

Employee engagement is shaped by experience at work, as measured by nine themes in the survey shown below.





Strength of association with engagement



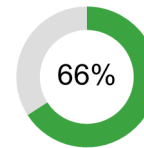
Statistically significant difference from comparison

The table below shows how you performed on each of the nine 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.

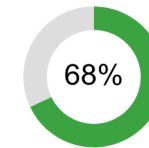
Drivers of Engagement

	Strength of association with engagement	Theme score % Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
Leadership and Managing Change		51%	-1 ✧	+8 ✧	+1 ✧
My work		75%	-3 ✧	0	-3 ✧
My manager		69%	-2 ✧	+1 ✧	-3 ✧
Learning and development		58%	-5 ✧	+9 ✧	+3 ✧
Pay and benefits		31%	-1	+3 ✧	-4 ✧
Resources and workload		75%	0	0	-3 ✧
My team		83%	-1 ✧	+3 ✧	0
Organisational objectives and purpose		83%	-1	0	-5 ✧
Inclusion and fair treatment		81%	-1	+6 ✧	+2 ✧

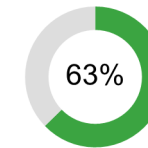
Wellbeing



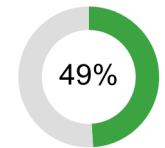
Overall, how satisfied are you with your life nowadays?



Overall, to what extent do you feel that the things you do in your life are worthwhile?

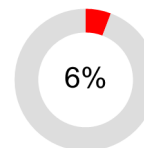


Overall, how happy did you feel yesterday?

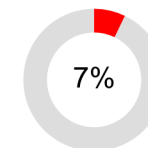


No or low anxiety yesterday

Discrimination, bullying and harassment

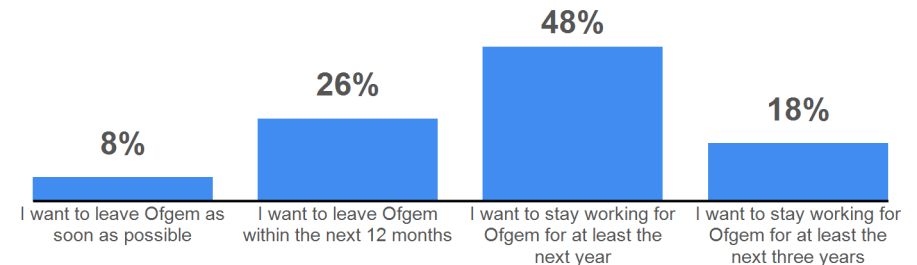


During the past 12 months have you personally experienced discrimination at work?



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

Your plans for the future



All questions by theme

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

My work

75% -3

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B01 I am interested in my work	39	50	7			89%	-2 ◆	0	-3 ◆
B02 I am sufficiently challenged by my work	27	49	12	10		76%	-3 ◆	-3 ◆	-6 ◆
B03 My work gives me a sense of personal accomplishment	19	54	17	8		73%	-4 ◆	-2 ◆	-5 ◆
B04 I feel involved in the decisions that affect my work	15	44	20	15	6	59%	-4 ◆	+3 ◆	-3 ◆
B05 I have a choice in deciding how I do my work	25	53	13	5		78%	-2 ◆	+4 ◆	-1 ◆

Organisational objectives and purpose

83% -1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B06 I have a clear understanding of Ofgem's purpose	28	61	8			89%	-1	+3 ◆	-2 ◆
B07 I have a clear understanding of Ofgem's objectives	20	58	14	6		78%	-1 ◆	-2 ◆	-7 ◆
B08 I understand how my work contributes to Ofgem's objectives	26	55	13	5		82%	-1	-2 ◆	-6 ◆

All questions by theme

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

My manager

69% -2

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B09 My manager motivates me to be more effective in my job	23	45	18	9	5	69%	-5 ◆	+1 ◆	-3 ◆
B10 My manager is considerate of my life outside work	45	41	9			87%	-1	+6 ◆	+1 ◆
B11 My manager is open to my ideas	40	43	10			84%	-3 ◆	+4 ◆	-1 ◆
B12 My manager helps me to understand how I contribute to Ofgem's objectives	18	42	27	9		60%	-4 ◆	-5 ◆	-9 ◆
B13 Overall, I have confidence in the decisions made by my manager	32	43	13	6	5	75%	-6 ◆	+2 ◆	-2 ◆
B14 My manager recognises when I have done my job well	33	47	12	6		80%	-1 ◆	+3 ◆	-1 ◆
B15 I receive regular feedback on my performance	19	45	20	13		64%	-1	-1 ◆	-5 ◆
B16 The feedback I receive helps me to improve my performance	19	47	22	9		66%	-2 ◆	+4 ◆	0
B17 I think that my performance is evaluated fairly	19	47	21	8	5	66%	+2 ◆	+3 ◆	-1
B18 Poor performance is dealt with effectively in my team	7	29	44	13	7	36%	0	-3 ◆	-7 ◆

My team

83% -1

Difference from previous survey



Strength of association with engagement



Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B19 The people in my team can be relied upon to help when things get difficult in my job	34	51	8			85%	-2 ◆	+1 ◆	-1 ◆
B20 The people in my team work together to find ways to improve the service we provide	34	50	11			83%	-1 ◆	+3 ◆	0
B21 The people in my team are encouraged to come up with new and better ways of doing things	31	49	13	6		80%	0	+6 ◆	+2 ◆

All questions by theme

◆ indicates statistically significant difference from comparison
 ▲ indicates a variation in question wording from your previous survey

Learning and development

58% -5

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B22	I am able to access the right learning and development opportunities when I need to	15	49	20	12	2	65%	-9 ◆	+2 ◆	-2 ◆
B23	Learning and development activities I have completed in the past 12 months have helped to improve my performance	12	45	30	11	2	57%	-5 ◆	+6 ◆	0
B24	There are opportunities for me to develop my career in Ofgem	13	46	22	12	8	59%	0	+17 ◆	+10 ◆
B25	Learning and development activities I have completed while working for Ofgem are helping me to develop my career	11	42	33	10	4	52%	-6 ◆	+9 ◆	+3 ◆

Inclusion and fair treatment

81% -1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B26	I am treated fairly at work	32	52	9	5	2	84%	-1	+5 ◆	+2 ◆
B27	I am treated with respect by the people I work with	37	51	8	2	2	88%	+1	+3 ◆	+1 ◆
B28	I feel valued for the work I do	23	45	19	10	3	67%	-4 ◆	+3 ◆	-2 ◆
B29	I think that Ofgem respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	34	51	9	5	2	85%	+1 ◆	+11 ◆	+7 ◆

All questions by theme

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

Resources and workload

75% **0**

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B30 In my job, I am clear what is expected of me	18	62	11	7		80%	-2 ◇	-3 ◇	-6 ◇
B31 I get the information I need to do my job well	13	57	18	9		70%	-2 ◇	0	-4 ◇
B32 I have clear work objectives	16	54	17	10		70%	-1 ◇	-5 ◇	-9 ◇
B33 I have the skills I need to do my job effectively	30	61	6			91%	+1 ◇	+2 ◇	0
B34 I have the tools I need to do my job effectively	18	57	16	7		75%	-2 ◇	+3 ◇	-1
B35 I have an acceptable workload	10	53	16	15	6	62%	+3 ◇	+3 ◇	-4 ◇
B36 I achieve a good balance between my work life and my private life	18	55	16	8		72%	+5 ◇	+6 ◇	-2 ◇

Pay and benefits

31% **-1**

Difference from previous survey



Strength of association with engagement



Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B37 I feel that my pay adequately reflects my performance	26	22	32	16		30%	0	+1	-6 ◇
B38 I am satisfied with the total benefits package	5	33	23	27	12	38%	0	+6 ◇	-2 ◇
B39 Compared to people doing a similar job in other organisations I feel my pay is reasonable	22	22	31	21		26%	-1	+1 ◇	-6 ◇

All questions by theme

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 ^ indicates a variation in question wording from your previous survey

Leadership and Managing Change

51% -1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B40 I feel that Ofgem as a whole is managed well	5	51	27	13		56%	-3 ◇	+11 ◇	0
B41 Senior managers in Ofgem are sufficiently visible	13	57	18	10		69%	+2 ◇	+16 ◇	+7 ◇
B42 I believe the actions of senior managers are consistent with Ofgem's values	9	50	28	10		59%	-1	+12 ◇	+3 ◇
B43 I believe that SMT has a clear vision for the future of Ofgem	5	37	38	15		42%	+3 ◇	-2 ◇	-10 ◇
B44 Overall, I have confidence in the decisions made by Ofgem's senior managers	6	47	32	11		53%	-5 ◇	+9 ◇	+2 ◇
B45 I feel that change is managed well in Ofgem		31	35	23	7	35%	-4 ◇	+4 ◇	-3 ◇
B46 When changes are made in Ofgem they are usually for the better		30	49	14		33%	-6 ◇	+3 ◇	-4 ◇
B47 Ofgem keeps me informed about matters that affect me	7	58	22	10		65%	0	+7 ◇	+1 ◇
B48 I have the opportunity to contribute my views before decisions are made that affect me	5	39	31	18	7	44%	0	+8 ◇	+1 ◇
B49 I think it is safe to challenge the way things are done in Ofgem	8	44	29	12	7	52%	-1	+11 ◇	+4 ◇

All questions by theme

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

Engagement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B50 I am proud when I tell others I am part of Ofgem	15	47	29	8		62%	-4 ◆	+3 ◆	-4 ◆
B51 I would recommend Ofgem as a great place to work	20	50	21	6		70%	-5 ◆	+21 ◆	+10 ◆
B52 I feel a strong personal attachment to Ofgem	12	32	35	17		44%	-4 ◆	-4 ◆	-10 ◆
B53 Ofgem inspires me to do the best in my job	10	43	31	12		53%	-4 ◆	+8 ◆	+1 ◆
B54 Ofgem motivates me to help it achieve its objectives	9	42	33	12		51%	-3 ◆	+8 ◆	+2 ◆

Taking action

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B55 I believe that senior managers in Ofgem will take action on the results from this survey	13	47	22	12	6	60%	+6 ◆	+15 ◆	+7 ◆
B56 I believe that managers where I work will take action on the results from this survey	16	50	18	11	5	66%	+3 ◆	+10 ◆	+5 ◆
B57 Where I work, I think effective action has been taken on the results of the last survey	9	32	43	10	6	42%	+3 ◆	+7 ◆	+1 ◆

All questions by theme

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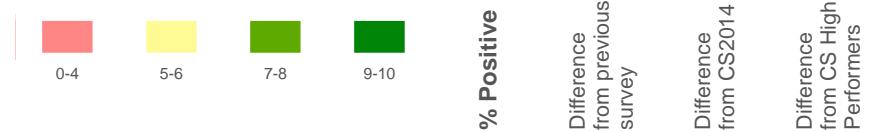
Organisational Culture

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B58 I am trusted to carry out my job effectively	31	57	6			88%	-2 ◇	0	-2 ◇
B59 I believe I would be supported if I try a new idea, even if it may not work	19	54	16	8		73%	0	+5 ◇	+1 ◇
B60 My performance is evaluated based on whether I get things done, rather than solely follow processes	15	51	23	7		66%	-5 ◇	+1 ◇	-4 ◇
B61 When I talk about Ofgem I say "we" rather than "they"	28	52	13	6		80%	-4 ◇	+11 ◇	+2 ◇
B62 I have some really good friendships at work	28	42	20	8		70%	-2 ◇	-6 ◇	-10 ◇

All questions by theme

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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. The 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.

Question	0-4	5-6	7-8	9-10	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
W01 Overall, how satisfied are you with your life nowadays?	9	25	56	10	66%	-4 ◆	+2 ◆	-1
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	7	25	51	17	68%	-6 ◆	-1 ◆	-4 ◆
W03 Overall, how happy did you feel yesterday?	14	24	46	17	63%	0	+2 ◆	-1
W04 Overall, how anxious did you feel yesterday?	20	29	21	30	49%	0	-1 ◆	-4 ◆

All questions by theme

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 ^ indicates a variation in question wording from your previous survey

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 CS2014	Difference from CS High Performers
I want to leave Ofgem as soon as possible		8%	+1	0	-2 ◇
I want to leave Ofgem within the next 12 months		26%	+5 ◇	+12 ◇	+8 ◇
I want to stay working for Ofgem for at least the next year		48%	-3	+17 ◇	+11 ◇
I want to stay working for Ofgem for at least the next three years		18%	-3 ◇	-28 ◇	-36 ◇

The Civil Service Code

Differences are based on '% Yes' score

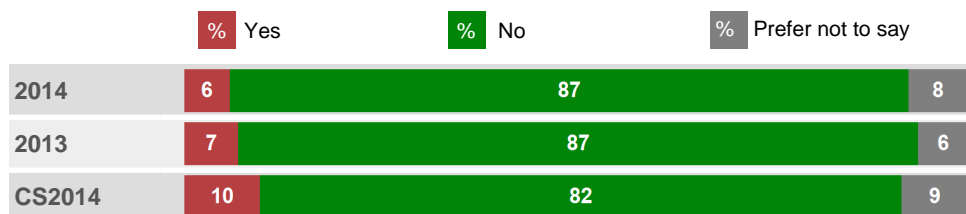
	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		15	85%	+4 ◇	-5 ◇	-9 ◇
D02. Are you aware of how to raise a concern under the Civil Service Code?		48	52%	+8 ◇	-12 ◇	-19 ◇
D03. Are you confident that if you raised a concern under the Civil Service Code in Ofgem it would be investigated properly?		25	75%	+3 ◇	+6 ◇	+1 ◇

All questions by theme

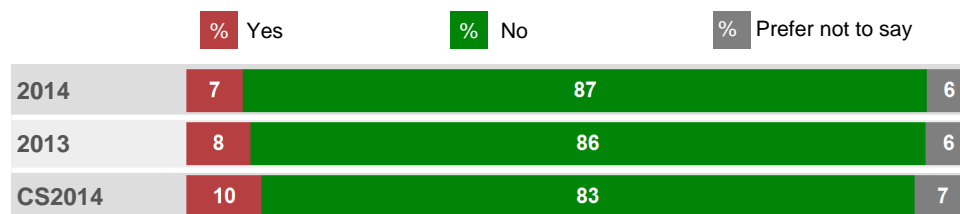
◆ indicates statistically significant difference from comparison
 ^ indicates a variation in question wording from your previous survey

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)

Ground	Response Count
Age	--
Caring responsibilities	--
Disability	--
Ethnic background	--
Gender	--
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	24
Main spoken/written language or language ability	--
Religion or belief	--
Sexual orientation	--
Social or educational background	--
Working location	--
Working pattern	--
Any other grounds	16
Prefer not to say	--

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)

Who	Response Count
A colleague	15
Your manager	18
Another manager in my part of Ofgem	15
Someone you manage	--
Someone who works for another part of Ofgem	--
A member of the public	--
Someone else	--
Prefer not to say	11

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

All questions by theme

◆ indicates statistically significant difference from comparison
 ▲ indicates a variation in question wording from your previous survey

Office of Gas and Electricity Markets questions

		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 working	38	30	23	6	41%	-9 ◆	
F02	I have a good understanding of the work and aims of other Ofgem teams	5	39	28	24	44%	-6 ◆	
F03	I have a good understanding of the work and aims of my own team	35	57	5		92%	-1 ◆	
F04	I understand the way that Government policy will impact on the work of my team	20	54	18	7	74%	-4 ◆	
F05	My current role in Ofgem is helping me to develop my career in line with my aspirations	12	46	26	12	58%	-3 ◆	
F06	My line manager understands and supports my development	27	46	16	6	73%	-6 ◆	
F07	My line manager is actively involved in my development	22	40	23	11	5	61%	-3 ◆
F08	I receive the training I require to undertake my job effectively	13	51	25	9	63%	-5 ◆	
F09	I believe Ofgem provides a positive working environment	22	57	14	5	78%	-1 ◆	
F10	Senior management communicates well to the whole of Ofgem	10	50	27	9	5	60%	+4 ◆

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 2013 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.
CS2014	The CS2014 benchmark is the median percent positive across all organisations that participated in the 2014 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 2014 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, CS2014 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.

strength of association
with engagement



 the analysis has not identified a significant association with engagement

Confidentiality

The survey was carried out as part of the 2014 Civil Service People Survey, which is managed by the Cabinet Office on behalf of all 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.