

Returns : 731

Response rate : 88%

Civil Service People Survey 2017



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.



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 CS2017	Difference from CS High Performers
Leadership and managing change		42%	-2 ✧	-4 ✧	-9 ✧
My work		74%	0	-2 ✧	-5 ✧
My manager		69%	-1	-1	-4 ✧
Learning and development		51%	-3 ✧	-1 ✧	-6 ✧
Pay and benefits		30%	-1	0	-6 ✧
Resources and workload		71%	-2 ✧	-1 ✧	-4 ✧
Organisational objectives and purpose		80%	+1	-2 ✧	-7 ✧
My team		82%	-2 ✧	+2 ✧	-1 ✧
Inclusion and fair treatment		77%	-3 ✧	+1	-3 ✧



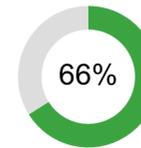
Strength of association with engagement



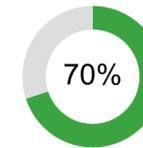
Statistically significant difference from comparison

## Wellbeing

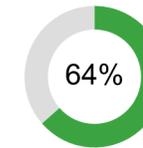
% responding positively (Answering 7,8,9 or 10 for W01 – W03; Answering 0,1,2 or 3 for W04)



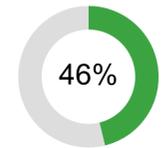
W01. Overall, how satisfied are you with your life nowadays?



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?



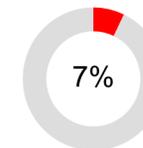
W04. Overall, how anxious did you feel yesterday?

## Discrimination, bullying and harassment

% responding Yes

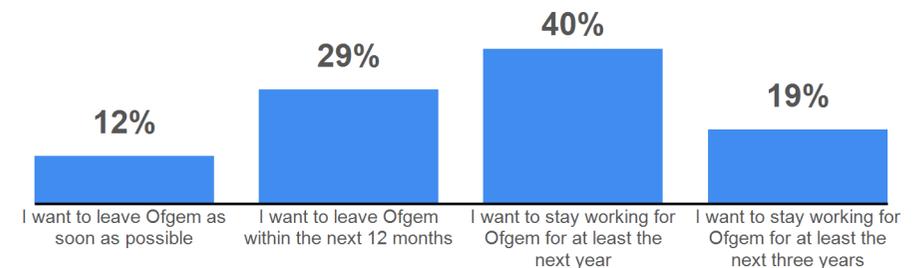


During the past 12 months have you personally experienced discrimination at work?



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

## Your plans for the future



Headline scores

Highest positive scoring questions	% Positive	Highest neutral scoring questions	% Neutral	Highest negative scoring questions	% Negative
B31 I have the skills I need to do my job effectively	92%	B43 When changes are made in Ofgem they are usually for the better	43%	B37 Compared to people doing a similar job in other organisations I feel my pay is reasonable	57%
B54 I am trusted to carry out my job effectively	88%	B17 Poor performance is dealt with effectively in my team	42%	B62 I understand how my work contributes to helping us become 'A Brilliant Civil Service'	54%
B26 I am treated with respect by the people I work with	87%	B53 Where I work, I think effective action has been taken on the results of the last survey	42%	B61 I am aware of the Civil Service vision for 'A Brilliant Civil Service'	53%
B01 I am interested in my work	87%	B59 Senior managers in Ofgem actively role model the behaviours set out in the Civil Service Leadership Statement	37%	B35 I feel that my pay adequately reflects my performance	52%
B09 My manager is considerate of my life outside work	86%	B50 Ofgem inspires me to do the best in my job	37%	B42 I feel that change is managed well in Ofgem	48%

## All questions by theme

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

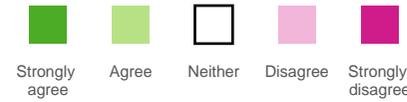
### My work

**74%** 0

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2017

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B01 I am interested in my work	37	50	8	8	7	87%	-2 ◆	-3 ◆	-5 ◆
B02 I am sufficiently challenged by my work	32	46	12	8	8	77%	+2 ◆	-3 ◆	-6 ◆
B03 My work gives me a sense of personal accomplishment	23	49	16	10	7	72%	-1	-4 ◆	-7 ◆
B04 I feel involved in the decisions that affect my work	14	43	20	15	7	57%	+2	-1	-7 ◆
B05 I have a choice in deciding how I do my work	25	54	12	7	7	79%	0	+3 ◆	-1 ◆

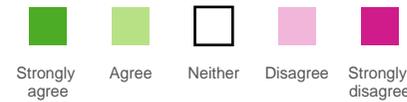
### Organisational objectives and purpose\*

**80%** +1

Difference from previous survey



Strength of association with engagement



\*This theme score is based on one fewer question in this year's survey. Previous survey scores have been recalculated on this basis, to allow for the theme trend comparison

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B06 I have a clear understanding of Ofgem's objectives	24	54	13	7	7	78%	+2 ◆	-2 ◆	-8 ◆
B07 I understand how my work contributes to Ofgem's objectives	28	54	11	6	7	81%	0	-2 ◆	-6 ◆

## All questions by theme

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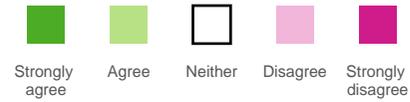
### My manager

**69%** -1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2017

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B08 My manager motivates me to be more effective in my job	28	43	17	8	8	71%	-2 ◆	+1	-3 ◆
B09 My manager is considerate of my life outside work	48	38	9	5	0	86%	-1	+2 ◆	-1 ◆
B10 My manager is open to my ideas	42	44	10	2	0	86%	+1	+4 ◆	+1 ◆
B11 My manager helps me to understand how I contribute to Ofgem's objectives	20	43	25	9	3	64%	-1	-2 ◆	-7 ◆
B12 Overall, I have confidence in the decisions made by my manager	35	42	15	5	3	77%	-2 ◆	+3 ◆	-2 ◆
B13 My manager recognises when I have done my job well	37	42	13	5	3	80%	-1	0	-3 ◆
B14 I receive regular feedback on my performance	22	41	20	15	2	63%	-1	-5 ◆	-10 ◆
B15 The feedback I receive helps me to improve my performance	21	44	22	10	3	65%	0	+2 ◆	-2 ◆
B16 I think that my performance is evaluated fairly	19	41	23	10	7	60%	-3 ◆	-5 ◆	-10 ◆
B17 Poor performance is dealt with effectively in my team	10	27	42	13	8	37%	-3 ◆	-3 ◆	-7 ◆

### All questions by theme

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 ^ indicates a variation in question wording from your previous survey

#### My team

82%

-2 ◆ Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2017

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B18	The people in my team can be relied upon to help when things get difficult in my job	39	47	9	5		86%	-1 ◆	+1	-2 ◆
B19	The people in my team work together to find ways to improve the service we provide	33	51	12			84%	-2 ◆	+1 ◆	-1 ◆
B20	The people in my team are encouraged to come up with new and better ways of doing things	31	47	14	7		78%	-4 ◆	+3 ◆	-1 ◆

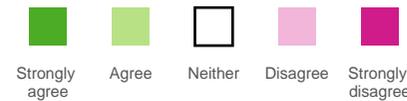
#### Learning and development

51%

-3 ◆ Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2017

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B21	I am able to access the right learning and development opportunities when I need to	13	46	24	13		59%	-2 ◆	-4 ◆	-10 ◆
B22	Learning and development activities I have completed in the past 12 months have helped to improve my performance	11	41	32	13		52%	-3 ◆	0	-6 ◆
B23	There are opportunities for me to develop my career in Ofgem	11	35	25	17	12	46%	-3 ◆	0	-9 ◆
B24	Learning and development activities I have completed while working for Ofgem are helping me to develop my career	9	39	33	14	5	48%	-2 ◆	+2 ◆	-3 ◆

## All questions by theme

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

### Inclusion and fair treatment

**77%**

-3 ◆

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2017

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B25 I am treated fairly at work	32	49	10	6	6	81%	-3 ◆	+1 ◆	-2 ◆
B26 I am treated with respect by the people I work with	39	48	8	8	6	87%	-1	+2 ◆	0
B27 I feel valued for the work I do	23	43	17	12	5	66%	-2 ◆	0	-6 ◆
B28 I think that Ofgem respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	30	46	15	7	7	76%	-5 ◆	0	-4 ◆

### Resources and workload\*

**71%**

-2 ◆

Difference from previous survey



Strength of association with engagement



\*This theme score is based on one fewer question in this year's survey. Previous survey scores have been recalculated on this basis, to allow for the theme trend comparison

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B29 I get the information I need to do my job well	13	53	19	12	6	66%	-3 ◆	-4 ◆	-8 ◆
B30 I have clear work objectives	19	53	15	10	6	72%	-1	-3 ◆	-8 ◆
B31 I have the skills I need to do my job effectively	32	60	6	6	6	92%	+1	+4 ◆	+1 ◆
B32 I have the tools I need to do my job effectively	20	52	13	12	6	72%	-1	+3 ◆	-4 ◆
B33 I have an acceptable workload	11	44	18	17	10	55%	-6 ◆	-5 ◆	-11 ◆
B34 I achieve a good balance between my work life and my private life	19	49	18	9	5	68%	-3 ◆	0	-5 ◆

## All questions by theme

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### Pay and benefits

**30%** -1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2017

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B35 I feel that my pay adequately reflects my performance	24	19	29	23	29	29%	-2 ◆	-2 ◆	-8 ◆
B36 I am satisfied with the total benefits package	6	33	22	25	14	38%	+1	+5 ◆	-2 ◆
B37 Compared to people doing a similar job in other organisations I feel my pay is reasonable	5	18	20	30	26	23%	-3 ◆	-2 ◆	-9 ◆

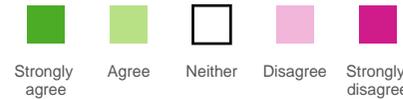
### Leadership and managing change\*

**42%** -2 ◆

Difference from previous survey



Strength of association with engagement



\*This theme score is based on one fewer question in this year's survey. Previous survey scores have been recalculated on this basis, to allow for the theme trend comparison

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B38 Senior managers in Ofgem are sufficiently visible	15	50	16	14	5	65%	-1	+5 ◆	-4 ◆
B39 I believe the actions of senior managers are consistent with Ofgem's values	10	41	28	14	7	51%	-2 ◆	-3 ◆	-9 ◆
B40 I believe that SLT has a clear vision for the future of Ofgem	5	29	35	20	11	34%	-1	-14 ◆	-20 ◆
B41 Overall, I have confidence in the decisions made by Ofgem's senior managers	6	39	29	17	9	45%	-2	-4 ◆	-9 ◆
B42 I feel that change is managed well in Ofgem	22	27	33	15	25	25%	-3 ◆	-8 ◆	-15 ◆
B43 When changes are made in Ofgem they are usually for the better	21	43	22	10	25	25%	-5 ◆	-8 ◆	-16 ◆
B44 Ofgem keeps me informed about matters that affect me	7	47	25	16	5	54%	+2 ◆	-4 ◆	-11 ◆
B45 I have the opportunity to contribute my views before decisions are made that affect me	5	29	30	26	11	34%	-5 ◆	-5 ◆	-14 ◆
B46 I think it is safe to challenge the way things are done in Ofgem	8	38	29	17	8	47%	-2 ◆	+1	-6 ◆

## 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 CS2017	Difference from CS High Performers
B47 I am proud when I tell others I am part of Ofgem	13	45	29	9	9	59%	-2 ◆	-3 ◆	-10 ◆
B48 I would recommend Ofgem as a great place to work	13	45	24	14	6	58%	-7 ◆	+3 ◆	-5 ◆
B49 I feel a strong personal attachment to Ofgem	9	32	34	19	6	41%	-3 ◆	-8 ◆	-16 ◆
B50 Ofgem inspires me to do the best in my job	8	34	37	15	5	42%	-6 ◆	-6 ◆	-12 ◆
B51 Ofgem motivates me to help it achieve its objectives	8	35	35	18	5	42%	-3 ◆	-4 ◆	-11 ◆

### Taking action

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B52 I believe that senior managers in Ofgem will take action on the results from this survey	10	41	24	14	10	52%	-4 ◆	+1 ◆	-6 ◆
B53 Where I work, I think effective action has been taken on the results of the last survey	8	27	42	15	8	34%	-4 ◆	-2 ◆	-10 ◆

## 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 CS2017	Difference from CS High Performers
B54 I am trusted to carry out my job effectively	32	56	7			88%	+1	-1	-2 ◆
B55 I believe I would be supported if I try a new idea, even if it may not work	18	54	17	9		72%	+1	+1	-4 ◆
B56 In Ofgem, people are encouraged to speak up when they identify a serious policy or delivery risk	20	48	20	9		68%	New	+2 ◆	-3 ◆
B57 I feel able to challenge inappropriate behaviour in the workplace	16	48	23	11		63%	New	0	-5 ◆
B58 Ofgem is committed to creating a diverse and inclusive workplace	23	49	19	5		72%	New	-1 ◆	-5 ◆

### Leadership statement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B59 Senior managers in Ofgem actively role model the behaviours set out in the Civil Service Leadership Statement	5	39	37	13	6	44%	-1	-3 ◆	-11 ◆
B60 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	20	48	26	5		67%	+4 ◆	+1 ◆	-5 ◆

### Civil Service vision

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B61 I am aware of the Civil Service vision for 'A Brilliant Civil Service'	22	22	39	14		25%	New	-18 ◆	-30 ◆
B62 I understand how my work contributes to helping us become 'A Brilliant Civil Service'	16	27	40	13		19%	New	-18 ◆	-26 ◆

## All questions by theme

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

### 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.

W01 Overall, how satisfied are you with your life nowadays?	12	22	56	10	66%	-1	0	-2 ◆
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	9	21	53	17	70%	0	-1	-3 ◆
W03 Overall, how happy did you feel yesterday?	13	24	48	16	64%	+2	0	-2 ◆

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?	17	29	23	31	46%	-3 ◆	-2 ◆	-5 ◆
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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 CS2017	Difference from CS High Performers
I want to leave Ofgem as soon as possible		12%	+3 ◇	+4 ◇	+1
I want to leave Ofgem within the next 12 months		29%	+2	+15 ◇	+11 ◇
I want to stay working for Ofgem for at least the next year		40%	-5 ◇	+6 ◇	+1
I want to stay working for Ofgem for at least the next three years		19%	0	-25 ◇	-33 ◇

### The Civil Service Code

Differences are based on '% Yes' score

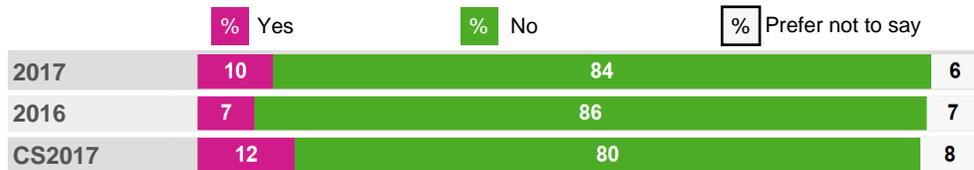
	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		17	83%	-1	-9 ◇	-12 ◇
D02. Are you aware of how to raise a concern under the Civil Service Code?		48	52%	+1	-15 ◇	-21 ◇
D03. Are you confident that if you raised a concern under the Civil Service Code in Ofgem it would be investigated properly?		32	68%	+3 ◇	-2 ◇	-7 ◇

## All questions by theme

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### Discrimination, harassment and bullying

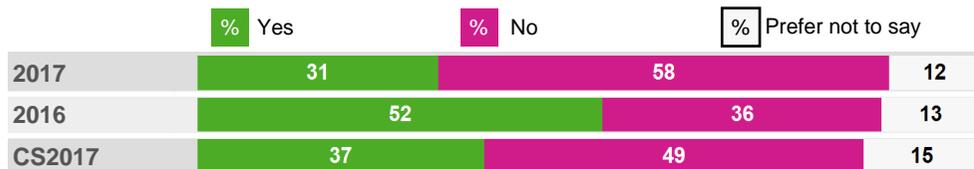
E01. During the past 12 months have you personally experienced discrimination at work?



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	12
Gender	14
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	23
Main spoken/written language or language ability	--
Religion or belief	--
Sexual orientation	--
Social or educational background	--
Working location	11
Working pattern	11
Any other grounds	17
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)

	Response Count
A colleague	11
Your manager	12
Another manager in my part of Ofgem	12
Someone you manage	--
Someone who works for another part of Ofgem	12
A member of the public	--
Someone else	--
Prefer not to say	13

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	5	40	27	23	5	45%	+1
F02	I have a good understanding of the work and aims of other Ofgem teams	5	40	26	23	6	45%	+5 ◇
F03	I have a good understanding of the work and aims of my own team	43	48	6			90%	+3 ◇
F04	I understand the way that Government policy will impact on the work of my team	19	52	19	8		71%	+11 ◇
F05	My current role in Ofgem is helping me to develop my career in line with my aspirations	11	45	25	14	5	56%	+2
F06	My line manager understands and supports my development	29	48	14	7		76%	+5 ◇
F07	My line manager is actively involved in my development	24	38	24	10	5	62%	+6 ◇
F08	I receive the training I require to undertake my job effectively	12	49	26	10		61%	+6 ◇
F09	I believe Ofgem provides a positive working environment	18	50	18	10		68%	-2 ◇
F10	Senior management communicates well to the whole of Ofgem	10	40	27	16	7	50%	+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 <b>Theme score % positive</b> ).
Previous survey	Comparisons to the previous survey relate to the results from the 2016 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.
CS2017	The CS2017 benchmark is the median percent positive across all organisations that participated in the 2017 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 2017 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, CS2017 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 (B47-B51). 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

### Changes to theme scores in 2017

Small changes have been made to some of the headline themes in 2017. Three theme scores (Organisational objectives and purpose; Resources and workload; Leadership and managing change) are based on one fewer question in this year's survey. Previous survey scores have been recalculated on this basis, to allow for theme trend comparisons.

### Confidentiality

The survey was carried out as part of the 2017 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.