


Returns : 973

Response rate : 71%

Civil Service People Survey 2014

 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.



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Response rate : 71%

Civil Service People Survey 2014

The table below shows how you performed on each of the nine themes ranked by the strength of association with engagement. The themes which have the strongest association with engagement should be the focus for action. See the appendix for further details.

Drivers of Engagement

	Strength of association with engagement	Theme score % Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
Leadership and Managing Change		49%	+6 ✧	+6 ✧	-1
My manager		70%	+3 ✧	+2 ✧	-1
Resources and workload		72%	+1	-2 ✧	-5 ✧
My work		75%	+1	0	-3 ✧
Pay and benefits		48%	+6 ✧	+20 ✧	+13 ✧
Learning and development		49%	+6 ✧	-1	-6 ✧
Organisational objectives and purpose		91%	0	+8 ✧	+3 ✧
My team		83%	+3 ✧	+4 ✧	+1
Inclusion and fair treatment		74%	+4 ✧	-2 ✧	-5 ✧

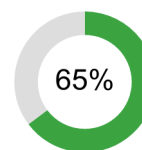


Strength of association with engagement

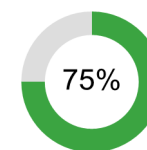


Statistically significant difference from comparison

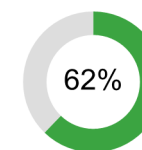
Wellbeing



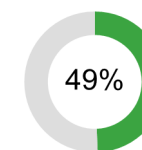
Overall, how satisfied are you with your life nowadays?



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

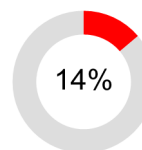


Overall, how happy did you feel yesterday?

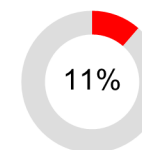


No or low anxiety yesterday

Discrimination, bullying and harassment

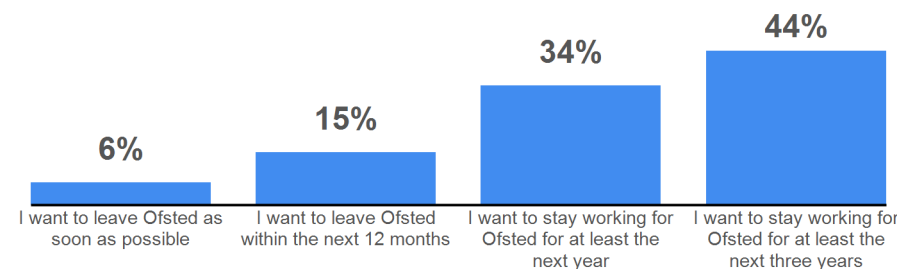


During the past 12 months have you personally experienced discrimination at work?



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

Your plans for the future



All questions by theme

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

My work

75% +1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B01 I am interested in my work	59	34				93%	-1	+3 ◆	+1
B02 I am sufficiently challenged by my work	49	34	8	6		84%	-2 ◆	+4 ◆	+1 ◆
B03 My work gives me a sense of personal accomplishment	39	44	9	6		83%	0	+8 ◆	+5 ◆
B04 I feel involved in the decisions that affect my work	13	38	20	19	10	52%	+3 ◆	-5 ◆	-10 ◆
B05 I have a choice in deciding how I do my work	22	43	15	12	7	65%	+4 ◆	-9 ◆	-15 ◆

Organisational objectives and purpose

91% 0

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B06 I have a clear understanding of Ofsted's purpose	49	44				93%	0	+7 ◆	+2 ◆
B07 I have a clear understanding of Ofsted's objectives	45	45	6			90%	0	+9 ◆	+4 ◆
B08 I understand how my work contributes to Ofsted's objectives	43	46	7			89%	+1	+6 ◆	+1 ◆

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 CS2014
Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B09	My manager motivates me to be more effective in my job	30	41	16	9	5	71%	+3 ◇	+3 ◇	-1
B10	My manager is considerate of my life outside work	40	40	11	7	2	80%	+4 ◇	-1	-5 ◇
B11	My manager is open to my ideas	40	42	11	5	2	82%	+1	+2 ◇	-3 ◇
B12	My manager helps me to understand how I contribute to Ofsted's objectives	27	42	19	8	4	69%	+1	+5 ◇	0
B13	Overall, I have confidence in the decisions made by my manager	34	41	13	7	5	75%	+2 ◇	+2 ◇	-2 ◇
B14	My manager recognises when I have done my job well	36	43	11	6	4	79%	+4 ◇	+2 ◇	-2 ◇
B15	I receive regular feedback on my performance	26	44	14	12	2	70%	+2	+5 ◇	+1
B16	The feedback I receive helps me to improve my performance	24	41	20	10	5	65%	+3 ◇	+4 ◇	0
B17	I think that my performance is evaluated fairly	24	40	20	10	6	64%	+3 ◇	+2	-2 ◇
B18	Poor performance is dealt with effectively in my team	13	30	40	11	6	43%	+6 ◇	+4 ◇	0

My team

83% +3

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 CS2014	Difference from CS High Performers
B19	The people in my team can be relied upon to help when things get difficult in my job	46	43	9	2	0	88%	+2 ◇	+5 ◇	+2 ◇
B20	The people in my team work together to find ways to improve the service we provide	43	43	10	4	0	86%	+4 ◇	+6 ◇	+3 ◇
B21	The people in my team are encouraged to come up with new and better ways of doing things	36	39	13	9	3	75%	+3 ◇	+1 ◇	-3 ◇

All questions by theme

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

Learning and development

49% +6

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B22	I am able to access the right learning and development opportunities when I need to	11	44	23	17	5	56%	+5 ◆	-7 ◆	-11 ◆
B23	Learning and development activities I have completed in the past 12 months have helped to improve my performance	13	41	28	12	5	55%	+8 ◆	+4 ◆	-2 ◆
B24	There are opportunities for me to develop my career in Ofsted	9	33	26	19	13	42%	+5 ◆	0	-7 ◆
B25	Learning and development activities I have completed while working for Ofsted are helping me to develop my career	11	31	30	19	9	42%	+6 ◆	-1	-7 ◆

Inclusion and fair treatment

74% +4

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 CS2014	Difference from CS High Performers
B26	I am treated fairly at work	27	49	10	8	6	76%	+4 ◆	-3 ◆	-6 ◆
B27	I am treated with respect by the people I work with	34	53	7			88%	+2 ◆	+3 ◆	+1
B28	I feel valued for the work I do	23	42	15	13	6	65%	+5 ◆	+1	-4 ◆
B29	I think that Ofsted respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	24	42	17	11	7	66%	+2 ◆	-8 ◆	-12 ◆

All questions by theme

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

Resources and workload

72% +1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B30 In my job, I am clear what is expected of me	30	55	8	5		86%	+2 ◆	+2 ◆	-1
B31 I get the information I need to do my job well	17	49	17	13		65%	-2	-5 ◆	-8 ◆
B32 I have clear work objectives	23	56	12	7		79%	+1	+3 ◆	-1
B33 I have the skills I need to do my job effectively	35	59		5		94%	+2 ◆	+4 ◆	+2 ◆
B34 I have the tools I need to do my job effectively	20	56	12	10		76%	+3 ◆	+4 ◆	0
B35 I have an acceptable workload	10	41	15	21	14	51%	+4 ◆	-8 ◆	-15 ◆
B36 I achieve a good balance between my work life and my private life	14	40	17	19	11	53%	0	-13 ◆	-21 ◆

Pay and benefits

48% +6

Difference from previous survey



Strength of association with engagement



Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B37 I feel that my pay adequately reflects my performance	9	39	16	24	12	48%	+6 ◆	+19 ◆	+12 ◆
B38 I am satisfied with the total benefits package	11	40	22	18	8	52%	+5 ◆	+20 ◆	+12 ◆
B39 Compared to people doing a similar job in other organisations I feel my pay is reasonable	11	32	19	26	13	43%	+6 ◆	+19 ◆	+11 ◆

All questions by theme

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

Leadership and Managing Change

49% +6

Difference from previous survey



Strength of association with engagement



% Positive
Difference from previous survey
Difference from CS2014
Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B40	I feel that Ofsted as a whole is managed well	8	37	26	19	10	45%	+1	0	-11 ◆
B41	Senior Managers (that is PO, Band A and SHMI) in Ofsted are sufficiently visible [^]	16	51	17	10	6	67%	+17 ◆	+14 ◆	+4 ◆
B42	I believe the actions of the Senior Managers (that is PO, Band A and SHMI) are consistent with Ofsted's values [^]	14	47	25	8	5	61%	+12 ◆	+14 ◆	+6 ◆
B43	I believe that the Leadership Team (that is HMCI, RD's, DD's and Divisional Managers) has a clear vision for the future of Ofsted [^]	14	43	27	10	6	57%	+4 ◆	+12 ◆	+4 ◆
B44	Overall, I have confidence in the decisions made by Ofsted's Senior Managers (that is PO, Band A and SHMI) [^]	12	42	28	11	7	54%	+10 ◆	+10 ◆	+3 ◆
B45	I feel that change is managed well in Ofsted	5	27	25	30	15	31%	+5 ◆	0	-7 ◆
B46	When changes are made in Ofsted they are usually for the better	5	29	35	22	9	33%	+2 ◆	+4 ◆	-4 ◆
B47	Ofsted keeps me informed about matters that affect me	10	53	17	13	7	63%	+5 ◆	+5 ◆	-1
B48	I have the opportunity to contribute my views before decisions are made that affect me	7	36	24	21	12	43%	+4 ◆	+7 ◆	0
B49	I think it is safe to challenge the way things are done in Ofsted	6	31	24	22	17	37%	+5 ◆	-4 ◆	-11 ◆

All questions by theme

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

Engagement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B50 I am proud when I tell others I am part of Ofsted	22	42	25	9	6	63%	+3 ◇	+4 ◇	-3 ◇
B51 I would recommend Ofsted as a great place to work	14	33	29	17	8	47%	+9 ◇	-2	-13 ◇
B52 I feel a strong personal attachment to Ofsted	17	34	27	15	6	52%	+5 ◇	+4 ◇	-2 ◇
B53 Ofsted inspires me to do the best in my job	16	35	29	14	6	51%	+5 ◇	+6 ◇	0
B54 Ofsted motivates me to help it achieve its objectives	14	35	29	15	7	49%	+3 ◇	+6 ◇	0

Taking action

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B55 I believe that the Senior Managers (that is PO, Band A and SHMI) in Ofsted will take action on the results from this survey^	10	40	25	15	9	51%	+2 ◇	+6 ◇	-3 ◇
B56 I believe that managers where I work will take action on the results from this survey	16	45	20	11	8	61%	+4 ◇	+6 ◇	0
B57 Where I work, I think effective action has been taken on the results of the last survey	10	30	36	15	9	40%	+1	+5 ◇	0

All questions by theme

◆ indicates statistically significant difference from comparison
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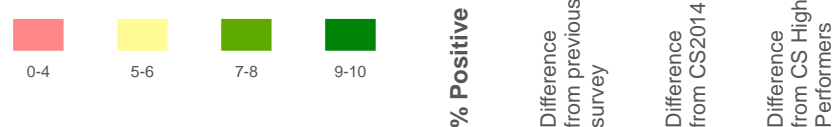
Organisational Culture

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B58 I am trusted to carry out my job effectively	34	50	8	5		84%	+1	-4 ◆	-6 ◆
B59 I believe I would be supported if I try a new idea, even if it may not work	19	41	20	15	5	60%	+4 ◆	-9 ◆	-12 ◆
B60 My performance is evaluated based on whether I get things done, rather than solely follow processes	19	45	20	10	5	64%	+3 ◆	-1	-6 ◆
B61 When I talk about Ofsted I say "we" rather than "they"	27	48	14	8		75%	+5 ◆	+7 ◆	-3 ◆
B62 I have some really good friendships at work	33	45	16	5		78%	+1	+2 ◆	-2 ◆

All questions by theme

◆ indicates statistically significant difference from comparison
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Wellbeing



Unlike the questions B01-B62 which ask people to rate their agreement from strongly agree to strongly disagree, the four wellbeing questions use a 11-point scale. The scale ranges from 0 to 10 for each question, where 0 is equivalent to 'not at all' (e.g. 'not at all satisfied' or 'not at all worthwhile') and where 10 is equivalent to 'completely' (e.g. 'completely satisfied' or 'completely anxious').

For questions W01, W02 and W03 the percent positive is the proportion answering 7, 8, 9 or 10 to each question. For question W04 the percent positive is the proportion answering 0, 1, 2 or 3 to the question.

Question	0-4	5-6	7-8	9-10	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
W01 Overall, how satisfied are you with your life nowadays?	14	22	50	15	65%	+2	+1	-2 ◆
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	7	18	49	26	75%	0	+6 ◆	+3 ◆
W03 Overall, how happy did you feel yesterday?	17	21	42	20	62%	+3 ◆	+2 ◆	-1
W04 Overall, how anxious did you feel yesterday?	21	28	20	31	49%	+2	-1	-3 ◆

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 Ofsted?

			Difference from previous survey	Difference from CS2014	Difference from CS High Performers
I want to leave Ofsted as soon as possible		6%	-3 ◇	-1	-3 ◇
I want to leave Ofsted within the next 12 months		15%	+1	+2 ◇	-3 ◇
I want to stay working for Ofsted for at least the next year		34%	+1	+3 ◇	-3 ◇
I want to stay working for Ofsted for at least the next three years		44%	+1	-2 ◇	-10 ◇

The Civil Service Code

Differences are based on '% Yes' score

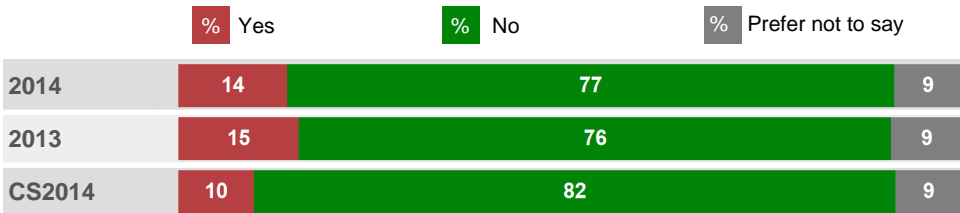
	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		13	87%	-3 ◇	-3 ◇	-7 ◇
D02. Are you aware of how to raise a concern under the Civil Service Code?		33	67%	-3 ◇	+3 ◇	-4 ◇
D03. Are you confident that if you raised a concern under the Civil Service Code in Ofsted it would be investigated properly?		33	67%	+4 ◇	-1	-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?



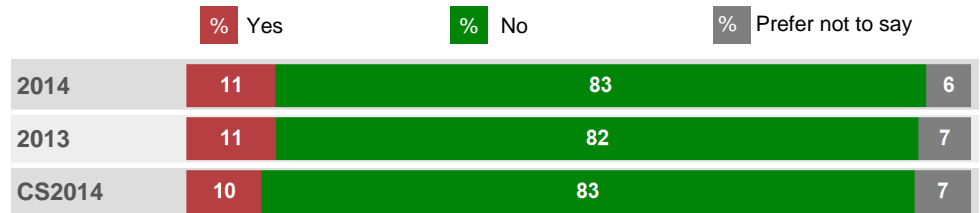
For respondents who selected 'Yes' to question E01.

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

Ground	Response Count
Age	--
Caring responsibilities	--
Disability	23
Ethnic background	--
Gender	11
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	35
Main spoken/written language or language ability	--
Religion or belief	--
Sexual orientation	--
Social or educational background	--
Working location	15
Working pattern	34
Any other grounds	39
Prefer not to say	10

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	26
Your manager	26
Another manager in my part of Ofsted	43
Someone you manage	--
Someone who works for another part of Ofsted	14
A member of the public	--
Someone else	--
Prefer not to say	12

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

Appendix

Glossary of key terms

% positive	The proportion who selected either "agree" or "strongly agree" for a question (or all questions within a theme in the case of Theme score % positive).
Previous survey	Comparisons to the previous survey relate to the results from the 2013 Civil Service People Survey. Where a question is flagged as changed since the last survey comparisons should be treated with caution as changes to wording may affect how people respond to the question.
CS2014	The CS2014 benchmark is the median percent positive across all organisations that participated in the 2014 Civil Service People Survey.
CS High Performers	For each question, this is the upper quartile score across all organisations that have taken part in the 2014 Civil Service People Survey.

Rounding

Results are presented as whole numbers for ease of reading, with rounding performed at the last stage of calculation for maximum accuracy.

Statistical significance: ✨

Statistical testing has been carried out on the comparisons between this year's results and your previous survey, CS2014 results and CS High Performers results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in opinion between the results.

The employee engagement index


The survey includes five questions that make up the engagement index (B50-B54). The index score represents the average level of engagement in that unit and ranges from 0 to 100. An index score of 0 represents all respondents in that unit saying they strongly disagree to all five engagement questions and a score of 100 represents all respondents saying they strongly agree to all five engagement questions.

The drivers of engagement

While the engagement index shows the average level of engagement, it does not show what you can do to improve engagement. Nine themes have been included in the survey to measure employees' experiences at work. A statistical technique, stepwise regression, is used to identify the extent to which each of these themes has an association with engagement. The themes identified as having an association are called the 'Drivers of engagement'. The strength of association with engagement varies by theme and is illustrated by a 4-bar icon, as shown below. Themes with a full 4-bar icon have the strongest association with engagement.

strength of association
with engagement



 the analysis has not identified a significant association with engagement

Confidentiality

The survey was carried out as part of the 2014 Civil Service People Survey, which is managed by the Cabinet Office on behalf of all participating organisations. The Cabinet Office commissioned ORC International to carry out the survey. ORC International is a member of the Market Research Society, and is bound by their strict code of conduct and confidentiality rules. These rules do not allow for the breakdown of the results to the extent where the anonymity of individuals may be compromised. Groups of less than 10 respondents will not be reported on, however their responses do contribute to the overall scores for the unit and organisation they belong to and the overall Civil Service results.