-3 ◇	0
B12. My manager helps me to understand how I contribute to Ofgem's objectives	60%	+2 ◇	-1
B18. Poor performance is dealt with effectively in my team	35%	-1	-2 ◇
B15. I receive regular feedback on my performance	61%	+3 ◇	-2 ◇

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



My work									
Strength of association with engagement									
Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2012	Difference from CS High Performers
B01. I am interested in my work	45	46	6			91%	-1 ◇	+1 ◇	-1 ◇
B02. I am sufficiently challenged by my work	34	44	12	9		78%	+2 ◇	+2 ◇	-2 ◇
B03. My work gives me a sense of personal accomplishment	22	53	14	10		75%	+2 ◇	+2 ◇	-3 ◇
B04. I feel involved in the decisions that affect my work	14	43	23	16	5	57%	+1	+4 ◇	-3 ◇
B05. I have a choice in deciding how I do my work	22	56	13	7		78%	+4 ◇	+6 ◇	+1 ◇
Organisational objectives and purpose									
Strength of association with engagement									
B06. I have a clear understanding of Ofgem's purpose	29	58	8	4		88%	+1 ◇	+3 ◇	-3 ◇
B07. I have a clear understanding of Ofgem's objectives	20	58	14	8		78%	-2 ◇	-1	-7 ◇
B08. I understand how my work contributes to Ofgem's objectives	24	57	13	6		81%	-4 ◇	-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

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My line manager

:Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2012	Difference from CS High Performers
B09. My manager motivates me to be more effective in my job	26	46	15	10	4	72%	+4 ◇	+6 ◇	+3 ◇
B10. My manager is considerate of my life outside work	41	40	13	5		81%	-3 ◇	0	-2 ◇
B11. My manager is open to my ideas	40	43	11	5		83%	-3 ◇	+4 ◇	0
B12. My manager helps me to understand how I contribute to Ofgem's objectives	17	43	27	11		60%	+2 ◇	-1	-6 ◇
B13. Overall, I have confidence in the decisions made by my manager	32	45	13	8		78%	+4 ◇	+7 ◇	+3 ◇
B14. My manager recognises when I have done my job well	32	45	16	5		78%	-2 ◇	0	-2 ◇
B15. I receive regular feedback on my performance	17	44	22	14		61%	+3 ◇	-2 ◇	-7 ◇
B16. The feedback I receive helps me to improve my performance	19	44	26	8		63%	+3 ◇	+3 ◇	0
B17. I think that my performance is evaluated fairly	18	45	24	9	4	63%	+2 ◇	+1 ◇	-4 ◇
B18. Poor performance is dealt with effectively in my team	5	29	46	14	5	35%	-1	-2 ◇	-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	38	47	10	4		86%	0	+3 ◇	0
B20. The people in my team work together to find ways to improve the service we provide	31	52	12			83%	+2 ◇	+4 ◇	+2 ◇
B21. The people in my team are encouraged to come up with new and better ways of doing things	25	50	18	6		75%	+3 ◇	+4 ◇	-1 ◇

All questions by theme

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

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% Strongly agree
 % Agree
 % Neither
 % Disagree
 % Strongly disagree
 % Positive
 Difference from previous survey
 Difference from CS2012
 Difference from CS High Performers

Learning and development

:Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2012	Difference from CS High Performers
B22. I am able to access the right learning and development opportunities when I need to	18	52	18	11		70%	+7 ◇	+12 ◇	+5 ◇
B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance	14	42	36	6		56%	+5 ◇	+10 ◇	+4 ◇
B24. There are opportunities for me to develop my career in Ofgem	13	45	25	13	5	57%	+6 ◇	+22 ◇	+15 ◇
B25. Learning and development activities I have completed while working for Ofgem are helping me to develop my career	11	41	35	10		52%	+5 ◇	+13 ◇	+6 ◇

Inclusion and fair treatment

:Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2012	Difference from CS High Performers
B26. I am treated fairly at work	31	54	10	4		85%	+4 ◇	+7 ◇	+4 ◇
B27. I am treated with respect by the people I work with	37	50	8	4		87%	0	+3 ◇	0
B28. I feel valued for the work I do	21	47	19	10		68%	+2 ◇	+6 ◇	+1 ◇
B29. I think that Ofgem respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	29	53	11	5		83%	+7 ◇	+11 ◇	+4 ◇

All questions by theme

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

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Resources and workload

:Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2012	Difference from CS High Performers
B30. In my job, I am clear what is expected of me	19	57	13	9		77%	+1	-7 ◇	-10 ◇
B31. I get the information I need to do my job well	13	56	18	13		68%	+1	0	-4 ◇
B32. I have clear work objectives	14	53	20	10		67%	+2 ◇	-8 ◇	-12 ◇
B33. I have the skills I need to do my job effectively	32	58	8			90%	+2 ◇	+2 ◇	-1 ◇
B34. I have the tools I need to do my job effectively	20	58	15	6		78%	+1 ◇	+7 ◇	+3 ◇
B35. I have an acceptable workload	8	49	18	19	6	58%	-5 ◇	-3 ◇	-8 ◇
B36. I achieve a good balance between my work life and my private life	16	49	16	15	4	66%	0	-2 ◇	-8 ◇

Pay and benefits

:Strength of association with engagement

B37. I feel that my pay adequately reflects my performance	4	29	25	28	14	33%	+1	+2 ◇	-3 ◇
B38. I am satisfied with the total benefits package	5	35	28	24	8	40%	+3 ◇	+7 ◇	+1
B39. Compared to people doing a similar job in other organisations I feel my pay is reasonable		27	25	28	17	30%	0	+5 ◇	-2 ◇

All questions by theme

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

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% Strongly agree
 % Agree
 % Neither
 % Disagree
 % Strongly disagree
 % Positive
 Difference from previous survey
 Difference from CS2012
 Difference from CS High Performers

Leadership and managing change

 : Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2012	Difference from CS High Performers
B40. I feel that Ofgem as a whole is managed well	7	52	25	13		59%	+2 ◇	+16 ◇	+2 ◇
B41. Senior managers in Ofgem are sufficiently visible	9	54	21	13		63%	+1	+15 ◇	+3 ◇
B42. I believe the actions of senior managers are consistent with Ofgem's values	8	44	37	8		52%	+1	+10 ◇	-1 ◇
B43. I believe that SMT has a clear vision for the future of Ofgem	5	33	45	14		38%	+2 ◇	-2 ◇	-14 ◇
B44. Overall, I have confidence in the decisions made by Ofgem's senior managers	7	44	33	11	4	52%	+1 ◇	+12 ◇	0
B45. I feel that change is managed well in Ofgem		31	40	20	5	34%	-3 ◇	+5 ◇	-5 ◇
B46. When changes are made in Ofgem they are usually for the better		30	52	13		33%	+2 ◇	+8 ◇	-3 ◇
B47. Ofgem keeps me informed about matters that affect me	7	55	23	13		62%	0	+5 ◇	-2 ◇
B48. I have the opportunity to contribute my views before decisions are made that affect me	5	38	33	19	5	43%	+6 ◇	+7 ◇	+1
B49. I think it is safe to challenge the way things are done in Ofgem	6	44	31	15	4	50%	+5 ◇	+9 ◇	+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 CS2012	Difference from CS High Performers
Engagement									
B50. I am proud when I tell others I am part of Ofgem	15	50	27	6	6	66%	+3 ◇	+12 ◇	+2 ◇
B51. I would recommend Ofgem as a great place to work	19	51	22	7	7	70%	0	+24 ◇	+13 ◇
B52. I feel a strong personal attachment to Ofgem	12	36	36	14	14	47%	-2 ◇	+3 ◇	-4 ◇
B53. Ofgem inspires me to do the best in my job	12	37	37	11	11	49%	0	+8 ◇	0
B54. Ofgem motivates me to help it achieve its objectives	9	39	37	11	11	49%	+4 ◇	+10 ◇	+2 ◇
Taking action									
B55. I believe that senior managers in Ofgem will take action on the results from this survey	10	50	26	10	10	60%	+14 ◇	+17 ◇	+7 ◇
B56. I believe that managers where I work will take action on the results from this survey	15	50	23	9	9	65%	+10 ◇	+14 ◇	+6 ◇
B57. Where I work, I think effective action has been taken on the results of the last survey	9	31	44	13	13	40%	-	+8 ◇	0

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 previous survey	Difference from CS2012	Difference from CS High Performers
I want to leave Ofgem as soon as possible		4%	-1	-4	-6
I want to leave Ofgem within the next 12 months		21%	+5 ^	+9 ^	+5 ^
I want to stay working for Ofgem for at least the next year		49%	+2	+20 ^	+15 ^
I want to stay working for Ofgem for at least the next three years		26%	-5 ^	-26 ^	-34 ^

The Civil Service Code

Differences are based on '% Yes' score

	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2012	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		20	80%	+16 ^	-8 ^	-13 ^
D02. Are you aware of how to raise a concern under the Civil Service Code?		64	36%	+9 ^	-26 ^	-33 ^
D03. Are you confident that if you raised a concern under the Civil Service Code in Ofgem it would be investigated properly?		29	71%	+10 ^	+4 ^	-1

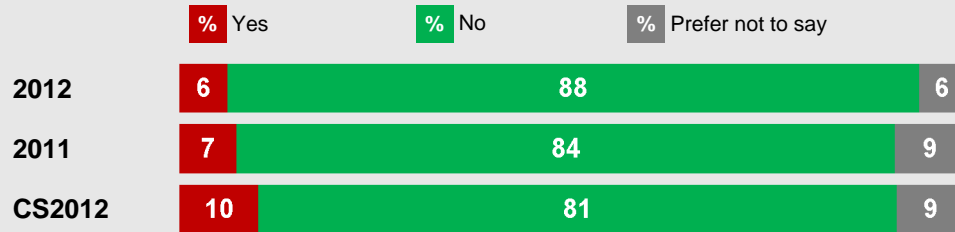
^ indicates a variation in question wording from your previous survey

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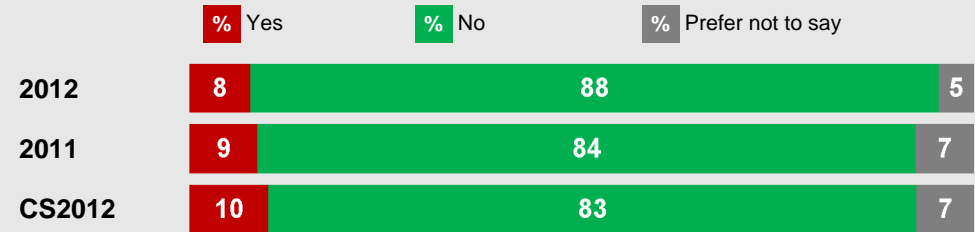
All questions by theme

Discrimination, harassment and bullying

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

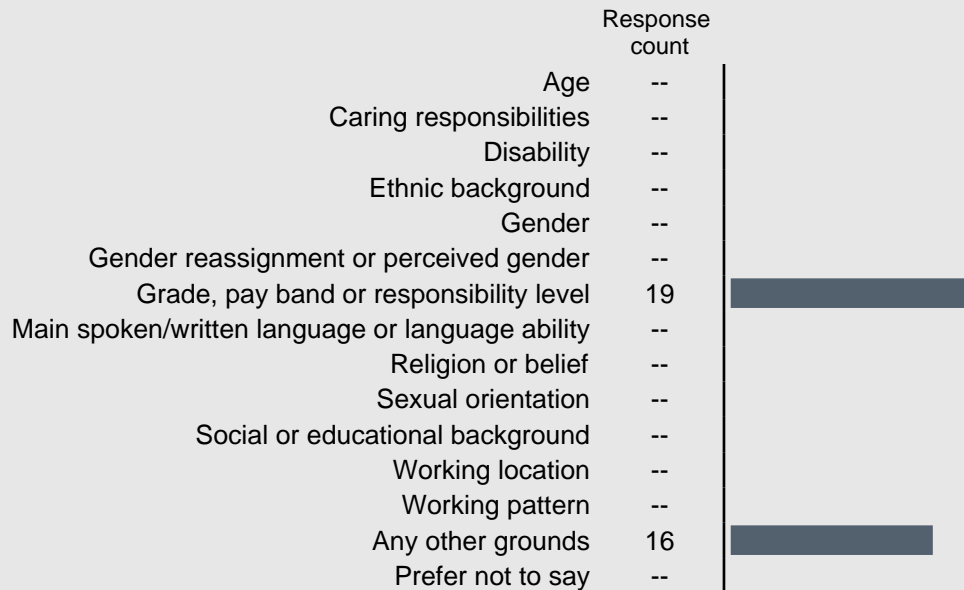


E03. During the past 12 months, have you personally experienced bullying or harassment at work?



For respondents who selected 'Yes' to question E01.

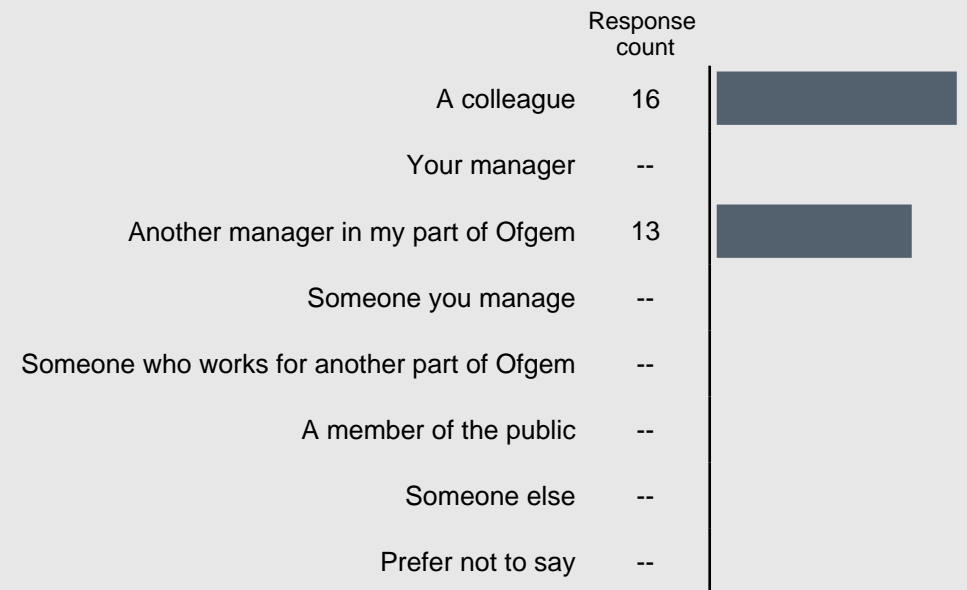
E02. On which of the following grounds have you personally experienced discrimination in the past 12 months? (multiple selection)



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)



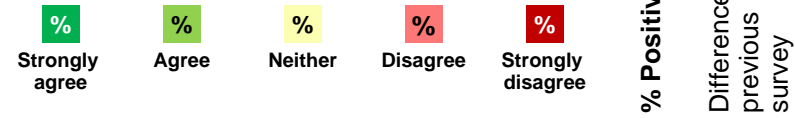
Please note: Counts of fewer than ten responses are suppressed and replaced with '--'

All questions by theme

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

^ indicates a variation in question wording from your previous survey

◇ indicates statistically significant difference from comparison



Office of Gas and Electricity Markets questions

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01. I think that different Ofgem teams work effectively together on cross divisional projects	42	31	22			45%	+2 ◇
F02. I have a good understanding of the work and aims of other Ofgem teams	4	39	30	24		43%	+1
F03. I have a good understanding of the work and aims of my own team	33	56	7			89%	-
F04. I understand the way that Government policy will impact on the work of my team	19	57	16	6		76%	+2 ◇
F05. My current role in Ofgem is helping me to develop my career in line with my aspirations	11	48	24	12	4	60%	+8 ◇
F06. My line manager understands and supports my development	26	46	17	8		73%	+4 ◇
F07. My line manager is actively involved in my development	21	38	24	13		59%	-
F08. I receive the training I require to undertake my job effectively	15	49	24	10		64%	-
F09. I believe Ofgem provides a positive working environment	19	58	15	6		77%	-2 ◇
F10. Senior management communicates well to the whole of Ofgem	8	42	34	12	4	50%	+3 ◇

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 2011 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.
CS2012	The CS2012 benchmark is the median percent positive across all organisations that participated in the 2012 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 2012 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: ✧

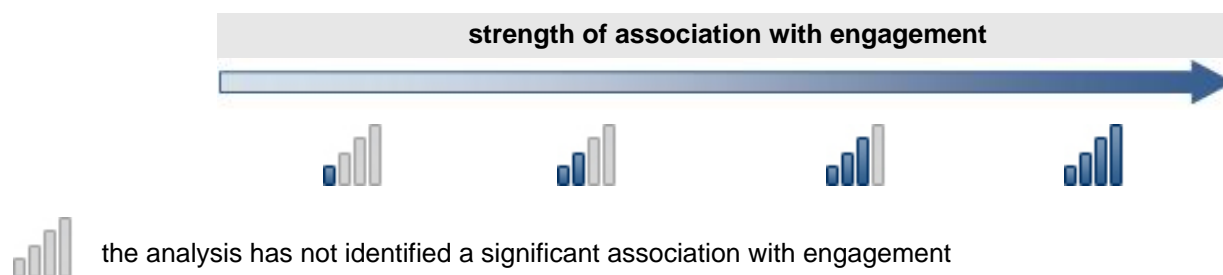
Statistical testing has been carried out on the comparisons between this year's results and your previous survey, CS2012 results and CS High Performers results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in 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 2012 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.