

Returns : 1,529

Response rate : 86%

Civil Service People Survey 2017



Strength of association with engagement



Statistically significant difference from comparison

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



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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 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		63%	+6 ✧	+17 ✧	+12 ✧
My work		78%	+1 ✧	+2 ✧	-1 ✧
My manager		76%	+1	+6 ✧	+4 ✧
Resources and workload		77%	+3 ✧	+5 ✧	+2 ✧
Learning and development		56%	+2 ✧	+3 ✧	-2 ✧
Pay and benefits		51%	-1	+21 ✧	+14 ✧
Organisational objectives and purpose		93%	0	+11 ✧	+6 ✧
My team		84%	-2 ✧	+4 ✧	+1
Inclusion and fair treatment		81%	+1 ✧	+5 ✧	+1 ✧



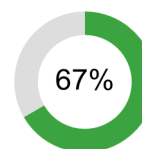
Strength of association with engagement



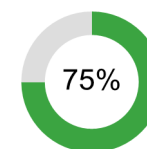
Statistically significant difference from comparison

## Wellbeing

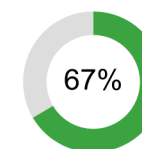
% responding positively (Answering 7,8,9 or 10 for W01 – W03; Answering 0,1,2 or 3 for W04)



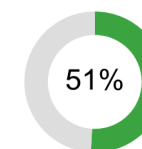
W01. Overall, how satisfied are you with your life nowadays?



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



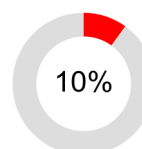
W03. Overall, how happy did you feel yesterday?



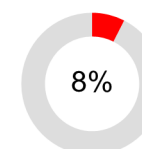
W04. Overall, how anxious did you feel yesterday?

## Discrimination, bullying and harassment

% responding Yes

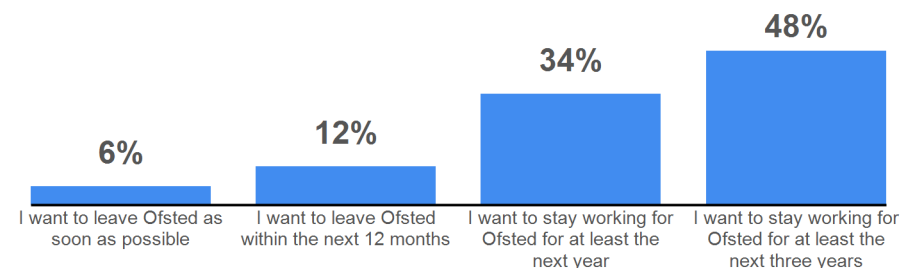


During the past 12 months have you personally experienced discrimination at work?


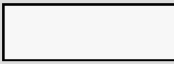


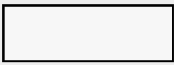

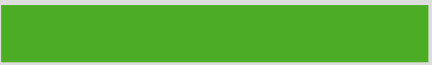
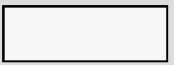




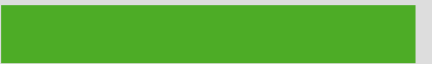




During the past 12 months have you personally experienced bullying or harassment at work?

## 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	 94%	B17	Poor performance is dealt with effectively in my team	 38%	B37	Compared to people doing a similar job in other organisations I feel my pay is reasonable	 33%
B01	I am interested in my work	 94%	B43	When changes are made in Ofsted they are usually for the better	 38%	B61	I am aware of the Civil Service vision for 'A Brilliant Civil Service'	 33%
B06	I have a clear understanding of Ofsted's objectives	 93%	B53	Where I work, I think effective action has been taken on the results of the last survey	 36%	B35	I feel that my pay adequately reflects my performance	 33%
B07	I understand how my work contributes to Ofsted's objectives	 93%	B24	Learning and development activities I have completed while working for Ofsted are helping me to develop my career	 30%	B62	I understand how my work contributes to helping us become 'A Brilliant Civil Service'	 30%
B26	I am treated with respect by the people I work with	 90%	B62	I understand how my work contributes to helping us become 'A Brilliant Civil Service'	 29%	B23	There are opportunities for me to develop my career in Ofsted	 23%

All questions by theme

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

**My work**

**78%**

**+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	55	39				94%	+2 ◆	+4 ◆	+2 ◆
B02 I am sufficiently challenged by my work	47	37	8	6		84%	+2 ◆	+3 ◆	+1 ◆
B03 My work gives me a sense of personal accomplishment	41	43	9	5		85%	+1	+8 ◆	+5 ◆
B04 I feel involved in the decisions that affect my work	19	38	20	16	7	57%	0	0	-6 ◆
B05 I have a choice in deciding how I do my work	27	44	14	11	5	71%	+1	-4 ◆	-9 ◆

**Organisational objectives and purpose\***

**93%**

**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
B06 I have a clear understanding of Ofsted's objectives	40	54			5	93%	0	+13 ◆	+7 ◆
B07 I understand how my work contributes to Ofsted's objectives	42	50			5	93%	0	+9 ◆	+5 ◆

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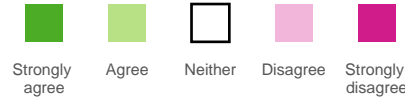
**My manager**

**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 ID	Question Text	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	35	41	15	6	6	76%	0	+6 ◆	+2 ◆
B09	My manager is considerate of my life outside work	48	36	10	6	0	85%	+1	0	-3 ◆
B10	My manager is open to my ideas	43	40	11	6	0	83%	-1	+1 ◆	-1 ◆
B11	My manager helps me to understand how I contribute to Ofsted's objectives	31	44	19	5	1	75%	-1	+9 ◆	+4 ◆
B12	Overall, I have confidence in the decisions made by my manager	41	40	12	5	2	81%	0	+6 ◆	+2 ◆
B13	My manager recognises when I have done my job well	43	41	9	6	1	84%	0	+5 ◆	+2 ◆
B14	I receive regular feedback on my performance	36	45	10	6	3	81%	+3 ◆	+13 ◆	+8 ◆
B15	The feedback I receive helps me to improve my performance	32	43	16	7	2	75%	+3 ◆	+12 ◆	+8 ◆
B16	I think that my performance is evaluated fairly	32	43	15	8	2	74%	0	+9 ◆	+4 ◆
B17	Poor performance is dealt with effectively in my team	17	30	38	9	6	47%	0	+7 ◆	+3 ◆

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**My team**

**84%**

-2 ◆ Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2017

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B18	The people in my team can be relied upon to help when things get difficult in my job	50	39	7	1	1	89%	-3 ◆	+4 ◆	+2 ◆
B19	The people in my team work together to find ways to improve the service we provide	46	40	10	1	1	86%	-2 ◆	+3 ◆	+1 ◆
B20	The people in my team are encouraged to come up with new and better ways of doing things	39	39	14	5	1	78%	-1	+3 ◆	-1 ◆

**Learning and development**

**56%**

+2 ◆ Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2017

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B21	I am able to access the right learning and development opportunities when I need to	17	47	21	12	1	64%	+3 ◆	0	-5 ◆
B22	Learning and development activities I have completed in the past 12 months have helped to improve my performance	18	42	27	10	1	60%	0	+8 ◆	+2 ◆
B23	There are opportunities for me to develop my career in Ofsted	15	35	27	15	8	50%	+3 ◆	+3 ◆	-5 ◆
B24	Learning and development activities I have completed while working for Ofsted are helping me to develop my career	15	34	30	14	7	49%	+3 ◆	+3 ◆	-2 ◆

All questions by theme

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**Inclusion and fair treatment**

81%

+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
B25 I am treated fairly at work	36	47	9	5		82%	+1	+2	-1
B26 I am treated with respect by the people I work with	44	46	7			90%	+1	+6	+3
B27 I feel valued for the work I do	31	43	14	8		75%	0	+9	+3
B28 I think that Ofsted respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	32	46	14	5		78%	+4	+2	-2

**Resources and workload\***

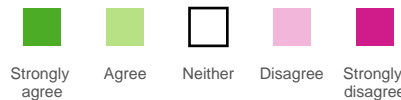
77%

+3

◆ Difference from previous survey



Strength of association with engagement



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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	19	59	13	8		78%	+3	+8	+4
B30 I have clear work objectives	28	58	8			87%	+3	+11	+7
B31 I have the skills I need to do my job effectively	38	57				94%	+2	+6	+3
B32 I have the tools I need to do my job effectively	24	58	10	6		82%	+5	+12	+5
B33 I have an acceptable workload	13	47	17	16	7	60%	+3	-1	-7
B34 I achieve a good balance between my work life and my private life	16	46	17	15	7	62%	+2	-6	-12

**All questions by theme**

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**Pay and benefits**

**51%** -1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2017

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B35 I feel that my pay adequately reflects my performance	12	39	17	22	11	50%	-2 ◆	+20 ◆	+13 ◆
B36 I am satisfied with the total benefits package	13	42	22	15	7	55%	0	+22 ◆	+15 ◆
B37 Compared to people doing a similar job in other organisations I feel my pay is reasonable	12	34	21	21	12	46%	0	+21 ◆	+14 ◆

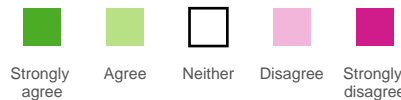
**Leadership and managing change\***

**63%** +6 ◆

Difference from previous survey



Strength of association with engagement



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Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B38 Senior Managers (that is PO, Band A and SHMI) in Ofsted are sufficiently visible	28	50	14	6	6	78%	+2 ◆	+18 ◆	+9 ◆
B39 I believe the actions of the Senior Managers (that is PO, Band A and SHMI) are consistent with Ofsted's values	26	49	19	6	6	75%	+3 ◆	+21 ◆	+15 ◆
B40 I believe that the SCS Leadership Team (those above SHMI or PO level) has a clear vision for the future of Ofsted	21	49	24	6	6	70%	+13 ◆	+22 ◆	+16 ◆
B41 Overall, I have confidence in the decisions made by Ofsted's Senior Managers (that is PO, Band A and SHMI)	22	48	21	6	6	70%	+7 ◆	+22 ◆	+16 ◆
B42 I feel that change is managed well in Ofsted	9	42	26	17	6	51%	+8 ◆	+18 ◆	+11 ◆
B43 When changes are made in Ofsted they are usually for the better	9	36	38	13	6	45%	+7 ◆	+12 ◆	+5 ◆
B44 Ofsted keeps me informed about matters that affect me	16	58	15	8	6	74%	+1	+16 ◆	+9 ◆
B45 I have the opportunity to contribute my views before decisions are made that affect me	11	44	23	15	7	55%	+3 ◆	+16 ◆	+7 ◆
B46 I think it is safe to challenge the way things are done in Ofsted	11	40	26	15	8	51%	+6 ◆	+5 ◆	-2 ◆



All questions by theme

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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 Ofsted	29	46	20			75%	+5 ◆	+13 ◆	+6 ◆
B48 I would recommend Ofsted as a great place to work	22	42	25	9		63%	+5 ◆	+8 ◆	0
B49 I feel a strong personal attachment to Ofsted	21	36	28	12		57%	+1	+8 ◆	0
B50 Ofsted inspires me to do the best in my job	22	43	24	8		65%	+5 ◆	+17 ◆	+11 ◆
B51 Ofsted motivates me to help it achieve its objectives	20	41	27	9		62%	+3 ◆	+16 ◆	+8 ◆

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 Senior Managers (that is PO, Band A and SHMI) in Ofsted will take action on the results from this survey	19	47	20	9	5	66%	+4 ◆	+16 ◆	+8 ◆
B53 Where I work, I think effective action has been taken on the results of the last survey	19	34	36	7		53%	+3 ◆	+17 ◆	+8 ◆

All questions by theme

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**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	42	48	5			90%	+1 ◆	+1 ◆	-1 ◆
B55 I believe I would be supported if I try a new idea, even if it may not work	25	43	19	10		68%	+2 ◆	-2 ◆	-7 ◆
B56 In Ofsted, people are encouraged to speak up when they identify a serious policy or delivery risk	25	48	16	7		74%	New	+7 ◆	+2 ◆
B57 I feel able to challenge inappropriate behaviour in the workplace	22	53	14	8		75%	New	+12 ◆	+7 ◆
B58 Ofsted is committed to creating a diverse and inclusive workplace	27	49	17			76%	New	+3 ◆	-1 ◆

**Leadership statement**

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B59 Senior Managers (that is PO, Band A and SHMI) in Ofsted actively role model the behaviours set out in the Civil Service Leadership Statement	21	50	23			71%	+5 ◆	+24 ◆	+17 ◆
B60 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	34	46	14			80%	+2 ◆	+14 ◆	+8 ◆

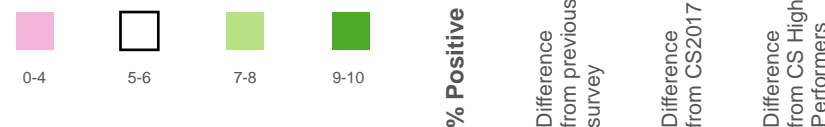
**Civil Service vision**

	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'	7	37	23	27	6	44%	New	+1	-12 ◆
B62 I understand how my work contributes to helping us become 'A Brilliant Civil Service'	6	34	29	24	6	40%	New	+4 ◆	-4 ◆

## All questions by theme

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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.

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?	11	23	50	17	67%	-2 ◆	+1	-2 ◆
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	8	17	49	26	75%	-1	+4 ◆	+2 ◆
W03 Overall, how happy did you feel yesterday?	13	20	42	24	67%	+1	+3 ◆	+1 ◆

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?	22	29	17	32	51%	-1	+2 ◆	-1
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## All questions by theme

◇ indicates statistically significant difference from comparison  
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### 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 CS2017	Difference from CS High Performers
I want to leave Ofsted as soon as possible		6%	-2 ◇	-3 ◇	-6 ◇
I want to leave Ofsted within the next 12 months		12%	-2 ◇	-3 ◇	-6 ◇
I want to stay working for Ofsted for at least the next year		34%	-1	+1	-4 ◇
I want to stay working for Ofsted for at least the next three years		48%	+5 ◇	+4 ◇	-5 ◇

### The Civil Service Code

Differences are based on '% Yes' score

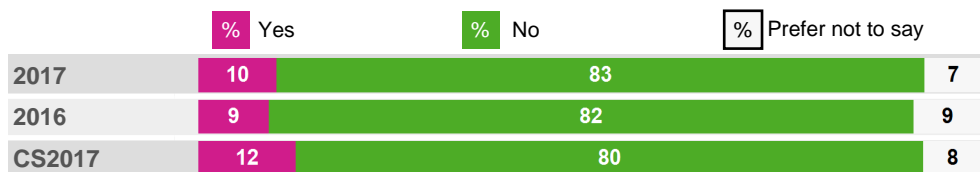
	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		13	87%	-3 ◇	-4 ◇	-7 ◇
D02. Are you aware of how to raise a concern under the Civil Service Code?		32	68%	-6 ◇	0	-6 ◇
D03. Are you confident that if you raised a concern under the Civil Service Code in Ofsted it would be investigated properly?		23	77%	+1	+7 ◇	+1 ◇

## All questions by theme

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### Discrimination, harassment and bullying

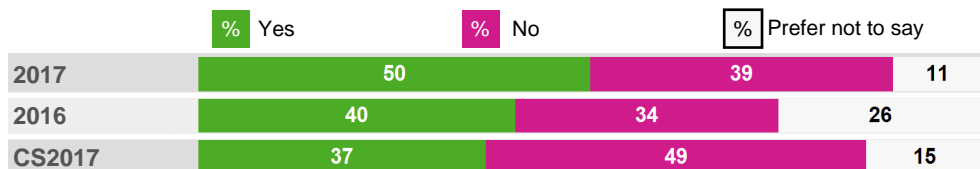
E01. During the past 12 months have you personally experienced discrimination at work?



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



For respondents who selected 'Yes' to question E03.  
E05. Did you report the bullying and harassment you experienced?



For respondents who selected 'Yes' to question E03.  
E06. In your opinion, has this issue been resolved?



For respondents who selected 'Yes' to question E01.

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

	Response Count
Age	13
Caring responsibilities	11
Disability	17
Ethnic background	10
Gender	15
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	43
Main spoken/written language or language ability	--
Religion or belief	--
Sexual orientation	--
Social or educational background	--
Working location	20
Working pattern	27
Any other grounds	40
Prefer not to say	21

For respondents who selected 'Yes' to question E03.

E04. Who were you bullied or harassed by at work in the past 12 months? (multiple selection)

	Response Count
A colleague	33
Your manager	28
Another manager in my part of Ofsted	26
Someone you manage	--
Someone who works for another part of Ofsted	13
A member of the public	--
Someone else	--
Prefer not to say	22

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

All questions by theme

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Ofsted questions

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01 Ofsted encourages me to achieve a good work/life balance	18	41	20	15	6	59%	+7 ◆
F02 Ofsted supports me in promoting good health and positive wellbeing	15	40	26	14	5	54%	+9 ◆
F03 I feel that Ofsted is a better place to work right now than it was this time last year	11	27	47	10	5	37%	+3 ◆
F04 I believe that the SCS Leadership Team (those above SHMI or PO level) are sufficiently visible	16	50	20	11		66%	+8 ◆
F05 My manager encourages me to make time for my learning and development (including shadowing, on the job learning, observation, reading, research, conferences and online/classroom based courses)	23	43	17	12		66%	+4 ◆
F06 I feel that our organisational culture has changed for the better since this time last year	10	27	48	10		38%	+7 ◆
F07 I am encouraged to demonstrate creativity and innovation in my role	17	40	25	13		57%	+2 ◆
F08 I believe that Ofsted's internal recruitment process for permanent promotions is fair and transparent	11	30	35	14	9	42%	+3 ◆
F09 I believe that Ofsted's internal recruitment process for temporary promotions is fair and transparent	10	28	38	14	9	38%	+4 ◆
F10 I feel that I would be supported at work if I experience stress	21	48	19	8		69%	+4 ◆
F11 I feel that I would be supported at work if I experience mental health issues	21	49	19	7		71%	+6 ◆
F12 I feel that everyone in my team is treated equally and on merit	21	45	18	10	6	66%	+2 ◆
F13 Are you aware of Ofsted's strategic priorities	Yes: 79%		No: 21%			79%	-1 ◆

## Appendix

### Glossary of key terms

% positive	The proportion who selected either "agree" or "strongly agree" for a question (or all questions within a theme in the case of <b>Theme score % positive</b> ).
Previous survey	Comparisons to the previous survey relate to the results from the 2016 Civil Service People Survey. Where a question is flagged as changed since the last survey comparisons should be treated with caution as changes to wording may affect how people respond to the question.
CS2017	The CS2017 benchmark is the median percent positive across all organisations that participated in the 2017 Civil Service People Survey.
CS High Performers	For each question, this is the upper quartile score across all organisations that have taken part in the 2017 Civil Service People Survey.

### Rounding

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

### Statistical significance: ✨

Statistical testing has been carried out on the comparisons between this year's results and your previous survey, CS2017 results and CS High Performers results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in opinion between the results.

### The employee engagement index

The survey includes five questions that make up the engagement index (B47-B51). The index score represents the average level of engagement in that unit and ranges from 0 to 100. An index score of 0 represents all respondents in that unit saying they strongly disagree to all five engagement questions and a score of 100 represents all respondents saying they strongly agree to all five engagement questions.

### The drivers of engagement

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

strength of association  
with engagement



the analysis has not identified a  
significant association with engagement

### Changes to theme scores in 2017

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

### Confidentiality

The survey was carried out as part of the 2017 Civil Service People Survey, which is managed by the Cabinet Office on behalf of all participating organisations. The Cabinet Office commissioned ORC International to carry out the survey. ORC International is a member of the Market Research Society, and is bound by their strict code of conduct and confidentiality rules. These rules do not allow for the breakdown of the results to the extent where the anonymity of individuals may be compromised. Groups of fewer than 10 respondents will not be reported on, however their responses do contribute to the overall scores for the unit and organisation they belong to and the overall Civil Service results.