



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		64%	+18 ✧	+17 ✧	+12 ✧
My work		76%	+1	0	-3 ✧
My manager		76%	+4 ✧	+7 ✧	+4 ✧
Resources and workload		80%	0	+8 ✧	+5 ✧
Learning and development		66%	+9 ✧	+13 ✧	+8 ✧
Pay and benefits		57%	+2	+27 ✧	+21 ✧
Organisational objectives and purpose		87%	-4 ✧	+5 ✧	0
My team		88%	+7 ✧	+8 ✧	+4 ✧
Inclusion and fair treatment		78%	+2	+1	-2



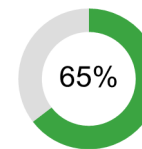
Strength of association with engagement



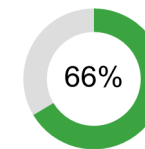
Statistically significant difference from comparison

Wellbeing

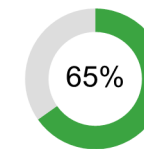
% responding positively (Answering 7,8,9 or 10 for W01 – W03; Answering 0,1,2 or 3 for W04)



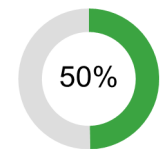
W01. Overall, how satisfied are you with your life nowadays?



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



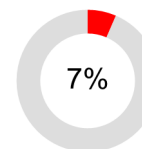
W03. Overall, how happy did you feel yesterday?



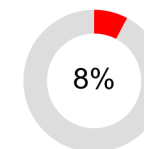
W04. Overall, how anxious did you feel yesterday?

Discrimination, bullying and harassment

% responding Yes

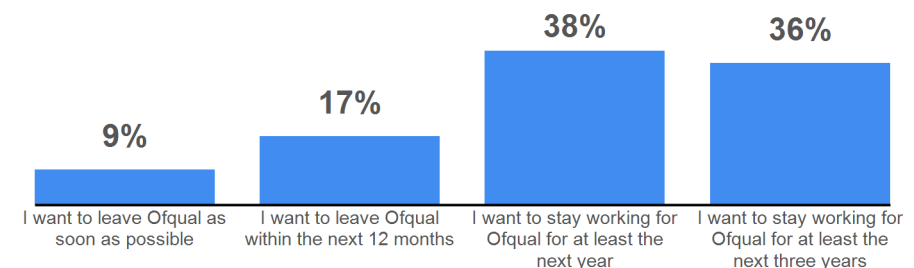


During the past 12 months have you personally experienced discrimination at work?

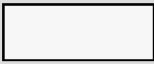

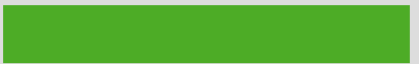


During the past 12 months have you personally experienced bullying or harassment at work?

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%	B17	Poor performance is dealt with effectively in my team	 33%	B62	I understand how my work contributes to helping us become 'A Brilliant Civil Service'	 32%
B19	The people in my team work together to find ways to improve the service we provide	 90%	B43	When changes are made in Ofqual they are usually for the better	 32%	B61	I am aware of the Civil Service vision for 'A Brilliant Civil Service'	 29%
B26	I am treated with respect by the people I work with	 89%	B62	I understand how my work contributes to helping us become 'A Brilliant Civil Service'	 30%	B23	There are opportunities for me to develop my career in Ofqual	 27%
B01	I am interested in my work	 89%	B23	There are opportunities for me to develop my career in Ofqual	 27%	B37	Compared to people doing a similar job in other organisations I feel my pay is reasonable	 27%
B06	I have a clear understanding of Ofqual's objectives	 89%	B42	I feel that change is managed well in Ofqual	 27%	B35	I feel that my pay adequately reflects my performance	 24%

All questions by theme

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

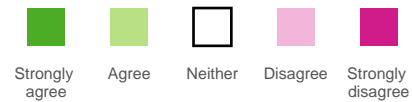
My work

76% +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
B01 I am interested in my work	43	46	8	1	2	89%	-2	-1	-3 ◆
B02 I am sufficiently challenged by my work	41	31	11	13	6	73%	-3 ◆	-8 ◆	-10 ◆
B03 My work gives me a sense of personal accomplishment	33	38	13	13	7	72%	+3	-5 ◆	-8 ◆
B04 I feel involved in the decisions that affect my work	24	43	13	16	6	66%	+5 ◆	+8 ◆	+2
B05 I have a choice in deciding how I do my work	36	44	10	8	2	80%	+1	+4 ◆	0

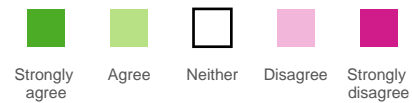
Organisational objectives and purpose*

87% -4 ◆

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 Ofqual's objectives	34	55	7	4	1	89%	-7 ◆	+8 ◆	+2 ◆
B07 I understand how my work contributes to Ofqual's objectives	35	51	9	5	2	86%	-2	+3 ◆	-2

All questions by theme

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

My manager

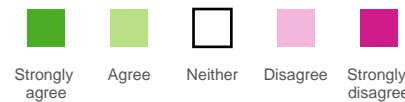
76%

+4 ◆

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	39	35	11	12	5	74%	+1	+4 ◆	0
B09 My manager is considerate of my life outside work	52	36	8	2	2	88%	-3 ◆	+3 ◆	0
B10 My manager is open to my ideas	46	37	12	5	0	83%	-2	+1	-2
B11 My manager helps me to understand how I contribute to Ofqual's objectives	34	40	17	7	2	74%	+4 ◆	+8 ◆	+3 ◆
B12 Overall, I have confidence in the decisions made by my manager	46	35	14	5	0	80%	+2	+6 ◆	+1
B13 My manager recognises when I have done my job well	48	38	8	5	1	86%	+3	+7 ◆	+3 ◆
B14 I receive regular feedback on my performance	34	42	13	10	1	76%	+1	+8 ◆	+4 ◆
B15 The feedback I receive helps me to improve my performance	32	38	18	10	2	70%	+4 ◆	+7 ◆	+3 ◆
B16 I think that my performance is evaluated fairly	35	45	9	10	1	79%	+12 ◆	+14 ◆	+9 ◆
B17 Poor performance is dealt with effectively in my team	18	35	33	10	4	52%	+19 ◆	+13 ◆	+9 ◆

All questions by theme

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

My team

88%

+7 ◆

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	50	39	7	1	0	89%	+4 ◆	+4 ◆	+1
B19	The people in my team work together to find ways to improve the service we provide	48	42	6	1	0	90%	+6 ◆	+7 ◆	+5 ◆
B20	The people in my team are encouraged to come up with new and better ways of doing things	44	43	8	1	0	86%	+11 ◆	+11 ◆	+7 ◆

Learning and development

66%

+9 ◆

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	32	44	18	1	0	76%	+3	+13 ◆	+7 ◆
B22	Learning and development activities I have completed in the past 12 months have helped to improve my performance	28	46	17	7	0	74%	+11 ◆	+22 ◆	+16 ◆
B23	There are opportunities for me to develop my career in Ofqual	15	31	27	11	15	46%	+6 ◆	-1	-9 ◆
B24	Learning and development activities I have completed while working for Ofqual are helping me to develop my career	23	43	20	9	5	66%	+16 ◆	+19 ◆	+15 ◆

All questions by theme

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

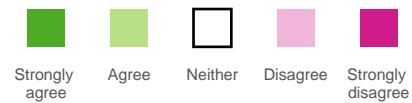
Inclusion and fair treatment

78% +2

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	37	47	11	5	0	83%	0	+4 ◆	0
B26 I am treated with respect by the people I work with	41	48	5	5	0	89%	+6 ◆	+5 ◆	+2 ◆
B27 I feel valued for the work I do	33	36	14	12	6	69%	+3	+3 ◆	-3 ◆
B28 I think that Ofqual respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	32	38	19	6	5	70%	-2	-6 ◆	-10 ◆

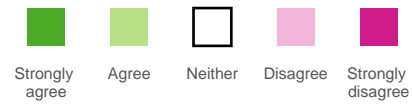
Resources and workload*

80% 0

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	22	51	17	9	0	73%	0	+4 ◆	-1
B30 I have clear work objectives	28	55	9	7	0	83%	+2	+8 ◆	+3 ◆
B31 I have the skills I need to do my job effectively	39	52	6	6	0	92%	+1	+3 ◆	+1
B32 I have the tools I need to do my job effectively	36	51	8	5	0	87%	0	+17 ◆	+10 ◆
B33 I have an acceptable workload	18	52	17	9	0	70%	+1	+9 ◆	+3 ◆
B34 I achieve a good balance between my work life and my private life	27	51	15	7	0	78%	-2	+10 ◆	+4 ◆

All questions by theme

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

Pay and benefits

57% +2

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	12	44	20	17	7	56%	+2	+26 ◆	+19 ◆
B36 I am satisfied with the total benefits package	15	45	18	16	6	60%	+1	+26 ◆	+19 ◆
B37 Compared to people doing a similar job in other organisations I feel my pay is reasonable	15	41	17	20	7	56%	+2	+31 ◆	+24 ◆

Leadership and managing change*

64% +18 ◆

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 The Executive Team in Ofqual are sufficiently visible	22	51	14	8	5	74%	+14 ◆	+14 ◆	+5 ◆
B39 I believe the actions of the Executive Team are consistent with Ofqual's values	21	46	21	7	5	67%	+16 ◆	+13 ◆	+7 ◆
B40 I believe that the Executive Team have a clear vision for the future of Ofqual	16	46	26	7	5	62%	+20 ◆	+14 ◆	+8 ◆
B41 Overall, I have confidence in the decisions made by Ofqual's Executive Team	20	49	17	11	5	69%	+19 ◆	+20 ◆	+14 ◆
B42 I feel that change is managed well in Ofqual	11	40	27	17	5	51%	+18 ◆	+18 ◆	+11 ◆
B43 When changes are made in Ofqual they are usually for the better	12	45	32	8	5	57%	+20 ◆	+24 ◆	+17 ◆
B44 Ofqual keeps me informed about matters that affect me	20	57	14	6	5	78%	+22 ◆	+20 ◆	+13 ◆
B45 I have the opportunity to contribute my views before decisions are made that affect me	15	44	21	15	5	59%	+18 ◆	+20 ◆	+11 ◆
B46 I think it is safe to challenge the way things are done in Ofqual	13	43	25	11	8	56%	+13 ◆	+10 ◆	+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 CS2017	Difference from CS High Performers
B47 I am proud when I tell others I am part of Ofqual	28	44	21	5	5	72%	+11 ◆	+10 ◆	+3 ◆
B48 I would recommend Ofqual as a great place to work	24	39	24	8	5	63%	+9 ◆	+8 ◆	0
B49 I feel a strong personal attachment to Ofqual	22	32	27	14	5	54%	+18 ◆	+5 ◆	-3
B50 Ofqual inspires me to do the best in my job	22	40	22	11	5	62%	+17 ◆	+14 ◆	+8 ◆
B51 Ofqual motivates me to help it achieve its objectives	20	40	26	10	5	60%	+16 ◆	+14 ◆	+7 ◆

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 the Executive Team in Ofqual will take action on the results from this survey	30	46	15	6	5	75%	+28 ◆	+25 ◆	+17 ◆
B53 Where I work, I think effective action has been taken on the results of the last survey	25	40	24	7	5	65%	+41 ◆	+29 ◆	+20 ◆

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	36	49	7	6		85%	+1	-4 ◆	-6 ◆
B55 I believe I would be supported if I try a new idea, even if it may not work	26	47	17	8		73%	+7 ◆	+2	-3 ◆
B56 In Ofqual, people are encouraged to speak up when they identify a serious policy or delivery risk	25	45	17	9		70%	New	+4 ◆	-1
B57 I feel able to challenge inappropriate behaviour in the workplace	20	41	25	11		60%	New	-3 ◆	-8 ◆
B58 Ofqual is committed to creating a diverse and inclusive workplace	26	46	21			72%	New	-2	-6 ◆

Leadership statement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B59 The Executive Team in Ofqual actively role model the behaviours set out in the Civil Service Leadership Statement	17	48	24	9		65%	+19 ◆	+18 ◆	+10 ◆
B60 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	32	46	16	5		78%	+7 ◆	+12 ◆	+6 ◆

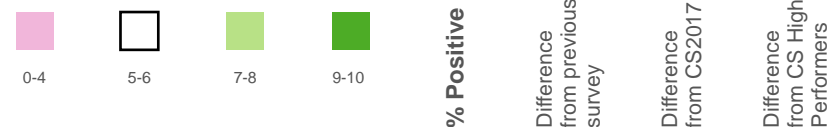
Civil Service vision

	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'	8	42	21	21	8	50%	New	+7 ◆	-5 ◆
B62 I understand how my work contributes to helping us become 'A Brilliant Civil Service'	5	33	30	23	10	38%	New	+1	-7 ◆

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.

Question	0-4	5-6	7-8	9-10	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
W01 Overall, how satisfied are you with your life nowadays?	12	23	53	12	65%	-3	-1	-4 ◆
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	10	24	48	19	66%	-8 ◆	-5 ◆	-7 ◆
W03 Overall, how happy did you feel yesterday?	16	19	50	15	65%	+3	+2	0

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	33	16	35	50%	+1	+1	-2
--	----	----	----	----	-----	----	----	----

All questions by theme

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

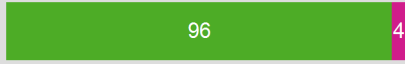


Your plans for the future

C01. Which of the following statements most reflects your current thoughts about working for Ofqual?

			Difference from previous survey	Difference from CS2017	Difference from CS High Performers
I want to leave Ofqual as soon as possible		9%	-1	+1	-3
I want to leave Ofqual within the next 12 months		17%	-2	+3	-1
I want to stay working for Ofqual for at least the next year		38%	-2	+5 ◆	0
I want to stay working for Ofqual for at least the next three years		36%	+5	-8 ◆	-17 ◆

The Civil Service Code

Differences are based on '% Yes' score

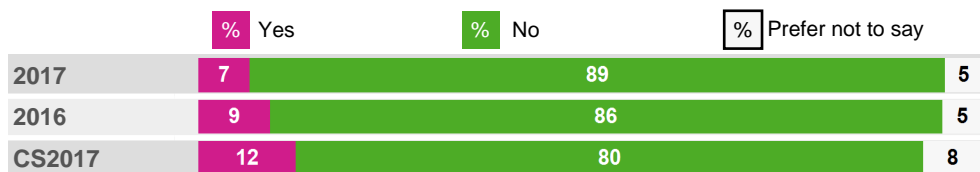
	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		4	96%	+2 ◆	+5 ◆	+2 ◆
D02. Are you aware of how to raise a concern under the Civil Service Code?		35	65%	+3	-3	-9 ◆
D03. Are you confident that if you raised a concern under the Civil Service Code in Ofqual it would be investigated properly?		22	78%	+12 ◆	+7 ◆	+2

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?

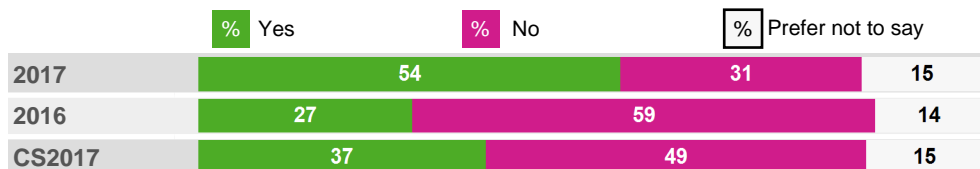


E03. During the past 12 months have you personally experienced bullying or harassment at work?



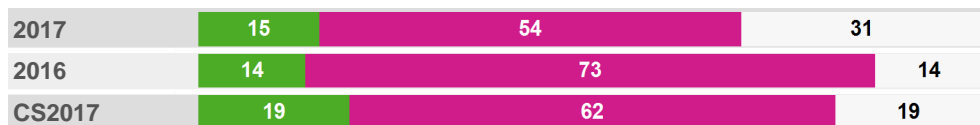
For respondents who selected 'Yes' to question E03.

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)

Ground	Response Count
Age	--
Caring responsibilities	--
Disability	--
Ethnic background	--
Gender	--
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	--
Main spoken/written language or language ability	--
Religion or belief	--
Sexual orientation	--
Social or educational background	--
Working location	--
Working pattern	--
Any other grounds	--
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)

Person	Response Count
A colleague	--
Your manager	--
Another manager in my part of Ofqual	--
Someone you manage	--
Someone who works for another part of Ofqual	--
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 Qualifications and Examinations Regulation questions

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01 I understand how my team contributes to the achievement of Ofqual's objectives	41	44	9			86%	-6 ◇
F02 My manager encourages my continuous development	38	43	12	5		80%	+7 ◇
F03 Feedback I receive from my manager helps me to be more effective in my role	34	42	11	11		76%	+8 ◇
F04 I feel able to approach any member of the Ofqual Executive Team	29	39	14	15		68%	+14 ◇
F05 I understand how I can demonstrate Ofqual's values within my role	31	54	9			86%	+7 ◇
F06 I believe the actions of most of my colleagues are consistent with Ofqual's values	25	57	11			83%	+15 ◇
F07 I feel able to raise concerns when I think Ofqual's values are not followed	20	43	23	10		63%	+17 ◇

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 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.