

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





Strength of association with engagement



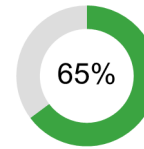
Statistically significant difference from comparison

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.

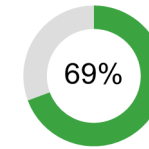
## Drivers of Engagement

	Strength of association with engagement	Theme score % Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
Leadership and managing change		43%	-8 ✧	0	-9 ✧
My work		72%	-3 ✧	-3 ✧	-6 ✧
My manager		67%	-2 ✧	-1 ✧	-4 ✧
Pay and benefits		26%	-5 ✧	-3 ✧	-10 ✧
Learning and development		54%	-4 ✧	+5 ✧	-2 ✧
Resources and workload		74%	-1	+1 ✧	-3 ✧
My team		78%	-5 ✧	-2 ✧	-5 ✧
Organisational objectives and purpose		81%	-2 ✧	-1 ✧	-5 ✧
Inclusion and fair treatment		77%	-4 ✧	+3 ✧	-1 ✧

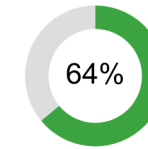
## Wellbeing



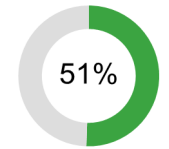
Overall, how satisfied are you with your life nowadays?



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

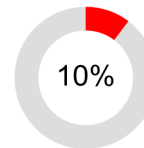


Overall, how happy did you feel yesterday?

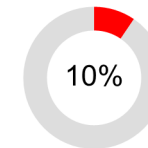


Overall, how anxious did you feel yesterday?

## Discrimination, bullying and harassment

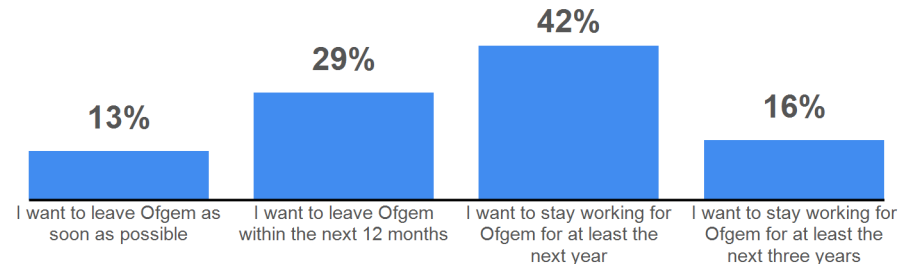


During the past 12 months have you personally experienced discrimination at work?



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

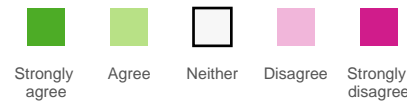
### My work

**72%** -3

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B01 I am interested in my work	36	52	8	1	1	88%	-2 ◆	-1 ◆	-4 ◆
B02 I am sufficiently challenged by my work	24	46	13	13	4	71%	-5 ◆	-8 ◆	-12 ◆
B03 My work gives me a sense of personal accomplishment	21	49	16	11	3	70%	-3 ◆	-5 ◆	-8 ◆
B04 I feel involved in the decisions that affect my work	15	40	20	16	10	55%	-4 ◆	-1 ◆	-9 ◆
B05 I have a choice in deciding how I do my work	24	52	14	7	3	76%	-2 ◆	+3 ◆	-3 ◆

### Organisational objectives and purpose

**81%** -2

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B06 I have a clear understanding of Ofgem's purpose	30	56	10	3	1	86%	-2 ◆	+2 ◆	-3 ◆
B07 I have a clear understanding of Ofgem's objectives	22	54	15	7	2	77%	-2 ◆	-3 ◆	-8 ◆
B08 I understand how my work contributes to Ofgem's objectives	26	55	11	6	2	81%	0	-2 ◆	-6 ◆

## All questions by theme

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

### My manager

**67%** -2

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B09	My manager motivates me to be more effective in my job	25	42	15	11	6	68%	-1 ◆	0	-4 ◆
B10	My manager is considerate of my life outside work	46	40	10			86%	-1 ◆	+4 ◆	0
B11	My manager is open to my ideas	39	44	10			83%	0	+3 ◆	-1 ◆
B12	My manager helps me to understand how I contribute to Ofgem's objectives	18	43	23	11	5	61%	+1	-3 ◆	-7 ◆
B13	Overall, I have confidence in the decisions made by my manager	31	42	14	7	5	73%	-2 ◆	+1 ◆	-4 ◆
B14	My manager recognises when I have done my job well	33	46	12	6		79%	-1	0	-2 ◆
B15	I receive regular feedback on my performance	19	42	20	14	5	61%	-2 ◆	-5 ◆	-9 ◆
B16	The feedback I receive helps me to improve my performance	20	42	24	10		61%	-4 ◆	0	-3 ◆
B17	I think that my performance is evaluated fairly	18	43	22	11	6	61%	-5 ◆	-1 ◆	-7 ◆
B18	Poor performance is dealt with effectively in my team	7	26	39	17	11	33%	-3 ◆	-6 ◆	-10 ◆

### My team

**78%** -5

Difference from previous survey



Strength of association with engagement



Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B19	The people in my team can be relied upon to help when things get difficult in my job	33	48	11	5		82%	-3 ◆	-3 ◆	-5 ◆
B20	The people in my team work together to find ways to improve the service we provide	30	50	12	6		80%	-3 ◆	0	-4 ◆
B21	The people in my team are encouraged to come up with new and better ways of doing things	28	43	18	7		71%	-8 ◆	-3 ◆	-7 ◆

## All questions by theme

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

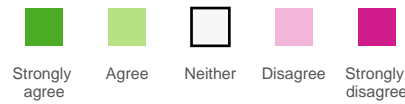
### Learning and development

**54%** -4

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B22	I am able to access the right learning and development opportunities when I need to	14	48	21	11	5	63%	-2 ♦	0	-5 ♦
B23	Learning and development activities I have completed in the past 12 months have helped to improve my performance	12	43	30	11	5	55%	-2 ♦	+3 ♦	-3 ♦
B24	There are opportunities for me to develop my career in Ofgem	11	36	24	17	12	47%	-12 ♦	+6 ♦	-2 ♦
B25	Learning and development activities I have completed while working for Ofgem are helping me to develop my career	11	41	29	13	6	52%	-1	+8 ♦	+2 ♦

### Inclusion and fair treatment

**77%** -4

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B26	I am treated fairly at work	28	52	10	6	4	80%	-4 ♦	+2 ♦	-1 ♦
B27	I am treated with respect by the people I work with	34	51	8	8	1	85%	-2 ♦	+1 ♦	-2 ♦
B28	I feel valued for the work I do	20	46	16	11	7	66%	-2 ♦	+2 ♦	-3 ♦
B29	I think that Ofgem respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	28	50	14	8	2	78%	-7 ♦	+6 ♦	+1

## All questions by theme

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Resources and workload		74%	-1	Difference from previous survey	Strength of association with engagement	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B30	In my job, I am clear what is expected of me	20	59	12	7	79%	-2	◆	-4	◆	-7	◆		
B31	I get the information I need to do my job well	12	58	17	11	70%	0	+1	◆	-3	◆			
B32	I have clear work objectives	16	58	15	8	74%	+4	◆	-1	◆	-6	◆		
B33	I have the skills I need to do my job effectively	29	63		6	91%	0	+3	◆	+1	◆			
B34	I have the tools I need to do my job effectively	17	58	14	9	75%	-1	+6	◆	+1				
B35	I have an acceptable workload	10	49	20	15	6	59%	-3	◆	0	-5	◆		
B36	I achieve a good balance between my work life and my private life	19	51	18	9	70%	-2	◆	+3	◆	-2	◆		

Pay and benefits		26%	-5	Difference from previous survey	Strength of association with engagement	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B37	I feel that my pay adequately reflects my performance	24	19	35	20	26%	-4	◆	-6	◆	-11	◆		
B38	I am satisfied with the total benefits package	28	24	30	14	32%	-6	◆	-1	◆	-7	◆		
B39	Compared to people doing a similar job in other organisations I feel my pay is reasonable	18	22	31	25	21%	-4	◆	-4	◆	-11	◆		

## All questions by theme

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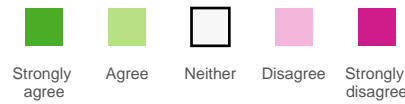
### Leadership and managing change

**43%** -8

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B40 I feel that Ofgem as a whole is managed well	44	26	21	6	47%	-9 ◆	+2 ◆	-9 ◆	
B41 Senior managers in Ofgem are sufficiently visible	11	52	18	14	5	63%	-6 ◆	+10 ◆	-3 ◆
B42 I believe the actions of senior managers are consistent with Ofgem's values	5	44	34	11	6	49%	-10 ◆	+4 ◆	-8 ◆
B43 I believe that SMT has a clear vision for the future of Ofgem	31	40	17	8	34%	-9 ◆	-9 ◆	-20 ◆	
B44 Overall, I have confidence in the decisions made by Ofgem's senior managers	5	40	34	13	8	45%	-8 ◆	+3 ◆	-7 ◆
B45 I feel that change is managed well in Ofgem	26	35	26	11	28%	-7 ◆	-2 ◆	-11 ◆	
B46 When changes are made in Ofgem they are usually for the better	24	50	17	7	27%	-7 ◆	0	-8 ◆	
B47 Ofgem keeps me informed about matters that affect me	5	47	27	14	7	52%	-13 ◆	-4 ◆	-12 ◆
B48 I have the opportunity to contribute my views before decisions are made that affect me	34	31	23	9	37%	-6 ◆	+1 ◆	-7 ◆	
B49 I think it is safe to challenge the way things are done in Ofgem	6	43	30	14	8	49%	-4 ◆	+8 ◆	-1 ◆

## All questions by theme

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### Engagement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B50 I am proud when I tell others I am part of Ofgem	12	42	34	9	6	54%	-8 ◆	-3 ◆	-13 ◆
B51 I would recommend Ofgem as a great place to work	14	47	26	10	6	61%	-9 ◆	+14 ◆	+2 ◆
B52 I feel a strong personal attachment to Ofgem	10	31	33	20	6	41%	-3 ◆	-6 ◆	-13 ◆
B53 Ofgem inspires me to do the best in my job	7	33	39	15	6	40%	-13 ◆	-4 ◆	-11 ◆
B54 Ofgem motivates me to help it achieve its objectives	6	34	39	15	6	40%	-11 ◆	-2 ◆	-9 ◆

### Taking action

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B55 I believe that senior managers in Ofgem will take action on the results from this survey	11	46	21	13	9	57%	-3 ◆	+13 ◆	+2 ◆
B56 I believe that managers where I work will take action on the results from this survey	15	47	18	13	7	62%	-4 ◆	+7 ◆	0
B57 Where I work, I think effective action has been taken on the results of the last survey	9	32	34	14	10	41%	-1	+8 ◆	-1



## All questions by theme

◇ indicates statistically significant difference from comparison  
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### Organisational culture

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B58 I am trusted to carry out my job effectively	32	54	7			86%	-2 ◇	-1 ◇	-3 ◇
B59 I believe I would be supported if I try a new idea, even if it may not work	18	52	16	10		70%	-3 ◇	+3 ◇	-2 ◇
B60 My performance is evaluated based on whether I get things done, rather than solely follow processes	14	49	23	9	5	63%	-3 ◇	-2 ◇	-7 ◇
B61 When I talk about Ofgem I say "we" rather than "they"	24	53	14	7		77%	-3 ◇	+8 ◇	-1
B62 I have some really good friendships at work	30	43	19	7		73%	+2 ◇	-3 ◇	-7 ◇

### Leadership statement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B63 My manager inspires my team to do our best	21	45	18	10	6	66%	--	-1	-5 ◇
B64 Senior managers inspire people across Ofgem to do their best	5	36	36	16	7	40%	--	+3 ◇	-6 ◇
B65 My manager leads our team with confidence	24	48	14	8	6	72%	--	+2 ◇	-4 ◇
B66 Senior managers lead Ofgem with confidence	8	43	31	12	6	51%	--	+4 ◇	-6 ◇
B67 My manager empowers me to do my job effectively	23	49	15	7	5	72%	--	0	-3 ◇
B68 Ofgem's senior managers empower teams to deliver	6	39	36	13	6	45%	--	+5 ◇	-3 ◇
B69 Senior managers in Ofgem actively role model the behaviours set out in the Civil Service Leadership Statement	5	30	49	9	7	35%	--	-1	-8 ◇
B70 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	14	38	37	7	5	51%	--	-5 ◇	-10 ◇

## All questions by theme

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### Wellbeing



Unlike the questions B01-B70 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?	9	26	55	9	65%	-1	0	-3 ◆
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	7	23	51	19	69%	+1 ◆	-2 ◆	-5 ◆
W03 Overall, how happy did you feel yesterday?	14	22	48	16	64%	+1 ◆	+2 ◆	-1 ◆

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	31	21	29	51%	+2 ◆	+1	-2 ◆
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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 CS2015	Difference from CS High Performers
I want to leave Ofgem as soon as possible		13%	+6 ◇	+5 ◇	+2 ◇
I want to leave Ofgem within the next 12 months		29%	+3	+14 ◇	+9 ◇
I want to stay working for Ofgem for at least the next year		42%	-7 ◇	+10 ◇	+4 ◇
I want to stay working for Ofgem for at least the next three years		16%	-2	-26 ◇	-35 ◇

### The Civil Service Code

Differences are based on '% Yes' score

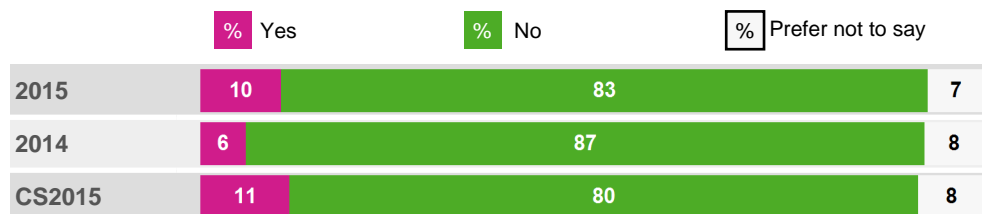
	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		17	83%	-2 ◇	-8 ◇	-11 ◇
D02. Are you aware of how to raise a concern under the Civil Service Code?		52	48%	-3 ◇	-18 ◇	-24 ◇
D03. Are you confident that if you raised a concern under the Civil Service Code in Ofgem it would be investigated properly?		32	68%	-7 ◇	0	-6 ◇

## 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?



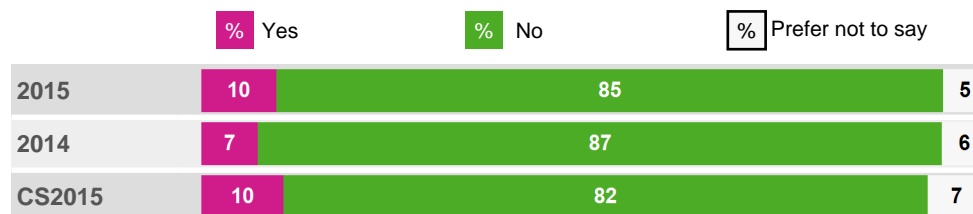
For respondents who selected 'Yes' to question E01.

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

Ground	Response Count
Age	10
Caring responsibilities	--
Disability	--
Ethnic background	10
Gender	24
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	48
Main spoken/written language or language ability	--
Religion or belief	--
Sexual orientation	--
Social or educational background	--
Working location	--
Working pattern	10
Any other grounds	13
Prefer not to say	--

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

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



For respondents who selected 'Yes' to question E03.

E04. Who were you bullied or harassed by at work in the past 12 months? (multiple selection)

Who	Response Count
A colleague	21
Your manager	26
Another manager in my part of Ofgem	22
Someone you manage	--
Someone who works for another part of Ofgem	12
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

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### 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	41	26	24	5	45%	+3 ◆	
F02	I have a good understanding of the work and aims of other Ofgem teams	5	40	26	25	45%	+1	
F03	I have a good understanding of the work and aims of my own team	39	51	6		89%	-2 ◆	
F04	I understand the way that Government policy will impact on the work of my team	19	52	20	7	71%	-3 ◆	
F05	My current role in Ofgem is helping me to develop my career in line with my aspirations	12	40	27	16	6	52%	-7 ◆
F06	My line manager understands and supports my development	25	46	18	7	72%	-2 ◆	
F07	My line manager is actively involved in my development	20	38	23	14	5	58%	-3 ◆
F08	I receive the training I require to undertake my job effectively	11	50	26	10	61%	-2 ◆	
F09	I believe Ofgem provides a positive working environment	17	53	19	8	69%	-9 ◆	
F10	Senior management communicates well to the whole of Ofgem	6	40	28	18	8	46%	-14 ◆

## 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 <b>Theme score % positive</b> ).
Previous survey	Comparisons to the previous survey relate to the results from the 2014 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.
CS2015	The CS2015 benchmark is the median percent positive across all organisations that participated in the 2015 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 2015 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, CS2015 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 2015 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.