

Returns: 176 Response rate: 89%

Civil Service People Survey 2016

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.



My wor	'k
75	% al
Difference from CS2016	0
Difference from CS High Performers	-3 ♦







Learning and development				
57	%			
Difference from CS2016	+6 ♦			
Difference from CS High Performers	+1			











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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

Drivers of Engagement	Strength of association with engagement	Theme score %	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 ♦

Wellbeing

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



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



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



W03. Overall, how happy did you feel



W04. Overall, how anxious did you feel yesterday?

Discrimination, bullying and harassment

% responding Yes

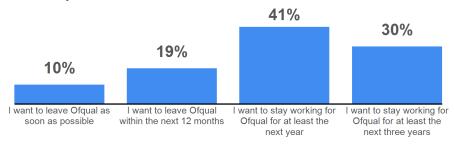


During the past 12 months have you personally experienced discrimination at work?



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

Your plans for the future





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All questions by theme					lly significant difference from comparison
My work 75 %	Strength of association with engagement	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	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 93% objectives and purpose	Strength of association with engagement	Strongly Agree agree	Neither Disagree Strongly disagree		
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	5	36	52 9	88% +5 <	→ +1



The people in my team work together to find ways to improve the service we provide The people in my team are encouraged to some up with new and better ways of				Retuins	, . 170	ivesho	nise rat	E.09/0	Ci	IVII SEIVIC	e reopie	Survey 2010
Boy My manager motivates me to be more effective in my job B10 My manager is considerate of my life outside work B11 My manager is open to my ideas B12 My manager helps me to understand how I contribute to Ofqual's objectives B13 Overall, I have confidence in the decisions made by my manager B14 My manager recognises when I have done my job well B15 I receive regular feedback on my performance B16 The feedback I receive helps me to improve my performance B17 I think that my performance is evaluated fairly B18 Poor performance is dealt with effectively in my team B19 The people in my team can be relied upon to help when things get difficult in my job my team are encouraged to come up with new and better ways of the people in my team are encouraged to come up with new and better ways of the people in my team are encouraged to come up with new and better ways of the people in my team are encouraged to come up with new and better ways of the people in my team are encouraged to come up with new and better ways of the people in my team are encouraged to come up with new and better ways of the people in my team are encouraged to come up with new and better ways of the people in my team are encouraged to come up with new and better ways of the people in my team are encouraged to come up with new and better ways of the people in my team are encouraged to come up with new and better ways of the people in my team are encouraged to come up with new and better ways of the people in my team are encouraged to come up with new and better ways of the people in my team are encouraged to come up with new and better ways of the people in my team are encouraged to come up with new and better ways of the people in my team are encouraged to come up with new and better ways of the people in my team are encouraged to come up with new and better ways of the people in my team are encouraged to come up with new and better ways of the people in my team are encouraged to come up with new and better ways of the people in my team ar	All	questions by theme								ates statistically si	gnificant difference	from comparison
B10 My manager is considerate of my life outside work 44 46 7 90% +8 \$ +5 \$ B11 My manager is open to my ideas B12 My manager helps me to understand how I contribute to Ofqual's objectives B13 Overall, I have confidence in the decisions made by my manager B14 My manager recognises when I have done my job well B15 I receive regular feedback on my performance B16 The feedback I receive helps me to improve my performance B17 I think that my performance is evaluated fairly B18 Poor performance is dealt with effectively in my team B19 The people in my team can be relied upon to help when things get difficult in my job B20 The people in my team work together to find ways to improve the service we provide The people in my team are encouraged to come up with new and better ways of the people in my team are encouraged to come up with new and better ways of the people in my team are encouraged to come up with new and better ways of the people in my team are encouraged to come up with new and better ways of the people in my team are encouraged to come up with new and better ways of the people in my team are encouraged to come up with new and better ways of the people in my team are encouraged to come up with new and better ways of the people in my team are encouraged to come up with new and better ways of the people in my team are encouraged to come up with new and better ways of the people in my team are encouraged to come up with new and better ways of the people in my team are encouraged to come up with new and better ways of the people in my team are encouraged to come up with new and better ways of the people in my team are encouraged to come up with new and better ways of the people in my team are encouraged to come up with new and better ways of the people in my team are encouraged to come up with new and better ways of the people in my team are encouraged to come up with new and better ways of the people in my team are encouraged to come up with new and better ways of the people in my team are encourag	Му	manager	72 %	associa	ation with Strongly	Agree Neithe	er Disagree		% Positive	Difference from CS2016	Difference from CS High Performers	
B11 My manager is open to my ideas 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 37 48 12 13 75% +9 ÷ +6 ÷ 816 The feedback I receive helps me to improve my performance 28 41 22 8 66% +4 ÷ 0 B17 I think that my performance is evaluated fairly 29 68% +4 ÷ -1 B18 Poor performance is dealt with effectively in my team 30 41 19 8 70% +6 ÷ +1 810 83% +5 ÷ +1 811 10 83% +5 ÷ +1 812 13 75% +9 ÷ +6 ÷ 813 14 15 15 75% +9 ÷ +6 ÷ 814 15 15 75% +9 ÷ +6 ÷ 815 11 11 84% +2 ÷ -1 816 75% 15 11 84% +2 ÷ -1 817 1 The people in my team can be relied upon to help when things get difficult in my job 819 The people in my team can be relied upon to help when things get difficult in my job 810 The people in my team work together to find ways to improve the service we provide 810 The people in my team are encouraged to come up with new and better ways of	B09	My manager motivates me to be r	more effective in my job		30	4:	3	15 9	73%	+5 ♦	0	
B12 My manager helps me to understand how I contribute to Ofqual's objectives 30 41 19 8 70% +6 \$\displays +1 \\ B13 Overall, I have confidence in the decisions made by my manager 36 43 13 6 78% +5 \$\displays 0 B14 My manager recognises when I have done my job well 36 47 11 83% +5 \$\displays +1 \\ B15 I receive regular feedback on my performance 27 48 12 13 75% +9 \$\displays +6 \$\displays \\ B16 The feedback I receive helps me to improve my performance 28 41 22 8 66% +4 \$\displays 0 B17 I think that my performance is evaluated fairly B18 Poor performance is dealt with effectively in my team 30 41 19 8 70% +6 \$\displays +1 \\ B19 66% +5 \$\displays +1 \\ B19 1 The people in my team can be relied upon to help when things get difficult in my job B19 The people in my team work together to find ways to improve the service we provide B20 The people in my team are encouraged to come up with new and better ways of the people in my team are encouraged to come up with new and better ways of the people in my team are encouraged to come up with new and better ways of the people in my team are encouraged to come up with new and better ways of the people in my team are encouraged to come up with new and better ways of the people in my team are encouraged to come up with new and better ways of the people in my team are encouraged to come up with new and better ways of the people in my team are encouraged to come up with new and better ways of the people in my team are encouraged to come up with new and better ways of the people in my team are encouraged to come up with new and better ways of the people in my team are encouraged to come up with new and better ways of the people in my team are encouraged to come up with new and better ways of the people in my team to understand the people in my team to und	B10	My manager is considerate of my	life outside work			44	46	7	90%	+8 ♦	+5 ♦	
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B15 I receive regular feedback on my performance 27	B13	Overall, I have confidence in the c	decisions made by my ma	anager	3	36	43	13 6	78%	+5 ♦	0	
B16 The feedback I receive helps me to improve my performance 25 41 22 8 66% +4 \$\displays 0 B17 I think that my performance is evaluated fairly B18 Poor performance is dealt with effectively in my team B19 The people in my team can be relied upon to help when things get difficult in my job B20 The people in my team work together to find ways to improve the service we provide B19 The people in my team work together to find ways to improve the service we provide B20 The people in my team are encouraged to come up with new and better ways of the people in my team are encouraged to come up with new and better ways of the people in my team are encouraged to come up with new and better ways of the people in my team are encouraged to come up with new and better ways of the people in my team are encouraged to come up with new and better ways of the people in my team are encouraged to come up with new and better ways of the people in my team are encouraged to come up with new and better ways of the people in my team are encouraged to come up with new and better ways of the people in my team are encouraged to come up with new and better ways of the people in my team are encouraged to come up with new and better ways of the people in my team are encouraged to come up with new and better ways of the people in my team are encouraged to come up with new and better ways of the people in my team are encouraged to come up with new and better ways of the people in my team are encouraged to come up with new and better ways of the people in my team are encouraged to come up with new and better ways of the people in my team are encouraged to come up with new and better ways of the people in my team are encouraged to come up with new and better ways of the people in my team are encouraged to come up with new and better ways of the people in my team are encouraged to come up with new and better ways of the people in my team are encouraged to come up with new and team to the people in my team are encouraged to come up with new	B14	My manager recognises when I ha	ave done my job well		3	66	47	11	83%	+5 ♦	+1	
B17 I think that my performance is evaluated fairly 24	B15	I receive regular feedback on my	performance		27	48	3	12 13	75%	+9 ♦	+6 ♦	
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My team Strength of association with engagement The people in my team can be relied upon to help when things get difficult in my job The people in my team work together to find ways to improve the service we provide The people in my team are encouraged to come up with new and better ways of	B17	I think that my performance is eva	lluated fairly		24	44	2	1 9	68%	+4 ♦	-1	
The people in my team can be relied upon to help when things get difficult in my job The people in my team work together to find ways to improve the service we provide The people in my team are encouraged to come up with new and better ways of	B18	Poor performance is dealt with eff	ectively in my team		13	21	44	17 6	34%	-5 ♦	- 9 \$	
The people in my team work together to find ways to improve the service we provide B20 The people in my team work together to find ways to improve the service we provide B21 The people in my team are encouraged to come up with new and better ways of the people in my team are encouraged to come up with new and better ways of the people in my team are encouraged to come up with new and better ways of the people in my team are encouraged to come up with new and better ways of the people in my team are encouraged to come up with new and better ways of the people in my team are encouraged to come up with new and better ways of the people in my team are encouraged to come up with new and better ways of the people in my team are encouraged to come up with new and better ways of the people in my team are encouraged to come up with new and better ways of the people in my team are encouraged to come up with new and better ways of the people in my team are encouraged to come up with new and better ways of the people in my team are encouraged to come up with new and better ways of the people in my team are encouraged to come up with new and better ways of the people in my team are encouraged to come up with new and better ways of the people in my team are encouraged to come up with new and better ways of the people in my team are encouraged to come up with new and better ways of the people in my team are encouraged to come up with new and better ways of the people in my team are encouraged to come up with new and better ways of the people in my team are encouraged to come up with new and better ways of the people in my team are encouraged to come up with new and better ways of the people in my team are encouraged to come up with new and better ways of the people in my team are encouraged to come up with new and the people in my team are encouraged to come up with new and the people in my team are encouraged to the people in my team are encouraged to the people in my team are encouraged to the people in my team are encour	Му	team	81%	associa	ation with Strongly	Agree Neithe	er Disagree					
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	B20		ther to find ways to impro	ve the service v	ve 3	2	51	11	84%	+2 ♦	-1	
	B21		raged to come up with ne	ew and better wa	ays of 28	48	8	14 8	76%	+1	-3 ♦	



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♦ indicates statistically significant difference from comparison All questions by theme Difference from CS High Performers Learning and Strength of development association with I am able to access the right learning and development opportunities when I need +13 ♦ 53 9 73% +6 ♦ 16 Learning and development activities I have completed in the past 12 months have +12 ♦ 36 24 10 63% +6 ♦ helped to improve my performance B24 There are opportunities for me to develop my career in Ofqual 30 27 41% -2 **-11** ♦ 17 Learning and development activities I have completed while working for Ofqual 50% +6 ♦ -2 are helping me to develop my career Inclusion and fair Strength of treatment Strongly Strongly association with engagement 84% B26 I am treated fairly at work 57 27 11 +5 ♦ +1 B27 I am treated with respect by the people I work with 52 11 5 84% -1 **-4** ♦ I feel valued for the work I do 44 15 13 66% +1 **-4** ♦ I think that Ofqual respects individual differences (e.g. cultures, working styles, 51 13 13 72% -2 -6 ♦ backgrounds, ideas, etc)



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All questions by theme								ates statistically s	ignificant difference	from comparison
Resources and workload	81%	Strength of association with engagement	Strongly agree	Agree Neither	Disagree	Strongly disagree	% Positive	Difference from CS2016	Difference from CS High Performers	
B30 In my job, I am clear what is expect	ed of me		21	63		7 8	84%	+2 ♦	-2 	
B31 I get the information I need to do my	y job well		16	57	11	12	73%	+4 ♦	-1	
B32 I have clear work objectives			20	61		11 7	81%	+6 �	+1	
B33 I have the skills I need to do my job	effectively		34		57	8	91%	+2 ♦	0	
B34 I have the tools I need to do my job	effectively		26	61	1	6 6	87%	+17 ♦	+11 💠	
B35 I have an acceptable workload			11	58	15	11 5	69%	+11 💠	+4 ♦	
B36 I achieve a good balance between r	my work life and my private life		19	61		12 7	80%	+13 ♦	+8 ♦	
Pay and benefits	56 %	Strength of association with engagement	Strongly agree	Agree Neither	Disagree	Strongly disagree				
B37 I feel that my pay adequately reflect	s my performance		10	44	21	20 5	54%	+22 ♦	+15 ♦	
B38 I am satisfied with the total benefits	package		10	49	22	16	59%	+25 ♦	+18 💠	
B39 Compared to people doing a similar reasonable	job in other organisations I feel	my pay is	12	43	19	19 7	55%	+28 ♦	+20 ♦	



*********									. обр.	
All questions by theme								cates statistically s	gnificant differenc	e from comparison
Leadership and managing change	47 [%]		Strongly agree	Agree 1	Neither Disagree	e Strongly disagree	% Positive	Difference from CS2016	Difference from CS High Performers	
B40 I feel that Ofqual as a whole is mana	ged well		7	49	23	14 6	57%	+10 ♦	-1	
B41 The Executive Team in Ofqual are so	ufficiently visible		9	51	17	21	60%	+5 ♦	-5 ♦	
B42 I believe the actions of the Executive	e Team are consistent with Ofqu	ual's values	7	44	27	18	51%	+3 ♦	-6 ♦	
B43 I believe that the Executive Team ha	ve a clear vision for the future	of Ofqual	6	36	38	16	42%	-1	-12 ♦	
B44 Overall, I have confidence in the dec	sisions made by Ofqual's Execu	ıtive Team	9	41	30	13 6	50%	+6 ♦	-5 ♦	
B45 I feel that change is managed well in	Ofqual	5	5 2	9	34	26 7	33%	+4 ♦	-8 💠	
B46 When changes are made in Ofqual th	hey are usually for the better	5	5	33	43	14 6	37%	+7 ♦	-1	
B47 Ofqual keeps me informed about ma	itters that affect me		7	48	24	14 6	55%	-1	-9 💠	
B48 I have the opportunity to contribute n affect me	ny views before decisions are n	nade that	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 ♦	



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All questions by theme	*	indicates statistically significant difference from comparison
Engagement	Strongly agree Neither Disagree Strongly disagree %	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%	6 +2 -6 ♦
B51 I would recommend Ofqual as a great place to work	13 41 30 13 54%	6 +3 ♦ -7 ♦
B52 I feel a strong personal attachment to Ofqual	10 26 41 19 36%	6 -12 ♦ -20 ♦
B53 Ofqual inspires me to do the best in my job	10 35 41 10 5 45 %	6 -1 -8 ♦
B54 Ofqual motivates me to help it achieve its objectives	10 34 42 11 44 %	0 -7 ♦
Taking action	Strongly Agree Neither Disagree Strongly disagree	
B55 I believe that the Executive Team in Ofqual will take action on the results from this survey	9 38 31 14 7 47%	6 +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%	6 +2 -6 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 %	6 -11 ♦ -17 ♦



All questions by theme					ates statistically s	significant differend	ce from comparison
Organisational culture	Strongly A	Agree Neither Dis	sagree Strongly disagree	% Positive	Difference from CS2016	Difference from CS High Performers	
B58 I am trusted to carry out my job effectively	29	55	7 5	84%	-4 ♦	-6 ♦	
B59 I believe I would be supported if I try a new idea, even if it may not wo	ork 17	49	20 11	66%	-3 \$	-7 ♦	
B60 When I talk about Ofqual I say "we" rather than "they"	29	54	11	83%	+12 ♦	+5 ♦	
B61 I have some really good friendships at work	21	49	18 10	70%	-6 💠	-10 ♦	
Leadership statement	Strongly A	Agree Neither Dis	sagree Strongly disagree				
B62 The Executive Team in Ofqual actively role model the behaviours set Civil Service Leadership Statement	t out in the 5	41 32	15 6	46%	+2	-3 ♦	
B63 My manager actively role models the behaviours set out in the Civil S Leadership Statement	Service 21	49	22 5	70%	+9 ♦	+3 ♦	



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All questions by theme

Wellbeing

Positive 6 Positive 6 Positive 7 Positive 7 Positive 7 Positive 7 Positive 7 Positive 7 Positive 9 Positive 9

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 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.	0-1 2-3 4-5 6-10
W04 Overall, how anxious did you feel yesterday?	19 30 22 29 49 % -1 -4



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♦ indicates statistically significant difference from comparison All questions by theme Your plans for the future C01. Which of the following statements most reflects your current thoughts about Difference from CS2016 Difference from CS High Performers working for Ofqual? I want to leave Ofqual as soon as possible +2 -1 10% I want to leave Ofqual within the next 12 months 19% 0 +4 I want to stay working for Ofqual for at least the next year 41% +8 ♦ I want to stay working for Ofqual for at least the next three years -13 ♦ **-21** ♦ 30% The Civil Service Code Differences are based on '% Yes' score % Yes % Yes 94% D01. Are you aware of the Civil Service Code? +3 ♦ D02. Are you aware of how to raise a concern under the Civil Service Code? 38 62% -5 ♦ **-12** ♦ D03. Are you confident that if you raised a concern under the Civil Service Code in 35 65% -2 **-10** ♦ Ofqual it would be investigated properly?

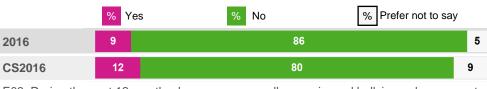


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All questions by theme

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. F06. In your opinion, has this issue been resolved?

2016	14	73	14				
CS2016	20	60	20				

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)

♦ indicates statistically significant difference from comparison

	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)

(manapio dolocacii)	12 1110111110	Lot it will you bailed of hardeded by at work in the past
		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 '--'



Returns: 176 Response rate: 89% Civil Service People Survey 2016

♦ indicates statistically significant difference from comparison All questions by theme Office of Qualifications and Examinations **Regulation questions** F01 I understand how my team contributes to the achievement of Ofqual's objectives 58 5 91% F02 My manager encourages my continuous development 16 9 74% 48 20 68% Feedback I receive from my manager helps me to be more effective in my role 44 9 54% F04 I feel able to approach any member of the Ofqual Executive Team 39 22 20 F05 I understand how I can demonstrate Ofqual's values within my role 64 14 5 79% F06 I believe the actions of most of my colleagues are consistent with Ofqual's values 68% 59 23 9 F07 I feel able to raise concerns when I think Ofqual's values are not followed 46% 36 30



Returns: 176 Response rate: 89% Civil Service People Survey 2016

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.