



Returns : 1,175

Response rate : 83%

Civil Service People Survey 2015

 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 : 83%

Civil Service People Survey 2015

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 CS2015	Difference from CS High Performers
Leadership and managing change		52%	+2	+9	0
My work		77%	+1	+2	-2
Resources and workload		73%	+1	0	-4
My manager		75%	+5	+7	+4
Learning and development		49%	+1	0	-6
Pay and benefits		52%	+5	+23	+16
Organisational objectives and purpose		93%	+2	+11	+7
Inclusion and fair treatment		77%	+3	+3	-1
My team		87%	+4	+7	+4

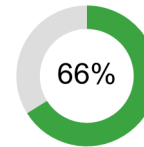


Strength of association with engagement

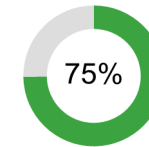


Statistically significant difference from comparison

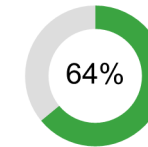
## Wellbeing



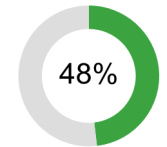
Overall, how satisfied are you with your life nowadays?



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

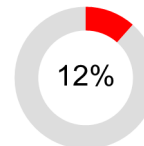


Overall, how happy did you feel yesterday?

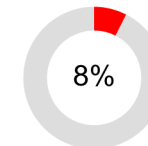


Overall, how anxious did you feel yesterday?

## Discrimination, bullying and harassment

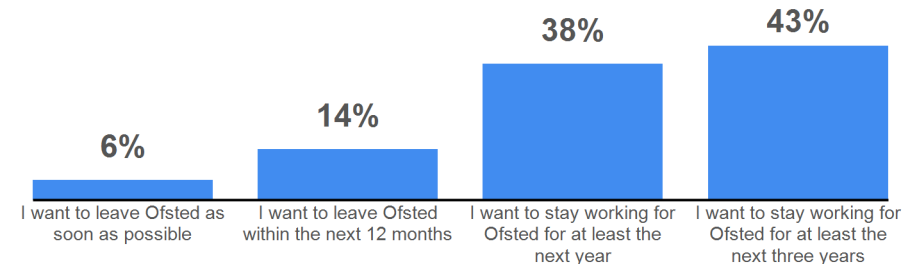


During the past 12 months have you personally experienced discrimination at work?



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

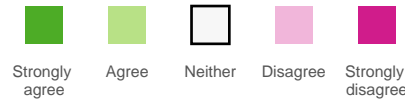
**My work**

**77%** +1

Difference from previous survey



Strength of association with engagement



**% Positive**

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B01 I am interested in my work	57	38				95%	+2 ◆	+6 ◆	+4 ◆
B02 I am sufficiently challenged by my work	47	38	8	6		84%	+1	+6 ◆	+2 ◆
B03 My work gives me a sense of personal accomplishment	40	46	9			85%	+2 ◆	+10 ◆	+7 ◆
B04 I feel involved in the decisions that affect my work	14	36	20	21	9	50%	-1	-6 ◆	-14 ◆
B05 I have a choice in deciding how I do my work	23	45	13	14	6	68%	+3 ◆	-6 ◆	-11 ◆

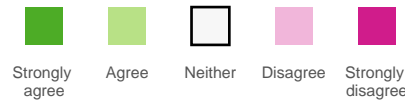
**Organisational objectives and purpose**

**93%** +2

Difference from previous survey



Strength of association with engagement



**% Positive**

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B06 I have a clear understanding of Ofsted's purpose	51	43				95%	+2 ◆	+10 ◆	+5 ◆
B07 I have a clear understanding of Ofsted's objectives	46	46	5			92%	+2 ◆	+13 ◆	+8 ◆
B08 I understand how my work contributes to Ofsted's objectives	45	47	5			92%	+3 ◆	+10 ◆	+6 ◆

**All questions by theme**

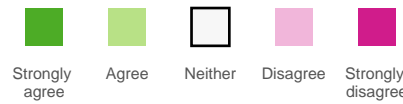
◇ indicates statistically significant difference from comparison  
^ indicates a variation in question wording from your previous survey

**My manager**

**75%** +5  
Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B09	My manager motivates me to be more effective in my job	33	41	16	7	7	75%	+4 ◇	+7 ◇	+3 ◇
B10	My manager is considerate of my life outside work	46	38	10	6	0	84%	+4 ◇	+2 ◇	-2 ◇
B11	My manager is open to my ideas	43	43	9	5	0	86%	+5 ◇	+5 ◇	+2 ◇
B12	My manager helps me to understand how I contribute to Ofsted's objectives	30	44	18	7	0	74%	+5 ◇	+11 ◇	+6 ◇
B13	Overall, I have confidence in the decisions made by my manager	39	42	13	5	0	80%	+5 ◇	+8 ◇	+3 ◇
B14	My manager recognises when I have done my job well	44	41	9	5	0	85%	+5 ◇	+6 ◇	+3 ◇
B15	I receive regular feedback on my performance	30	46	13	10	0	76%	+6 ◇	+9 ◇	+6 ◇
B16	The feedback I receive helps me to improve my performance	28	42	19	8	0	70%	+5 ◇	+9 ◇	+5 ◇
B17	I think that my performance is evaluated fairly	28	44	18	7	0	72%	+7 ◇	+10 ◇	+4 ◇
B18	Poor performance is dealt with effectively in my team	15	32	39	10	0	47%	+4 ◇	+8 ◇	+4 ◇

**My team**

**87%** +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 CS2015	Difference from CS High Performers
B19	The people in my team can be relied upon to help when things get difficult in my job	50	41	6	1	0	92%	+3 ◇	+7 ◇	+5 ◇
B20	The people in my team work together to find ways to improve the service we provide	47	42	7	3	0	89%	+3 ◇	+9 ◇	+5 ◇
B21	The people in my team are encouraged to come up with new and better ways of doing things	39	41	12	7	0	80%	+4 ◇	+5 ◇	+2 ◇

**All questions by theme**

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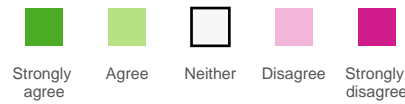
**Learning and development**

**49%** +1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B22	I am able to access the right learning and development opportunities when I need to	12	46	23	16	2	57%	+2	-5 ◆	-10 ◆
B23	Learning and development activities I have completed in the past 12 months have helped to improve my performance	13	44	27	11	2	57%	+2 ◆	+5 ◆	-1
B24	There are opportunities for me to develop my career in Ofsted	8	32	29	19	12	41%	-2	-1	-9 ◆
B25	Learning and development activities I have completed while working for Ofsted are helping me to develop my career	11	32	32	17	9	42%	0	-1	-7 ◆

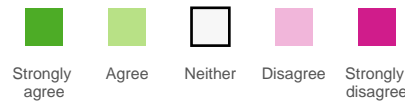
**Inclusion and fair treatment**

**77%** +3

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B26	I am treated fairly at work	32	48	11	7	2	80%	+4 ◆	+2 ◆	-2 ◆
B27	I am treated with respect by the people I work with	41	49	7	2	1	90%	+3 ◆	+6 ◆	+3 ◆
B28	I feel valued for the work I do	27	45	15	9	2	72%	+6 ◆	+8 ◆	+3 ◆
B29	I think that Ofsted respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	25	42	18	11	4	67%	+1	-5 ◆	-10 ◆

**All questions by theme**

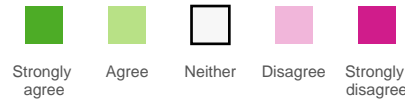
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**Resources and workload 73% +1**

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B30 In my job, I am clear what is expected of me	33	57	6			90%	+4 ◆	+7 ◆	+4 ◆
B31 I get the information I need to do my job well	16	52	18	12		68%	+2 ◆	-1 ◆	-5 ◆
B32 I have clear work objectives	24	57	13	6		81%	+2 ◆	+5 ◆	+1 ◆
B33 I have the skills I need to do my job effectively	36	56	5			92%	-1 ◆	+4 ◆	+2 ◆
B34 I have the tools I need to do my job effectively	20	52	12	12		72%	-5 ◆	+3 ◆	-2 ◆
B35 I have an acceptable workload	10	41	19	20	10	51%	0	-8 ◆	-14 ◆
B36 I achieve a good balance between my work life and my private life	15	40	18	18	9	55%	+2	-11 ◆	-16 ◆

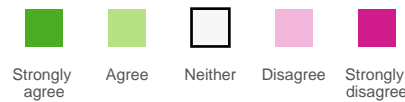
**Pay and benefits**

**52% +5**

Difference from previous survey



Strength of association with engagement



Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B37 I feel that my pay adequately reflects my performance	12	42	16	22	9	54%	+5 ◆	+22 ◆	+17 ◆
B38 I am satisfied with the total benefits package	13	44	21	15	6	57%	+5 ◆	+24 ◆	+18 ◆
B39 Compared to people doing a similar job in other organisations I feel my pay is reasonable	12	35	21	22	10	47%	+4 ◆	+21 ◆	+15 ◆

**All questions by theme**

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**Leadership and managing change**

**52%** +2

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B40	I feel that Ofsted as a whole is managed well	8	42	23	19	7	50%	+5 ◆	+4 ◆	-6 ◆
B41	Senior Managers (that is PO, Band A and SHMI) in Ofsted are sufficiently visible	20	53	13	10	0	73%	+6 ◆	+20 ◆	+7 ◆
B42	I believe the actions of the Senior Managers (that is PO, Band A and SHMI) are consistent with Ofsted's values	17	49	24	7	0	66%	+5 ◆	+21 ◆	+10 ◆
B43	I believe that the SCS Leadership Team (those above SHMI or PO level) has a clear vision for the future of Ofsted^	11	43	31	11	5	54%	-3 ◆	+11 ◆	0
B44	Overall, I have confidence in the decisions made by Ofsted's Senior Managers (that is PO, Band A and SHMI)	14	44	24	13	5	58%	+4 ◆	+17 ◆	+6 ◆
B45	I feel that change is managed well in Ofsted	6	28	23	29	13	34%	+3 ◆	+4 ◆	-5 ◆
B46	When changes are made in Ofsted they are usually for the better	6	29	34	22	9	35%	+1	+8 ◆	0
B47	Ofsted keeps me informed about matters that affect me	11	54	19	11	5	64%	+1	+9 ◆	0
B48	I have the opportunity to contribute my views before decisions are made that affect me	7	34	23	24	12	41%	-2	+5 ◆	-3 ◆
B49	I think it is safe to challenge the way things are done in Ofsted	7	33	25	21	14	40%	+3 ◆	-1 ◆	-10 ◆

**All questions by theme**

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**Engagement**

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B50 I am proud when I tell others I am part of Ofsted	22	45	23	8		67%	+4 ◆	+10 ◆	0
B51 I would recommend Ofsted as a great place to work	15	37	30	14		52%	+4 ◆	+4 ◆	-7 ◆
B52 I feel a strong personal attachment to Ofsted	18	35	30	13		52%	+1	+5 ◆	-1 ◆
B53 Ofsted inspires me to do the best in my job	16	39	28	13		55%	+3 ◆	+10 ◆	+3 ◆
B54 Ofsted motivates me to help it achieve its objectives	14	39	28	14		53%	+4 ◆	+12 ◆	+5 ◆

**Taking action**

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	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	15	40	25	14	6	55%	+5 ◆	+12 ◆	0
B56 I believe that managers where I work will take action on the results from this survey	23	46	18	10		68%	+7 ◆	+13 ◆	+6 ◆
B57 Where I work, I think effective action has been taken on the results of the last survey	15	33	34	13	5	48%	+8 ◆	+14 ◆	+6 ◆



**All questions by theme**

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**Organisational culture**

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B58 I am trusted to carry out my job effectively	36	50	6	6		87%	+3 ◆	-1 ◆	-3 ◆
B59 I believe I would be supported if I try a new idea, even if it may not work	20	42	22	13		62%	+2 ◆	-6 ◆	-10 ◆
B60 My performance is evaluated based on whether I get things done, rather than solely follow processes	21	46	21	9		67%	+3 ◆	+2 ◆	-3 ◆
B61 When I talk about Ofsted I say "we" rather than "they"	30	48	14	6		78%	+3 ◆	+8 ◆	0
B62 I have some really good friendships at work	33	46	16			79%	+1	+3 ◆	0

**Leadership statement**

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B63 My manager inspires my team to do our best	30	47	14	7		77%	--	+10 ◆	+6 ◆
B64 Senior Managers (that is PO, Band A and SHMI) inspire people across Ofsted to do their best	15	41	29	12		56%	--	+19 ◆	+10 ◆
B65 My manager leads our team with confidence	36	44	12	6		80%	--	+10 ◆	+4 ◆
B66 Senior Managers (that is PO, Band A and SHMI) lead Ofsted with confidence	19	47	24	7		66%	--	+19 ◆	+9 ◆
B67 My manager empowers me to do my job effectively	31	47	14	6		78%	--	+6 ◆	+2 ◆
B68 Ofsted's Senior Managers (that is PO, Band A and SHMI) empower teams to deliver	15	42	28	11		57%	--	+17 ◆	+9 ◆
B69 Senior Managers (that is PO, Band A and SHMI) in Ofsted actively role model the behaviours set out in the Civil Service Leadership Statement	15	41	32	7	5	55%	--	+20 ◆	+12 ◆
B70 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	28	44	22			73%	--	+16 ◆	+11 ◆

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**Wellbeing**

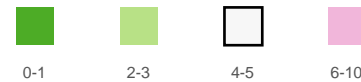


Unlike the questions B01-B70 which ask people to rate their agreement from strongly agree to strongly disagree, the four wellbeing questions use a 11-point scale. The scale ranges from 0 to 10 for each question, where 0 is equivalent to 'not at all' (e.g. 'not at all satisfied' or 'not at all worthwhile') 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 CS2015	Difference from CS High Performers
W01 Overall, how satisfied are you with your life nowadays?	11	23	51	15	66%	+1	+1	-2 ◆
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	7	18	50	25	75%	0	+4 ◆	+1
W03 Overall, how happy did you feel yesterday?	14	22	43	21	64%	+2	+2 ◆	-1 ◆

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



Question	0-1	2-3	4-5	6-10	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
W04 Overall, how anxious did you feel yesterday?	21	27	21	31	48%	-1	-2 ◆	-4 ◆

## All questions by theme

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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 CS2015	Difference from CS High Performers
I want to leave Ofsted as soon as possible		-1	-3 ◇	-6 ◇
I want to leave Ofsted within the next 12 months		-1	-1 ◇	-6 ◇
I want to stay working for Ofsted for at least the next year		+3 ◇	+6 ◇	0
I want to stay working for Ofsted for at least the next three years		-1	0	-9 ◇

### The Civil Service Code

Differences are based on '% Yes' score

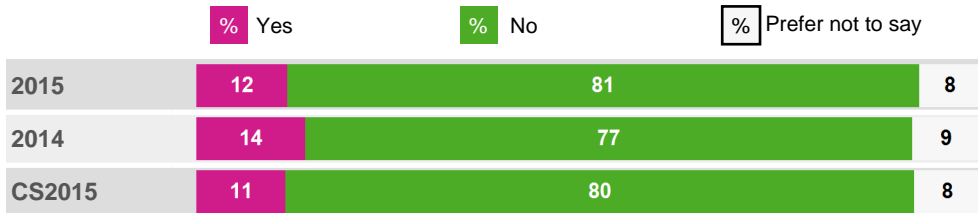
	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		9	91%	+4 ◇	0	-4 ◇
D02. Are you aware of how to raise a concern under the Civil Service Code?		30	70%	+3 ◇	+4 ◇	-2 ◇
D03. Are you confident that if you raised a concern under the Civil Service Code in Ofsted it would be investigated properly?		30	70%	+2 ◇	+2 ◇	-3 ◇

**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?



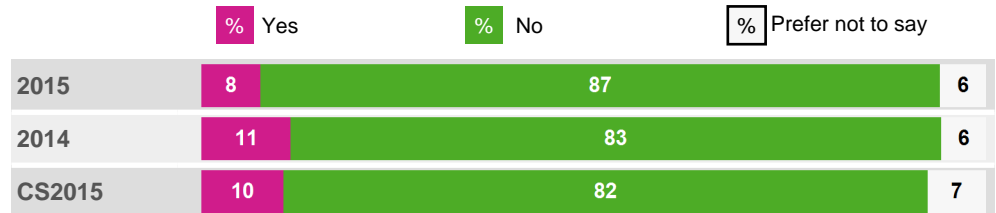
For respondents who selected 'Yes' to question E01.

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

Ground	Response Count
Age	--
Caring responsibilities	--
Disability	18
Ethnic background	--
Gender	--
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	37
Main spoken/written language or language ability	--
Religion or belief	--
Sexual orientation	--
Social or educational background	11
Working location	17
Working pattern	34
Any other grounds	34
Prefer not to say	11

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	16
Your manager	19
Another manager in my part of Ofsted	31
Someone you manage	--
Someone who works for another part of Ofsted	10
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 '--'

**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	11	36	23	20	10	47%	--
F02 I feel that I have been kept well informed on the changes to Ofsted's operating model (FOM)	22	58	14	5		79%	--
F03 I feel that Ofsted is a better place to work right now than it was this time last year	8	22	39	21	10	29%	--
F04 I believe that the SCS Leadership Team (those above SHMI or PO level) are sufficiently visible	9	40	23	20	8	49%	--
F05 My manager gives me the time to complete learning and development activities that will help me develop in my chosen career	14	44	26	12		58%	--
F06 I feel that our organisational culture has changed for the better since this time last year	6	23	41	20	10	29%	--
F07 There are opportunities for people at all levels within the organisation to demonstrate creativity and innovation	7	32	30	21	10	39%	--
F08 My manager prioritises spending time with me to help me perform at my best	14	36	29	15	5	51%	--
F09 I believe that Ofsted's internal recruitment process for permanent promotions is fair and transparent	6	28	32	21	14	33%	--
F10 I believe that Ofsted's internal recruitment process for temporary promotions is fair and transparent	5	24	35	22	15	29%	--
F11 The way my line manager works has a positive impact on my team	25	48	17	8		73%	--
F12 I feel that I would be supported at work if I experience stress	19	45	19	11	5	65%	--
F13 I feel that I would be supported at work if I experience mental health issues	19	44	22	10	5	63%	--

Returns : 1,175

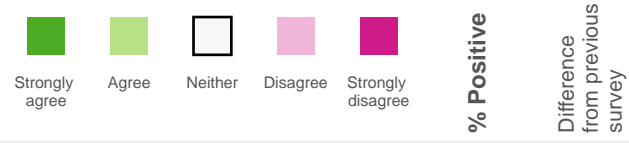
Response rate : 83%

Civil Service People Survey 2015

**All questions by theme**

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

**Ofsted questions**



Question ID	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F14 I feel that everybody in my team is treated equally and on merit	20	46	18	11	6	66%	--

## 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 2014 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.
CS2015	The CS2015 benchmark is the median percent positive across all organisations that participated in the 2015 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 2015 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, CS2015 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 2015 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.