



Strength of association with engagement



Statistically significant difference from comparison

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

Engagement Index

60%

Difference from CS2016 +1

Difference from CS High Performers -3 ✧

My work

75%

Difference from CS2016 0

Difference from CS High Performers -3 ✧

Organisational objectives and purpose

93%

Difference from CS2016 +10 ✧

Difference from CS High Performers +5 ✧

My manager

72%

Difference from CS2016 +4 ✧

Difference from CS High Performers +1

My team

81%

Difference from CS2016 +2

Difference from CS High Performers -2 ✧

Learning and development

57%

Difference from CS2016 +6 ✧

Difference from CS High Performers +1

Inclusion and fair treatment

76%

Difference from CS2016 +1

Difference from CS High Performers -3 ✧

Resources and workload

81%

Difference from CS2016 +7 ✧

Difference from CS High Performers +4 ✧

Pay and benefits

56%

Difference from CS2016 +25 ✧

Difference from CS High Performers +18 ✧

Leadership and managing change










47%

Difference from CS2016 +4 ✧

Difference from CS High Performers -5 ✧

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 CS2016	Difference from CS High Performers
Leadership and managing change		47%	+4 ✧	-5 ✧
My work		75%	0	-3 ✧
My manager		72%	+4 ✧	+1
Learning and development		57%	+6 ✧	+1
Organisational objectives and purpose		93%	+10 ✧	+5 ✧
My team		81%	+2	-2 ✧
Inclusion and fair treatment		76%	+1	-3 ✧
Resources and workload		81%	+7 ✧	+4 ✧
Pay and benefits		56%	+25 ✧	+18 ✧




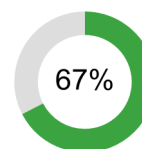
Strength of association with engagement



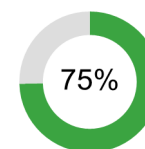
Statistically significant difference from comparison

Wellbeing

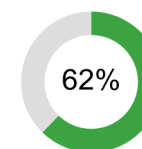
 % responding positively (Answering 7,8, 9 or 10 for W01 – W03; Answering 0,1,2 or 3 for W04)



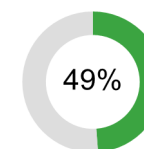
W01. Overall, how satisfied are you with your life nowadays?



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



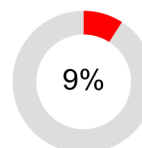
W03. Overall, how happy did you feel yesterday?



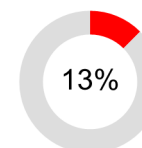
W04. Overall, how anxious did you feel yesterday?

Discrimination, bullying and harassment

 % responding Yes

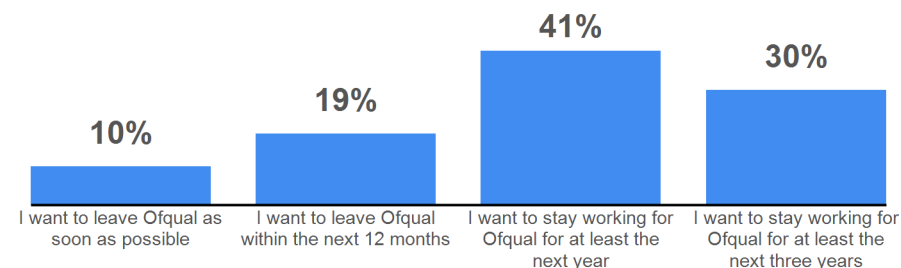


During the past 12 months have you personally experienced discrimination at work?



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

Your plans for the future



All questions by theme

✦ indicates statistically significant difference from comparison

My work

75%



Strength of association with engagement



% Positive

Difference from CS2016

Difference from CS High Performers

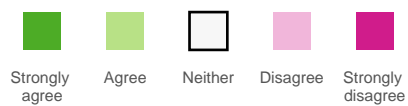
	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from CS2016	Difference from CS High Performers
B01 I am interested in my work	48	43	6			91%	+1	-1
B02 I am sufficiently challenged by my work	28	48	9	13		76%	-4 ✦	-7 ✦
B03 My work gives me a sense of personal accomplishment	26	43	18	11		69%	-6 ✦	-10 ✦
B04 I feel involved in the decisions that affect my work	19	42	18	16	6	61%	+4 ✦	-1
B05 I have a choice in deciding how I do my work	30	48	11	6		78%	+4 ✦	0

Organisational objectives and purpose

93%



Strength of association with engagement



% Positive

Difference from CS2016

Difference from CS High Performers

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from CS2016	Difference from CS High Performers
B06 I have a clear understanding of Ofqual's purpose	40	55				95%	+9 ✦	+5 ✦
B07 I have a clear understanding of Ofqual's objectives	38	57				95%	+16 ✦	+11 ✦
B08 I understand how my work contributes to Ofqual's objectives	36	52	9			88%	+5 ✦	+1

All questions by theme

♦ indicates statistically significant difference from comparison

My manager

72%



Strength of association with engagement



% Positive

Difference from CS2016

Difference from CS High Performers

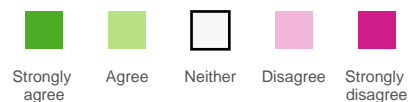
	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from CS2016	Difference from CS High Performers
B09 My manager motivates me to be more effective in my job	30	43	15	9		73%	+5 ♦	0
B10 My manager is considerate of my life outside work	44	46	7			90%	+8 ♦	+5 ♦
B11 My manager is open to my ideas	38	46	8	6		85%	+4 ♦	0
B12 My manager helps me to understand how I contribute to Ofqual's objectives	30	41	19	8		70%	+6 ♦	+1
B13 Overall, I have confidence in the decisions made by my manager	36	43	13	6		78%	+5 ♦	0
B14 My manager recognises when I have done my job well	36	47	11			83%	+5 ♦	+1
B15 I receive regular feedback on my performance	27	48	12	13		75%	+9 ♦	+6 ♦
B16 The feedback I receive helps me to improve my performance	25	41	22	8		66%	+4 ♦	0
B17 I think that my performance is evaluated fairly	24	44	21	9		68%	+4 ♦	-1
B18 Poor performance is dealt with effectively in my team	13	21	44	17	6	34%	-5 ♦	-9 ♦

My team

81%



Strength of association with engagement



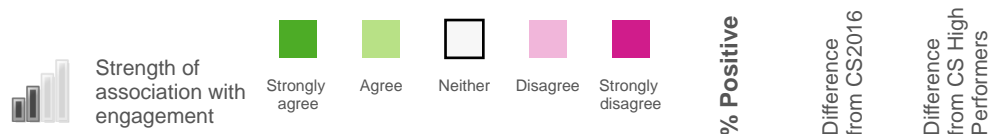
	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from CS2016	Difference from CS High Performers
B19 The people in my team can be relied upon to help when things get difficult in my job	37	48	10			85%	0	-2 ♦
B20 The people in my team work together to find ways to improve the service we provide	32	51	11			84%	+2 ♦	-1
B21 The people in my team are encouraged to come up with new and better ways of doing things	28	48	14	8		76%	+1	-3 ♦

All questions by theme

✧ indicates statistically significant difference from comparison

Learning and development

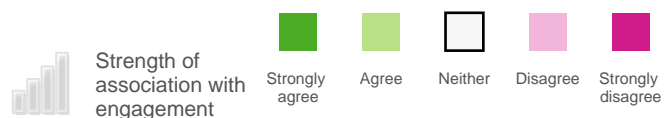
57%



B22	I am able to access the right learning and development opportunities when I need to	20	53	16	9	73%	+13 ✧	+6 ✧
B23	Learning and development activities I have completed in the past 12 months have helped to improve my performance	27	36	24	10	63%	+12 ✧	+6 ✧
B24	There are opportunities for me to develop my career in Ofqual	11	30	27	17	41%	-2	-11 ✧
B25	Learning and development activities I have completed while working for Ofqual are helping me to develop my career	15	34	27	17	50%	+6 ✧	-2

Inclusion and fair treatment

76%

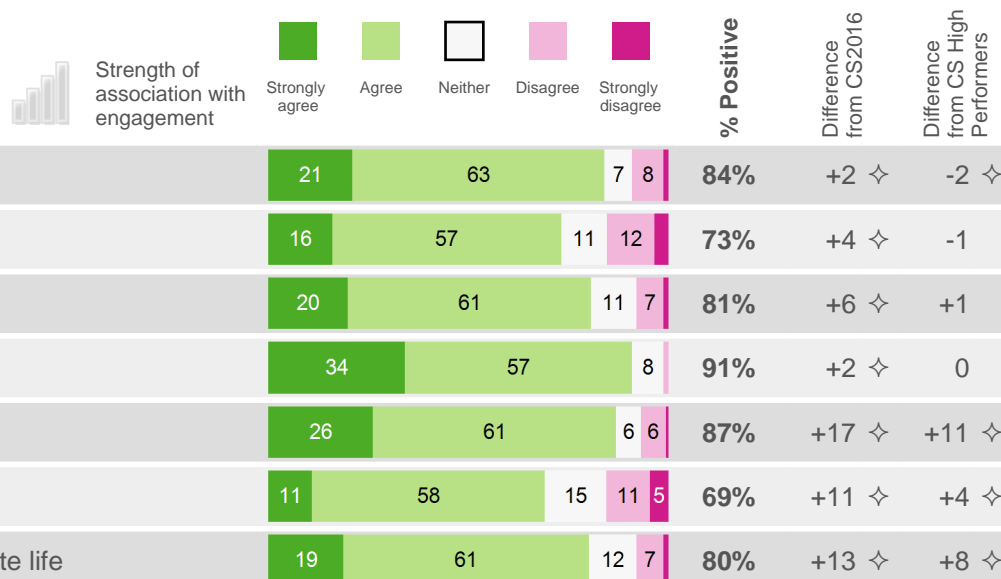


B26	I am treated fairly at work	27	57	11	5	84%	+5 ✧	+1
B27	I am treated with respect by the people I work with	31	52	11	5	84%	-1	-4 ✧
B28	I feel valued for the work I do	22	44	15	13	66%	+1	-4 ✧
B29	I think that Ofqual respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	22	51	13	13	72%	-2	-6 ✧

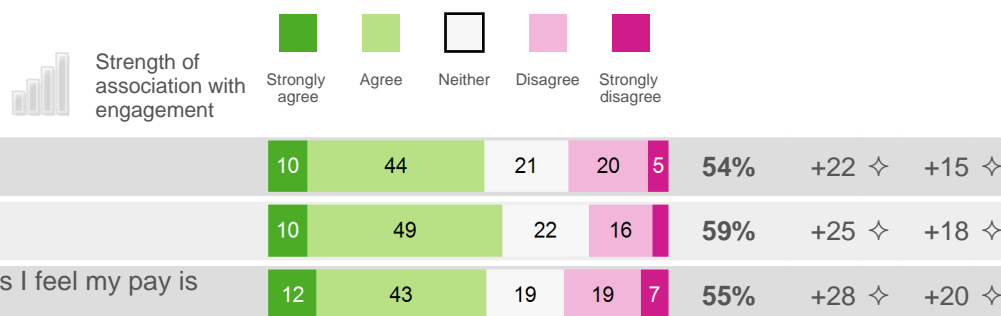
All questions by theme

✧ indicates statistically significant difference from comparison

Resources and workload 81%



Pay and benefits 56%



All questions by theme

✦ indicates statistically significant difference from comparison

Leadership and managing change

47%



Strength of association with engagement



% Positive

Difference from CS2016

Difference from CS High Performers

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from CS2016	Difference from CS High Performers
B40 I feel that Ofqual as a whole is managed well	7	49	23	14	6	57%	+10 ✦	-1
B41 The Executive Team in Ofqual are sufficiently visible	9	51	17	21		60%	+5 ✦	-5 ✦
B42 I believe the actions of the Executive Team are consistent with Ofqual's values	7	44	27	18		51%	+3 ✦	-6 ✦
B43 I believe that the Executive Team have a clear vision for the future of Ofqual	6	36	38	16		42%	-1	-12 ✦
B44 Overall, I have confidence in the decisions made by Ofqual's Executive Team	9	41	30	13	6	50%	+6 ✦	-5 ✦
B45 I feel that change is managed well in Ofqual	5	29	34	26	7	33%	+4 ✦	-8 ✦
B46 When changes are made in Ofqual they are usually for the better	5	33	43	14	6	37%	+7 ✦	-1
B47 Ofqual keeps me informed about matters that affect me	7	48	24	14	6	55%	-1	-9 ✦
B48 I have the opportunity to contribute my views before decisions are made that affect me	7	34	30	22	8	41%	+3 ✦	-6 ✦
B49 I think it is safe to challenge the way things are done in Ofqual	7	36	30	19	8	43%	0	-6 ✦

All questions by theme

✧ indicates statistically significant difference from comparison

Engagement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from CS2016	Difference from CS High Performers
B50 I am proud when I tell others I am part of Ofqual	14	47	34			61%	+2	-6 ✧
B51 I would recommend Ofqual as a great place to work	13	41	30	13		54%	+3 ✧	-7 ✧
B52 I feel a strong personal attachment to Ofqual	10	26	41	19		36%	-12 ✧	-20 ✧
B53 Ofqual inspires me to do the best in my job	10	35	41	10	5	45%	-1	-8 ✧
B54 Ofqual motivates me to help it achieve its objectives	10	34	42	11		44%	0	-7 ✧

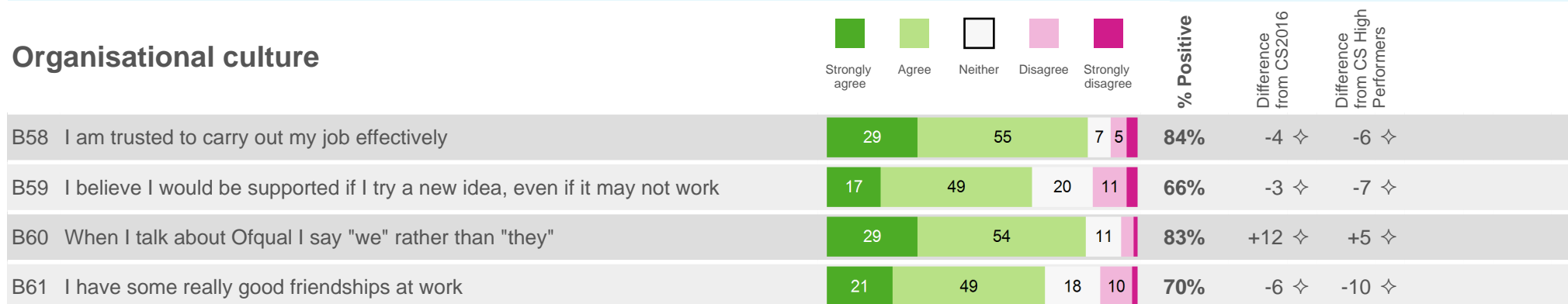
Taking action

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from CS2016	Difference from CS High Performers
B55 I believe that the Executive Team in Ofqual will take action on the results from this survey	9	38	31	14	7	47%	+1	-7 ✧
B56 I believe that managers where I work will take action on the results from this survey	13	45	27	9	7	58%	+2	-6 ✧
B57 Where I work, I think effective action has been taken on the results of the last survey	5	19	53	15	8	24%	-11 ✧	-17 ✧

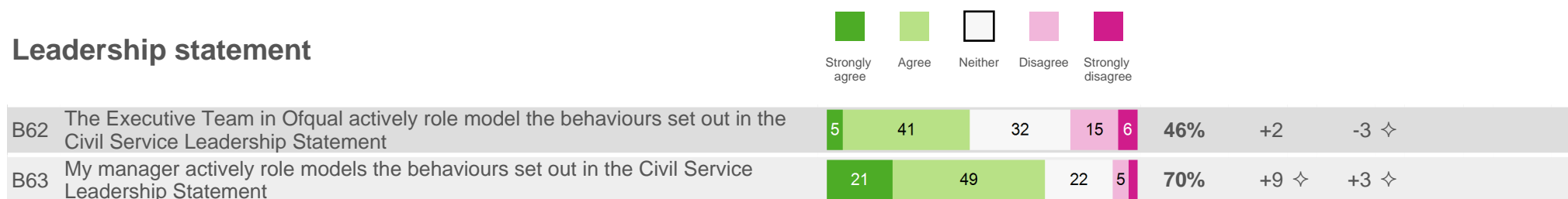
All questions by theme

✦ indicates statistically significant difference from comparison

Organisational culture



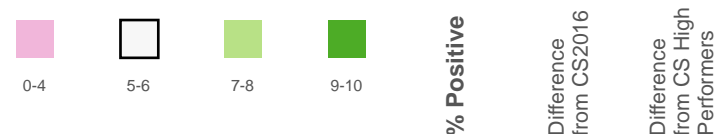
Leadership statement



All questions by theme

✦ indicates statistically significant difference from comparison

Wellbeing

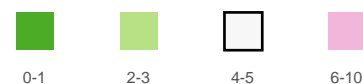


Unlike the questions B01-B63 which ask people to rate their agreement from strongly agree to strongly disagree, the four wellbeing questions use a 11-point scale. The scale ranges from 0 to 10 for each question, where 0 is equivalent to 'not at all' (e.g. 'not at all satisfied' or 'not at all worthwhile')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

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

W01 Overall, how satisfied are you with your life nowadays?	12	21	55	12	67%	+1	-2
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	9	16	56	18	75%	+3 ✦	+1
W03 Overall, how happy did you feel yesterday?	16	22	42	20	62%	-1	-4 ✦

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



W04 Overall, how anxious did you feel yesterday?	19	30	22	29	49%	-1	-4 ✦
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All questions by theme

✦ indicates statistically significant difference from comparison

Your plans for the future

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

			Difference from CS2016	Difference from CS High Performers
I want to leave Ofqual as soon as possible		10%	+2	-1
I want to leave Ofqual within the next 12 months		19%	+4	0
I want to stay working for Ofqual for at least the next year		41%	+8 ✦	+1
I want to stay working for Ofqual for at least the next three years		30%	-13 ✦	-21 ✦

The Civil Service Code

Differences are based on '% Yes' score

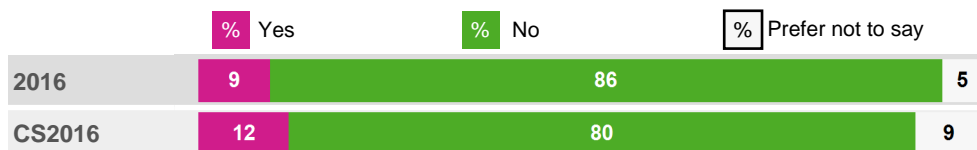
	% Yes	% No	% Yes	Difference from CS2016	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?	94	6	94%	+3 ✦	-1
D02. Are you aware of how to raise a concern under the Civil Service Code?	62	38	62%	-5 ✦	-12 ✦
D03. Are you confident that if you raised a concern under the Civil Service Code in Ofqual it would be investigated properly?	65	35	65%	-2	-10 ✦

All questions by theme

✦ indicates statistically significant difference from comparison

Discrimination, harassment and bullying

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

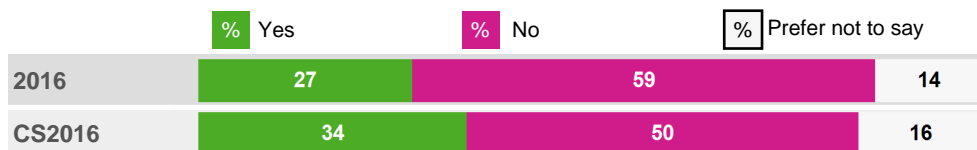


E03. During the past 12 months, have you personally experienced bullying or harassment at work?



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	--	
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)

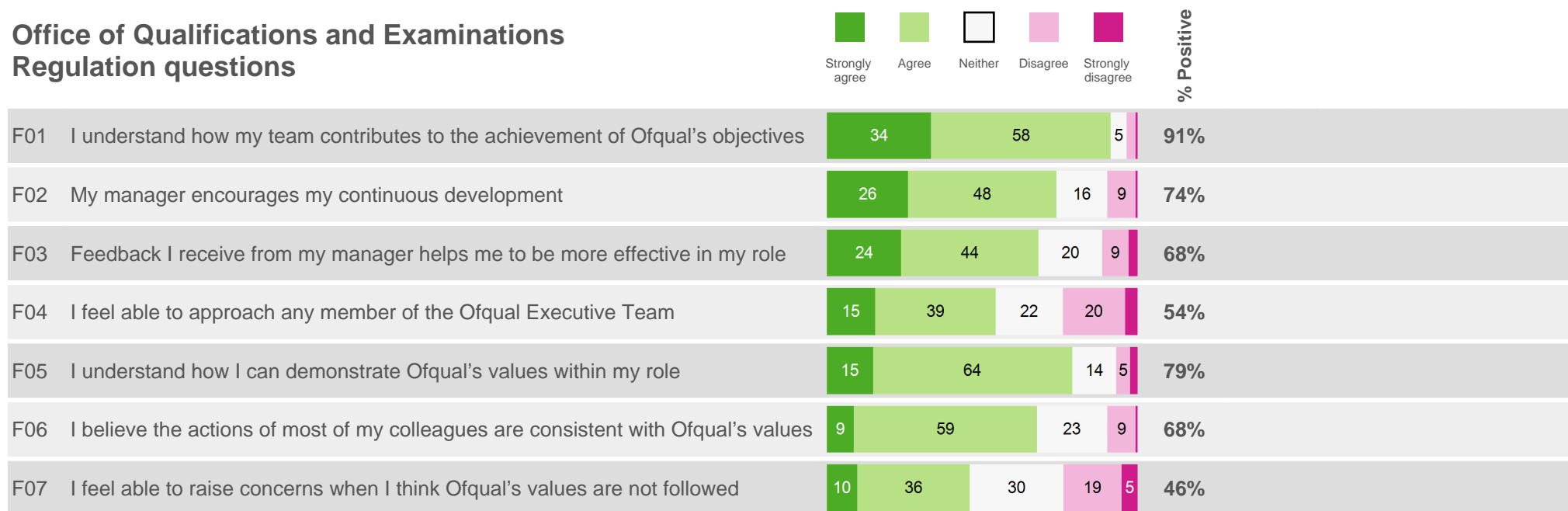
A colleague	--	
Your manager	--	
Another manager in my part of Ofqual	--	
Someone you manage	--	
Someone who works for another part of Ofqual	--	
A member of the public	--	
Someone else	--	
Prefer not to say	--	

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

All questions by theme

✦ indicates statistically significant difference from comparison

Office of Qualifications and Examinations Regulation questions



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).
CS2016	The CS2016 benchmark is the median percent positive across all organisations that participated in the 2016 Civil Service People Survey.
CS High Performers	For each question, this is the upper quartile score across all organisations that have taken part in the 2016 Civil Service People Survey.

Rounding

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

Statistical significance: ✨

Statistical testing has been carried out on the comparisons between this year's results and CS2016 results and CS High Performers results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in opinion between the results.

The employee engagement index


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

The drivers of engagement

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

**strength of association
with engagement**



 the analysis has not identified a significant association with engagement

Confidentiality

The survey was carried out as part of the 2016 Civil Service People Survey, which is managed by the Cabinet Office on behalf of all participating organisations. The Cabinet Office commissioned ORC International to carry out the survey. ORC International is a member of the Market Research Society, and is bound by their strict code of conduct and confidentiality rules. These rules do not allow for the breakdown of the results to the extent where the anonymity of individuals may be compromised. Groups of fewer than 10 respondents will not be reported on, however their responses do contribute to the overall scores for the unit and organisation they belong to and the overall Civil Service results.