

## Your engagement index

65%

Difference from previous survey

+1 ✧

Difference from CS2013

+7 ✧

Difference from CS High Performers

+3 ✧

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 CS2013
B50. I am proud when I tell others I am part of Ofgem	66%	0	+10 ✧
B51. I would recommend Ofgem as a great place to work	75%	+5 ✧	+30 ✧

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

B52. I feel a strong personal attachment to Ofgem	48%	0	+2 ✧
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#### Strive: motivated to do the best for the organisation...

B53. Ofgem inspires me to do the best in my job	57%	+8 ✧	+14 ✧
B54. Ofgem motivates me to help it achieve its objectives	54%	+5 ✧	+14 ✧

✧ = 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 CS2013	Difference from CS High Performers
Leadership and managing change		52%	+4 ✧	+11 ✧	+1 ✧
My work		78%	+2 ✧	+5 ✧	0
My manager		71%	+3 ✧	+4 ✧	+1
Resources and workload		74%	+2 ✧	+1	-3 ✧
Organisational objectives and purpose		84%	+2 ✧	+1 ✧	-4 ✧
My team		84%	+3 ✧	+5 ✧	+3 ✧
Learning and development		63%	+4 ✧	+16 ✧	+9 ✧
Pay and benefits		32%	-3 ✧	+2 ✧	-3 ✧
Inclusion and fair treatment		82%	+1	+8 ✧	+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 CS2013.

^ indicates a variation in question wording from your previous survey

◇ indicates statistically significant difference from comparison

	% Positive	Diff. from previous survey	Difference from CS2013
<b>Leadership and managing change</b> <span style="float: right;">Strength of association with engagement: </span>			
B44. Overall, I have confidence in the decisions made by Ofgem's senior managers	58%	+6 ◇	+17 ◇
B41. Senior managers in Ofgem are sufficiently visible	68%	+5 ◇	+17 ◇
B42. I believe the actions of senior managers are consistent with Ofgem's values	59%	+7 ◇	+16 ◇
B40. I feel that Ofgem as a whole is managed well	59%	0	+16 ◇
B49. I think it is safe to challenge the way things are done in Ofgem	54%	+4 ◇	+15 ◇
B46. When changes are made in Ofgem they are usually for the better	39%	+6 ◇	+12 ◇
B45. I feel that change is managed well in Ofgem	39%	+5 ◇	+10 ◇
B48. I have the opportunity to contribute my views before decisions are made that affect me	44%	+1	+8 ◇
B47. Ofgem keeps me informed about matters that affect me	65%	+3 ◇	+7 ◇
B43. I believe that SMT has a clear vision for the future of Ofgem	39%	+2 ◇	-2 ◇
<b>My work</b> <span style="float: right;">Strength of association with engagement: </span>			
B04. I feel involved in the decisions that affect my work	63%	+7 ◇	+9 ◇
B05. I have a choice in deciding how I do my work	81%	+2 ◇	+8 ◇
B03. My work gives me a sense of personal accomplishment	77%	+3 ◇	+2 ◇
B01. I am interested in my work	91%	0	+2 ◇
B02. I am sufficiently challenged by my work	79%	+1	+1
<b>My manager</b> <span style="float: right;">Strength of association with engagement: </span>			
B13. Overall, I have confidence in the decisions made by my manager	81%	+3 ◇	+10 ◇
B16. The feedback I receive helps me to improve my performance	68%	+5 ◇	+8 ◇
B09. My manager motivates me to be more effective in my job	73%	+2 ◇	+8 ◇
B11. My manager is open to my ideas	87%	+4 ◇	+8 ◇
B10. My manager is considerate of my life outside work	87%	+6 ◇	+7 ◇
B14. My manager recognises when I have done my job well	81%	+4 ◇	+4 ◇
B12. My manager helps me to understand how I contribute to Ofgem's objectives	64%	+4 ◇	+2 ◇
B17. I think that my performance is evaluated fairly	64%	+1	+1 ◇
B15. I receive regular feedback on my performance	65%	+4 ◇	+1
B18. Poor performance is dealt with effectively in my team	36%	+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



My work									
:Strength of association with engagement									
Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
B01. I am interested in my work	41	50	6			91%	0	+2 ◇	-1 ◇
B02. I am sufficiently challenged by my work	31	48	11	9		79%	+1	+1	-3 ◇
B03. My work gives me a sense of personal accomplishment	24	53	13	8		77%	+3 ◇	+2 ◇	-2 ◇
B04. I feel involved in the decisions that affect my work	19	45	19	14		63%	+7 ◇	+9 ◇	+3 ◇
B05. I have a choice in deciding how I do my work	27	54	12	6		81%	+2 ◇	+8 ◇	+4 ◇
Organisational objectives and purpose									
:Strength of association with engagement									
B06. I have a clear understanding of Ofgem's purpose	32	57	7			89%	+2 ◇	+4 ◇	0
B07. I have a clear understanding of Ofgem's objectives	23	56	13	6		80%	+2 ◇	0	-5 ◇
B08. I understand how my work contributes to Ofgem's objectives	29	54	12	5		83%	+2 ◇	0	-4 ◇

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% Strongly agree   
 % Agree   
 % Neither   
 % Disagree   
 % Strongly disagree   
 % Positive   
 Difference from previous survey   
 Difference from CS2013   
 Difference from CS High Performers

## My manager

 :Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
B09. My manager motivates me to be more effective in my job	25	48	15	9		73%	+2 ◇	+8 ◇	+4 ◇
B10. My manager is considerate of my life outside work	44	44	8			87%	+6 ◇	+7 ◇	+3 ◇
B11. My manager is open to my ideas	43	44	9			87%	+4 ◇	+8 ◇	+4 ◇
B12. My manager helps me to understand how I contribute to Ofgem's objectives	16	47	26	9		64%	+4 ◇	+2 ◇	-2 ◇
B13. Overall, I have confidence in the decisions made by my manager	33	48	12	5		81%	+3 ◇	+10 ◇	+5 ◇
B14. My manager recognises when I have done my job well	34	47	13	4		81%	+4 ◇	+4 ◇	+1 ◇
B15. I receive regular feedback on my performance	19	45	21	12		65%	+4 ◇	+1	-3 ◇
B16. The feedback I receive helps me to improve my performance	21	47	23	7		68%	+5 ◇	+8 ◇	+3 ◇
B17. I think that my performance is evaluated fairly	20	45	25	8		64%	+1	+1 ◇	-3 ◇
B18. Poor performance is dealt with effectively in my team	6	29	45	14	6	36%	+1	-3 ◇	-6 ◇

## 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	37	50	7	4		87%	+2 ◇	+4 ◇	+2 ◇
B20. The people in my team work together to find ways to improve the service we provide	35	49	11			84%	+1 ◇	+4 ◇	+2 ◇
B21. The people in my team are encouraged to come up with new and better ways of doing things	31	48	15	5		80%	+5 ◇	+7 ◇	+3 ◇

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## Learning and development

:Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
B22. I am able to access the right learning and development opportunities when I need to	18	56	17	8	8	74%	+4 ◇	+13 ◇	+9 ◇
B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance	15	47	29	7	7	62%	+6 ◇	+14 ◇	+8 ◇
B24. There are opportunities for me to develop my career in Ofgem	15	43	22	13	6	58%	+1	+20 ◇	+11 ◇
B25. Learning and development activities I have completed while working for Ofgem are helping me to develop my career	11	47	30	9	9	58%	+6 ◇	+17 ◇	+10 ◇

## Inclusion and fair treatment

:Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
B26. I am treated fairly at work	34	51	9	4	4	85%	0	+7 ◇	+4 ◇
B27. I am treated with respect by the people I work with	38	49	8	8	8	87%	0	+3 ◇	0
B28. I feel valued for the work I do	24	48	15	10	10	72%	+4 ◇	+9 ◇	+4 ◇
B29. I think that Ofgem respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	31	52	11	4	4	83%	+1	+11 ◇	+6 ◇

# All questions by theme

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% Strongly agree   
 % Agree   
 % Neither   
 % Disagree   
 % Strongly disagree   
 % Positive   
 Difference from previous survey   
 Difference from CS2013   
 Difference from CS High Performers

## Resources and workload

 :Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
B30. In my job, I am clear what is expected of me	20	62	10	7		82%	+5 ◇	-1 ◇	-4 ◇
B31. I get the information I need to do my job well	14	58	18	9		72%	+3 ◇	+3 ◇	-1 ◇
B32. I have clear work objectives	15	57	18	9		72%	+5 ◇	-4 ◇	-8 ◇
B33. I have the skills I need to do my job effectively	27	63	8			90%	0	+2 ◇	0
B34. I have the tools I need to do my job effectively	16	61	16	6		77%	-1	+6 ◇	+2 ◇
B35. I have an acceptable workload	9	50	19	16	6	60%	+2 ◇	0	-6 ◇
B36. I achieve a good balance between my work life and my private life	17	50	17	11	5	67%	+1	-1 ◇	-6 ◇

## Pay and benefits

 :Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
B37. I feel that my pay adequately reflects my performance	4	26	22	31	16	30%	-3 ◇	+1 ◇	-5 ◇
B38. I am satisfied with the total benefits package	4	34	27	25	10	38%	-2 ◇	+6 ◇	0
B39. Compared to people doing a similar job in other organisations I feel my pay is reasonable	4	23	25	30	18	27%	-4 ◇	+2 ◇	-5 ◇

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## Leadership and managing change

:Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
B40. I feel that Ofgem as a whole is managed well	8	51	26	12		59%	0	+16 ◇	+3 ◇
B41. Senior managers in Ofgem are sufficiently visible	13	55	18	12		68%	+5 ◇	+17 ◇	+6 ◇
B42. I believe the actions of senior managers are consistent with Ofgem's values	9	50	32	7		59%	+7 ◇	+16 ◇	+4 ◇
B43. I believe that SMT has a clear vision for the future of Ofgem	6	33	45	12	4	39%	+2 ◇	-2 ◇	-16 ◇
B44. Overall, I have confidence in the decisions made by Ofgem's senior managers	8	50	32	8		58%	+6 ◇	+17 ◇	+7 ◇
B45. I feel that change is managed well in Ofgem	4	35	32	23	6	39%	+5 ◇	+10 ◇	0
B46. When changes are made in Ofgem they are usually for the better	5	34	47	10	4	39%	+6 ◇	+12 ◇	+4 ◇
B47. Ofgem keeps me informed about matters that affect me	9	56	24	10		65%	+3 ◇	+7 ◇	0
B48. I have the opportunity to contribute my views before decisions are made that affect me	6	38	32	18	6	44%	+1	+8 ◇	0
B49. I think it is safe to challenge the way things are done in Ofgem	7	46	28	14	4	54%	+4 ◇	+15 ◇	+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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	<b>%</b> Strongly agree	<b>%</b> Agree	<b>%</b> Neither	<b>%</b> Disagree	<b>%</b> Strongly disagree	<b>% Positive</b>	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
<b>Engagement</b>									
B50. I am proud when I tell others I am part of Ofgem	17	49	27	6	6	66%	0	+10 ◇	+1
B51. I would recommend Ofgem as a great place to work	24	51	19	4	4	75%	+5 ◇	+30 ◇	+19 ◇
B52. I feel a strong personal attachment to Ofgem	14	34	34	15	5	48%	0	+2 ◇	-4 ◇
B53. Ofgem inspires me to do the best in my job	12	45	31	9	5	57%	+8 ◇	+14 ◇	+7 ◇
B54. Ofgem motivates me to help it achieve its objectives	11	43	34	9	4	54%	+5 ◇	+14 ◇	+6 ◇
<b>Taking action</b>									
B55. I believe that senior managers in Ofgem will take action on the results from this survey	10	44	30	11	5	54%	-6 ◇	+11 ◇	+2 ◇
B56. I believe that managers where I work will take action on the results from this survey	17	46	24	9	4	63%	-2 ◇	+9 ◇	+4 ◇
B57. Where I work, I think effective action has been taken on the results of the last survey	8	31	45	10	6	38%	-2 ◇	+5 ◇	-1 ◇

# All questions by theme

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

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	<b>%</b> Strongly agree	<b>%</b> Agree	<b>%</b> Neither	<b>%</b> Disagree	<b>%</b> Strongly disagree	<b>% Positive</b>	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
<b>Organisational Culture</b>									
B58. I am trusted to carry out my job effectively	34	56	7			90%	+8 ◇	+2 ◇	0
B59. I believe I would be supported if I try a new idea, even if it may not work	19	54	18	7		73%	+8 ◇	+6 ◇	+2 ◇
B60. My performance is evaluated based on whether I get things done, rather than solely follow processes	16	55	19	6	4	71%	+6 ◇	+7 ◇	+2 ◇
B61. When I talk about Ofgem I say "we" rather than "they"	31	53	10	5		84%	+7 ◇	+16 ◇	+8 ◇
B62. I have some really good friendships at work	31	41	19	7		72%	+5 ◇	-4 ◇	-7 ◇

Please note these questions were not asked on paper surveys in 2012.

# All questions by theme

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%	%	%	%	% Positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
0-4	5-6	7-8	9-10				

## 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. This 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. For question W04 the percent positive is the proportion answering 0, 1, 2 or 3 to the question.

W01. Overall, how satisfied are you with your life nowadays?	9	21	59	11	70%	+6 ◇	+7 ◇	+4 ◇
W02. Overall, to what extent do you feel that the things you do in your life are worthwhile?	7	19	55	19	74%	+4 ◇	+5 ◇	+1 ◇
W03. Overall, how happy did you feel yesterday?	11	26	48	16	63%	+3 ◇	+4 ◇	0
	%	%	%	%				
	0-1	2-3	4-5	6-10				
W04. Overall, how anxious did you feel yesterday?	21	28	22	30	49%	-1	-1 ◇	-4 ◇

# 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 CS2013	Difference from CS High Performers
I want to leave Ofgem as soon as possible		6%	+2 ^	-1	-4
I want to leave Ofgem within the next 12 months		20%	-1	+7 ^	+4 ^
I want to stay working for Ofgem for at least the next year		52%	+3	+21 ^	+17 ^
I want to stay working for Ofgem for at least the next three years		22%	-4 ^	-27 ^	-37 ^

## The Civil Service Code

Differences are based on '% Yes' score

	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		19	81%	+1	-8 ^	-13 ^
D02. Are you aware of how to raise a concern under the Civil Service Code?		56	44%	+7 ^	-20 ^	-26 ^
D03. Are you confident that if you raised a concern under the Civil Service Code in Ofgem it would be investigated properly?		28	72%	+1 ^	+5 ^	-1

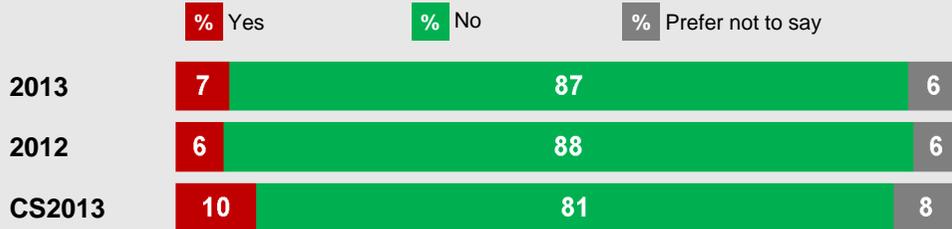
^ indicates a variation in question wording from your previous survey

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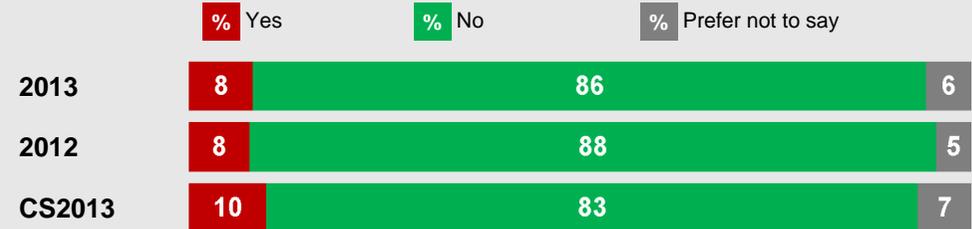
# All questions by theme

## Discrimination, harassment and bullying

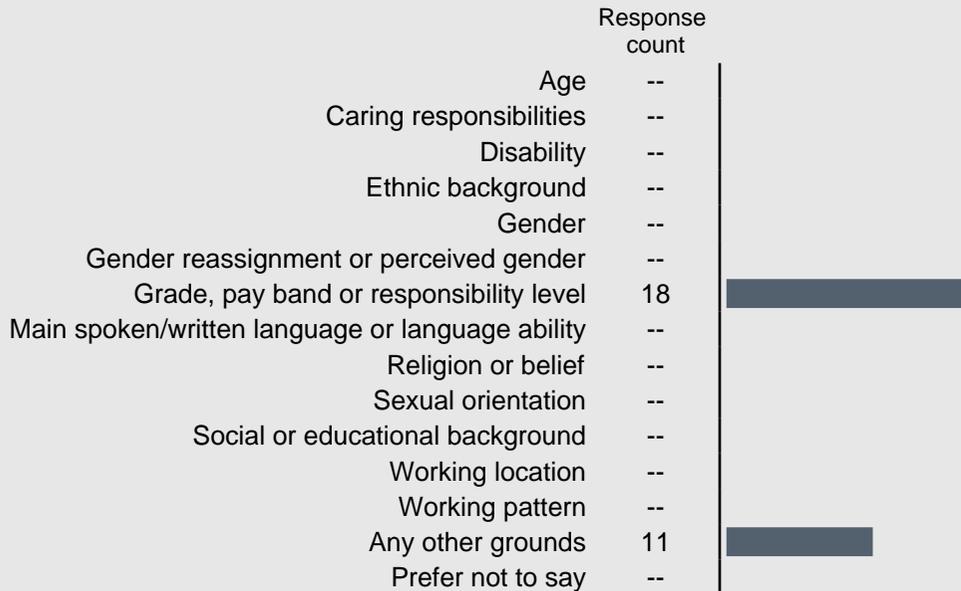
E01. During the past 12 months, have you personally experienced discrimination at work?



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

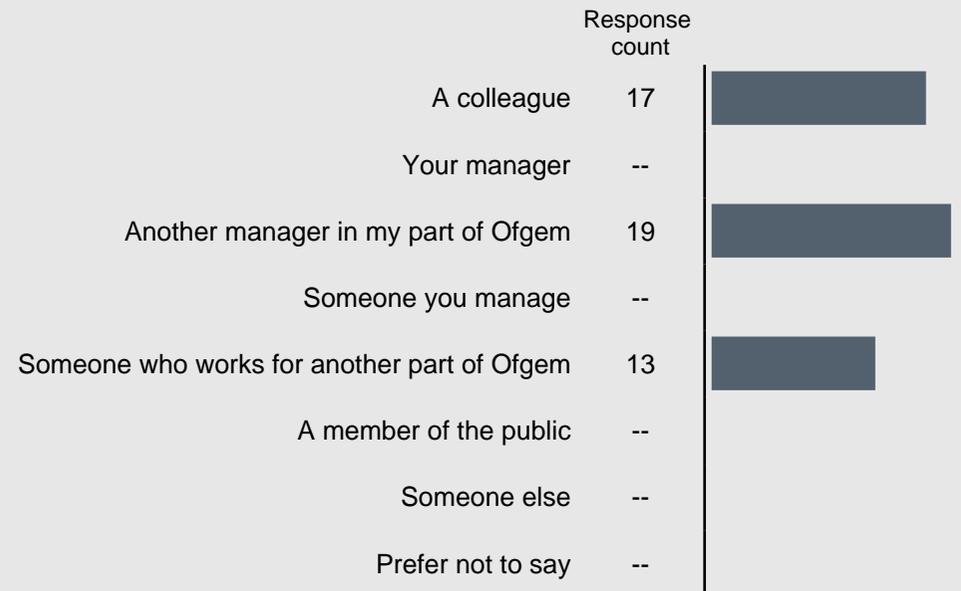


For respondents who selected 'Yes' to question E01.  
E02. On which of the following grounds have you personally experienced discrimination in the past 12 months? (multiple selection)



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

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## 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	5	45	30	16		51%	+5 ✦
F02. I have a good understanding of the work and aims of other Ofgem teams	6	44	27	19		50%	+7 ✦
F03. I have a good understanding of the work and aims of my own team	38	55		5		93%	+4 ✦
F04. I understand the way that Government policy will impact on the work of my team	24	54	16	4		78%	+2 ✦
F05. My current role in Ofgem is helping me to develop my career in line with my aspirations	15	46	25	8	5	61%	+2 ✦
F06. My line manager understands and supports my development	28	52	13	5		79%	+7 ✦
F07. My line manager is actively involved in my development	24	40	24	9		64%	+5 ✦
F08. I receive the training I require to undertake my job effectively	15	54	24	6		69%	+4 ✦
F09. I believe Ofgem provides a positive working environment	22	58	15	4		79%	+3 ✦
F10. Senior management communicates well to the whole of Ofgem	10	46	29	11		56%	+6 ✦

# Appendix

## Glossary of key terms

<b>% positive</b>	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> ).
<b>Previous survey</b>	Comparisons to the previous survey relate to the results from the 2012 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.
<b>CS2013</b>	The CS2013 benchmark is the median percent positive across all organisations that participated in the 2013 Civil Service People Survey.
<b>CS High Performers</b>	For each question, this is the upper quartile score across all organisations that have taken part in the 2013 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: ✦

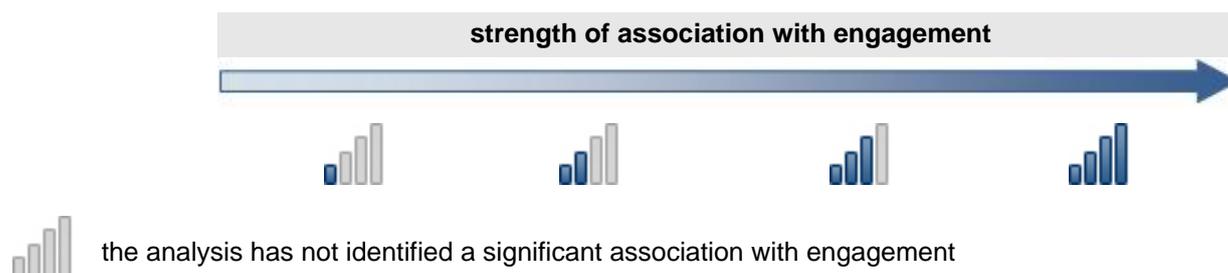
Statistical testing has been carried out on the comparisons between this year's results and your previous survey, CS2013 results and CS High Performers results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in 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 2013 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.