



Strength of association with engagement



Statistically significant difference from comparison

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

Engagement Index

61%

Difference from previous survey +3 ✧

Difference from CS2016 +2 ✧

Difference from CS High Performers -2 ✧

My work

74%

Difference from previous survey +3 ✧

Difference from CS2016 -1

Difference from CS High Performers -4 ✧

Organisational objectives and purpose

81%

Difference from previous survey 0

Difference from CS2016 -1 ✧

Difference from CS High Performers -6 ✧

My manager

70%

Difference from previous survey +3 ✧

Difference from CS2016 +2 ✧

Difference from CS High Performers -1

My team

85%

Difference from previous survey +7 ✧

Difference from CS2016 +5 ✧

Difference from CS High Performers +1 ✧

Learning and development

54%

Difference from previous survey 0

Difference from CS2016 +4 ✧

Difference from CS High Performers -1 ✧

Inclusion and fair treatment

80%

Difference from previous survey +3 ✧

Difference from CS2016 +4 ✧

Difference from CS High Performers +1

Resources and workload

74%

Difference from previous survey 0

Difference from CS2016 +1

Difference from CS High Performers -2 ✧

Pay and benefits

31%

Difference from previous survey +5 ✧

Difference from CS2016 +1

Difference from CS High Performers -6 ✧

Leadership and managing change

44%

Difference from previous survey +1

Difference from CS2016 +1 ✧

Difference from CS High Performers -8 ✧

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 CS2016	Difference from CS High Performers
Leadership and managing change		44%	+1	+1 ✧	-8 ✧
My work		74%	+3 ✧	-1	-4 ✧
Resources and workload		74%	0	+1	-2 ✧
My manager		70%	+3 ✧	+2 ✧	-1
Learning and development		54%	0	+4 ✧	-1 ✧
Pay and benefits		31%	+5 ✧	+1	-6 ✧
Organisational objectives and purpose		81%	0	-1 ✧	-6 ✧
My team		85%	+7 ✧	+5 ✧	+1 ✧
Inclusion and fair treatment		80%	+3 ✧	+4 ✧	+1



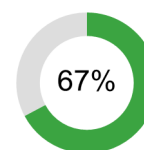
Strength of association with engagement



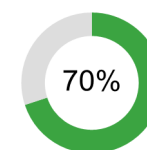
Statistically significant difference from comparison

Wellbeing

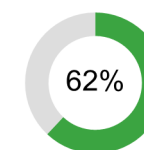
% responding positively (Answering 7,8, 9 or 10 for W01 – W03; Answering 0,1,2 or 3 for W04)



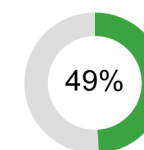
W01. Overall, how satisfied are you with your life nowadays?



W02. Overall, to what extent do you feel that the things you do in your life are worthwhile?



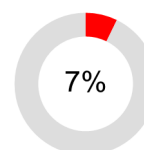
W03. Overall, how happy did you feel yesterday?



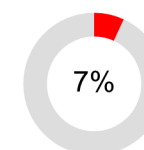
W04. Overall, how anxious did you feel yesterday?

Discrimination, bullying and harassment

% responding Yes

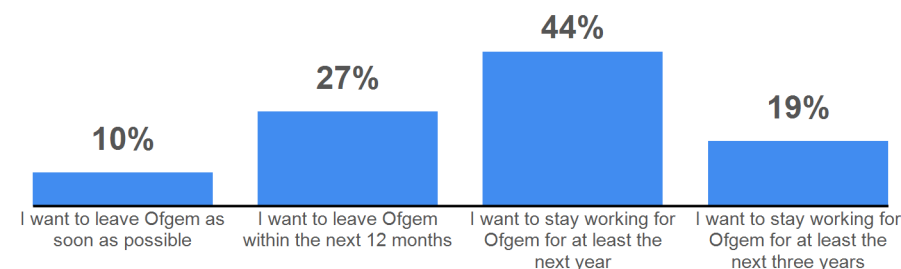


During the past 12 months have you personally experienced discrimination at work?



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

74% +3

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

B01	I am interested in my work	37	52	7		89%	+1 ◆	-1 ◆	-2 ◆
B02	I am sufficiently challenged by my work	27	49	13	10	76%	+5 ◆	-4 ◆	-7 ◆
B03	My work gives me a sense of personal accomplishment	20	53	16	8	73%	+2 ◆	-2 ◆	-6 ◆
B04	I feel involved in the decisions that affect my work	13	43	21	17	55%	+1	-1 ◆	-6 ◆
B05	I have a choice in deciding how I do my work	26	53	11	7	79%	+3 ◆	+5 ◆	0

Organisational objectives and purpose

81% 0

Difference from previous survey



Strength of association with engagement



B06	I have a clear understanding of Ofgem's purpose	31	55	8	5	86%	-1	0	-4 ◆
B07	I have a clear understanding of Ofgem's objectives	23	54	13	8	77%	0	-3 ◆	-8 ◆
B08	I understand how my work contributes to Ofgem's objectives	26	56	12	5	82%	0	-1 ◆	-6 ◆

All questions by theme

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

My manager

70% +3

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

B09	My manager motivates me to be more effective in my job	26	47	15	9	73%	+5 ♦	+4 ♦	0
B10	My manager is considerate of my life outside work	48	38	10	4	87%	+1 ♦	+4 ♦	+1 ♦
B11	My manager is open to my ideas	42	43	10	4	85%	+2 ♦	+4 ♦	+1
B12	My manager helps me to understand how I contribute to Ofgem's objectives	19	46	25	8	65%	+4 ♦	0	-4 ♦
B13	Overall, I have confidence in the decisions made by my manager	34	45	13	5	79%	+6 ♦	+6 ♦	0
B14	My manager recognises when I have done my job well	36	44	12	5	80%	+1 ♦	+2 ♦	-1 ♦
B15	I receive regular feedback on my performance	21	42	20	14	64%	+3 ♦	-2 ♦	-5 ♦
B16	The feedback I receive helps me to improve my performance	20	46	24	7	65%	+4 ♦	+3 ♦	-1
B17	I think that my performance is evaluated fairly	21	42	22	7	63%	+2 ♦	0	-5 ♦
B18	Poor performance is dealt with effectively in my team	8	32	41	11	40%	+7 ♦	+1	-3 ♦

My team

85% +7

Difference from previous survey



Strength of association with engagement



B19	The people in my team can be relied upon to help when things get difficult in my job	40	47	9	4	87%	+5 ♦	+3 ♦	0
B20	The people in my team work together to find ways to improve the service we provide	38	47	9	6	85%	+5 ♦	+4 ♦	+1
B21	The people in my team are encouraged to come up with new and better ways of doing things	35	47	13	5	82%	+10 ♦	+7 ♦	+3 ♦

All questions by theme

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^ indicates a variation in question wording from your previous survey

Learning and development

54% 0

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

B22	I am able to access the right learning and development opportunities when I need to	14	48	21	13	5	61%	-1	+1	-6 ♦
B23	Learning and development activities I have completed in the past 12 months have helped to improve my performance	13	42	32	10	5	55%	0	+4 ♦	-2 ♦
B24	There are opportunities for me to develop my career in Ofgem	10	40	26	17	8	49%	+2 ♦	+7 ♦	-2 ♦
B25	Learning and development activities I have completed while working for Ofgem are helping me to develop my career	9	41	31	14	5	51%	-1	+7 ♦	-1

Inclusion and fair treatment

80% +3

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

B26	I am treated fairly at work	32	52	8	5	5	84%	+3 ♦	+5 ♦	+1 ♦
B27	I am treated with respect by the people I work with	38	50	8	5	5	88%	+3 ♦	+3 ♦	0
B28	I feel valued for the work I do	22	45	18	10	5	67%	+2 ♦	+3 ♦	-3 ♦
B29	I think that Ofgem respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	30	51	12	5	5	81%	+3 ♦	+7 ♦	+3 ♦

All questions by theme

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Resources and workload

74% 0

Difference
from
previous
survey



Strength of
association with
engagement



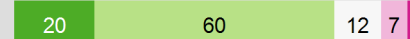
% Positive

Difference
from previous
survey

Difference
from CS2016

Difference
from CS High
Performers

B30 In my job, I am clear what is expected of me



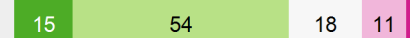
80%

+1

-2 ♦

-6 ♦

B31 I get the information I need to do my job well



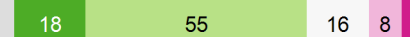
69%

-2 ♦

0

-6 ♦

B32 I have clear work objectives



73%

-1

-2 ♦

-7 ♦

B33 I have the skills I need to do my job effectively



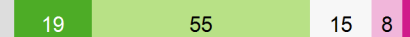
91%

0

+3 ♦

0

B34 I have the tools I need to do my job effectively



74%

-1

+4 ♦

-2 ♦

B35 I have an acceptable workload



61%

+2 ♦

+3 ♦

-3 ♦

B36 I achieve a good balance between my work life and my private life



71%

+1

+4 ♦

-1

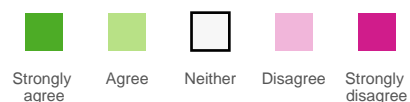
Pay and benefits

31% +5

Difference
from
previous
survey



Strength of
association with
engagement



B37 I feel that my pay adequately reflects my performance



30%

+4 ♦

-2 ♦

-9 ♦

B38 I am satisfied with the total benefits package



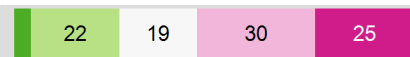
38%

+6 ♦

+4 ♦

-3 ♦

B39 Compared to people doing a similar job in other organisations I feel my pay is reasonable



26%

+5 ♦

-1

-8 ♦

All questions by theme

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

Leadership and managing change

44% +1

Difference
from
previous
survey



Strength of
association with
engagement



% Positive

Difference
from previous
survey

Difference
from CS2016

Difference
from CS High
Performers

B40	I feel that Ofgem as a whole is managed well	5	43	26	19	7	48%	+1	+1 ♦	-10 ♦
B41	Senior managers in Ofgem are sufficiently visible	12	54	17	13		66%	+3 ♦	+11 ♦	0
B42	I believe the actions of senior managers are consistent with Ofgem's values	8	45	28	14	5	53%	+4 ♦	+4 ♦	-5 ♦
B43	I believe that SLT has a clear vision for the future of Ofgem	6	29	36	19	10	35%	+1 ♦	-8 ♦	-19 ♦
B44	Overall, I have confidence in the decisions made by Ofgem's senior managers	7	40	31	16	6	47%	+2 ♦	+3 ♦	-8 ♦
B45	I feel that change is managed well in Ofgem		25	29	31	12	28%	0	-1 ♦	-13 ♦
B46	When changes are made in Ofgem they are usually for the better		27	45	19	6	29%	+3 ♦	-1	-9 ♦
B47	Ofgem keeps me informed about matters that affect me	6	46	24	17	8	52%	0	-4 ♦	-12 ♦
B48	I have the opportunity to contribute my views before decisions are made that affect me		34	31	22	9	39%	+1	+1	-9 ♦
B49	I think it is safe to challenge the way things are done in Ofgem	7	41	29	15	8	48%	0	+5 ♦	0

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 CS2016	Difference from CS High Performers
B50 I am proud when I tell others I am part of Ofgem	15	46	30	7	7	61%	+7 ♦	+2 ♦	-6 ♦
B51 I would recommend Ofgem as a great place to work	16	49	24	7	7	65%	+4 ♦	+14 ♦	+4 ♦
B52 I feel a strong personal attachment to Ofgem	9	35	35	16	5	44%	+3 ♦	-4 ♦	-12 ♦
B53 Ofgem inspires me to do the best in my job	8	39	35	13	5	47%	+7 ♦	+1 ♦	-5 ♦
B54 Ofgem motivates me to help it achieve its objectives	8	37	37	13	5	45%	+5 ♦	+1	-6 ♦

Taking action

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B55 I believe that senior managers in Ofgem will take action on the results from this survey	12	44	22	14	8	56%	-1	+9 ♦	+1 ♦
B56 I believe that managers where I work will take action on the results from this survey	17	48	19	10	6	65%	+3 ♦	+10 ♦	+1
B57 Where I work, I think effective action has been taken on the results of the last survey	10	29	40	13	8	39%	-2 ♦	+4 ♦	-2 ♦

All questions by theme

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

Organisational culture

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B58 I am trusted to carry out my job effectively	31	56	7			87%	0	-1 ♦	-3 ♦
B59 I believe I would be supported if I try a new idea, even if it may not work	18	53	20	6		71%	+1	+2 ♦	-2 ♦
B60 When I talk about Ofgem I say "we" rather than "they"	28	50	14	6		78%	+1	+7 ♦	0
B61 I have some really good friendships at work	29	43	19	6		72%	0	-4 ♦	-8 ♦

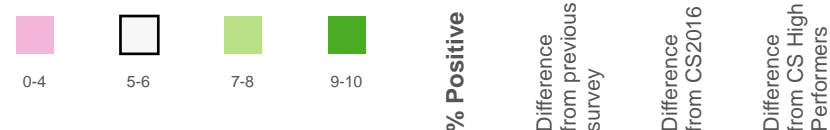
Leadership statement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B62 Senior managers in Ofgem actively role model the behaviours set out in the Civil Service Leadership Statement	5	40	39	11		45%	+10 ♦	+2 ♦	-4 ♦
B63 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	18	46	27	5		64%	+12 ♦	+2 ♦	-4 ♦

All questions by theme

♦ indicates statistically significant difference from comparison
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Wellbeing

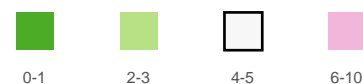


Unlike the questions B01-B63 which ask people to rate their agreement from strongly agree to strongly disagree, the four wellbeing questions use a 11-point scale. The scale ranges from 0 to 10 for each question, where 0 is equivalent to 'not at all' (e.g. 'not at all satisfied' or 'not at all worthwhile') 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.

W01 Overall, how satisfied are you with your life nowadays?	10	23	56	11	67%	+2 ♦	+1	-2 ♦
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	9	21	53	17	70%	+1	-1 ♦	-4 ♦
W03 Overall, how happy did you feel yesterday?	13	25	47	16	62%	-2 ♦	-2 ♦	-4 ♦

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



W04 Overall, how anxious did you feel yesterday?	19	30	23	28	49%	-1	-1	-4 ♦
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All questions by theme

♦ indicates statistically significant difference from comparison
 ▲ 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 CS2016	Difference from CS High Performers
I want to leave Ofgem as soon as possible		10%	-3 ♦	+1 ♦	-1 ♦
I want to leave Ofgem within the next 12 months		27%	-2	+12 ♦	+8 ♦
I want to stay working for Ofgem for at least the next year		44%	+3	+12 ♦	+5 ♦
I want to stay working for Ofgem for at least the next three years		19%	+3	-24 ♦	-33 ♦

The Civil Service Code

Differences are based on '% Yes' score

Differences are based on % Yes score

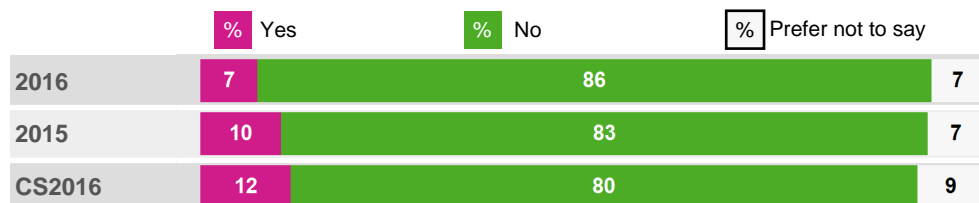
	<div><div>% Yes</div><div>% No</div></div>	% Yes	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?	<div><div>84</div><div>16</div></div>	84%	+1	-7 ✧	-11 ✧
D02. Are you aware of how to raise a concern under the Civil Service Code?	<div><div>52</div><div>48</div></div>	52%	+3 ✧	-15 ✧	-22 ✧
D03. Are you confident that if you raised a concern under the Civil Service Code in Ofgem it would be investigated properly?	<div><div>65</div><div>35</div></div>	65%	-2 ✧	-2 ✧	-10 ✧

All questions by theme

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

Discrimination, harassment and bullying

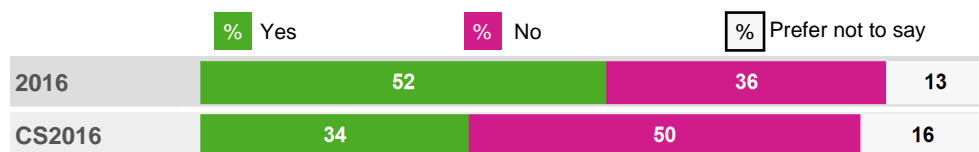
E01. During the past 12 months, have you personally experienced discrimination at work?



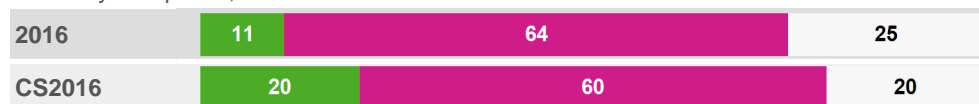
E03. During the past 12 months, have you personally experienced bullying or harassment at work?



For respondents who selected 'Yes' to question E03.
E05. Did you report the bullying and harassment you experienced?



For respondents who selected 'Yes' to question E03.
E06. In your opinion, has this issue been resolved?



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

	Response Count
Age	12
Caring responsibilities	--
Disability	--
Ethnic background	--
Gender	13
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	28
Main spoken/written language or language ability	--
Religion or belief	--
Sexual orientation	--
Social or educational background	--
Working location	11
Working pattern	13
Any other grounds	12
Prefer not to say	--

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)

A colleague	13
Your manager	20
Another manager in my part of Ofgem	20
Someone you manage	--
Someone who works for another part of Ofgem	14
A member of the public	--
Someone else	--
Prefer not to say	--

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

Office of Gas and Electricity Markets questions		<div><div></div><div></div><div></div><div></div><div></div></div>					% Positive	Difference from previous survey
		Strongly agree	Agree	Neither	Disagree	Strongly disagree		
F01	I think that different Ofgem teams work effectively together on cross divisional working	<div><div></div><div></div></div> 40	28	<div><div></div><div></div></div> 24	<div><div></div><div></div></div> 5	43%	-1	
F02	I have a good understanding of the work and aims of other Ofgem teams	<div><div></div><div></div></div> 36	26	<div><div></div><div></div></div> 28	<div><div></div><div></div></div> 6	40%	-5 ⚡	
F03	I have a good understanding of the work and aims of my own team	<div><div></div><div></div></div> 37	<div><div></div><div></div></div> 50	8	<div><div></div><div></div></div>	87%	-2 ⚡	
F04	I understand the way that Government policy will impact on the work of my team	<div><div></div><div></div></div> 12	<div><div></div><div></div></div> 48	22	<div><div></div><div></div></div> 14	60%	-11 ⚡	
F05	My current role in Ofgem is helping me to develop my career in line with my aspirations	<div><div></div><div></div></div> 12	<div><div></div><div></div></div> 43	26	<div><div></div><div></div></div> 13	<div><div></div><div></div></div> 7	54%	+3 ⚡
F06	My line manager understands and supports my development	<div><div></div><div></div></div> 26	<div><div></div><div></div></div> 46	19	<div><div></div><div></div></div> 6	71%	0	
F07	My line manager is actively involved in my development	<div><div></div><div></div></div> 21	<div><div></div><div></div></div> 36	28	<div><div></div><div></div></div> 12	56%	-2 ⚡	
F08	I receive the training I require to undertake my job effectively	<div><div></div><div></div></div> 10	<div><div></div><div></div></div> 45	32	<div><div></div><div></div></div> 10	55%	-6 ⚡	
F09	I believe Ofgem provides a positive working environment	<div><div></div><div></div></div> 17	<div><div></div><div></div></div> 53	19	<div><div></div><div></div></div> 7	70%	+1	
F10	Senior management communicates well to the whole of Ofgem	<div><div></div><div></div></div> 8	<div><div></div><div></div></div> 39	26	<div><div></div><div></div></div> 18	<div><div></div><div></div></div> 10	47%	+1

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 2015 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.
CS2016	The CS2016 benchmark is the median percent positive across all organisations that participated in the 2016 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 2016 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, CS2016 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 2016 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 fewer 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.