



Returns : 204

Response rate : 84%

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.





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 CS2016	Difference from CS High Performers
Leadership and managing change		43%	+3	0	-9 ✧
My work		77%	-3	+2	-1
My manager		66%	-2	-2	-5 ✧
Pay and benefits		20%	+6 ✧	-11 ✧	-18 ✧
My team		81%	0	+1	-2 ✧
Organisational objectives and purpose		90%	+2	+8 ✧	+3 ✧
Learning and development		53%	+4	+3	-2
Inclusion and fair treatment		75%	0	-1	-5 ✧
Resources and workload		71%	-3	-2	-6 ✧



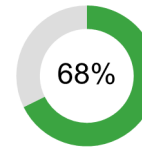
Strength of association with engagement



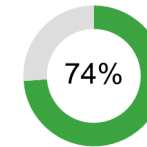
Statistically significant difference from comparison

Wellbeing

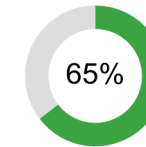
% responding positively (Answering 7,8, 9 or 10 for W01 – W03; Answering 0,1,2 or 3 for W04)



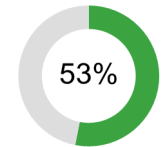
W01. Overall, how satisfied are you with your life nowadays?



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



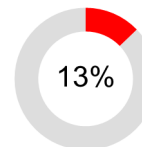
W03. Overall, how happy did you feel yesterday?



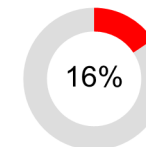
W04. Overall, how anxious did you feel yesterday?

Discrimination, bullying and harassment

% responding Yes

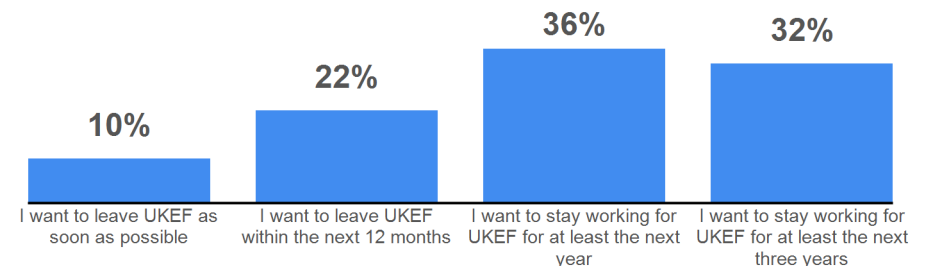


During the past 12 months have you personally experienced discrimination at work?



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
 ▲ indicates a variation in question wording from your previous survey

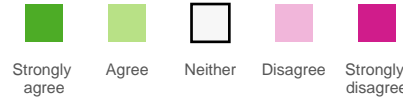
My work

77% -3

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B01 I am interested in my work	51	41	5	1	1	92%	-2	+2 ◆	+1
B02 I am sufficiently challenged by my work	40	43	7	6	4	83%	+1	+3 ◆	0
B03 My work gives me a sense of personal accomplishment	31	40	18	7	4	72%	-6 ◆	-4 ◆	-8 ◆
B04 I feel involved in the decisions that affect my work	21	39	17	16	7	60%	-5 ◆	+4 ◆	-1
B05 I have a choice in deciding how I do my work	27	52	12	6	3	78%	-3	+4 ◆	0

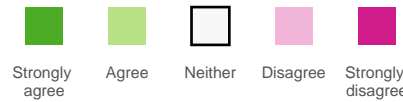
Organisational objectives and purpose

90% +2

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B06 I have a clear understanding of UKEF's purpose	50	45	3	1	1	95%	+4 ◆	+9 ◆	+4 ◆
B07 I have a clear understanding of UKEF's objectives	41	48	7	2	2	89%	+4 ◆	+9 ◆	+5 ◆
B08 I understand how my work contributes to UKEF's objectives	45	43	7	3	2	87%	-3 ◆	+4 ◆	0



All questions by theme

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

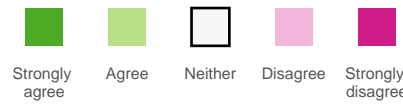
My manager

66% -2

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B09	My manager motivates me to be more effective in my job	29	35	18	12	6	64%	0	-4 ◆	-9 ◆
B10	My manager is considerate of my life outside work	44	39	10	7	0	83%	-2	0	-3 ◆
B11	My manager is open to my ideas	41	39	13	6	0	79%	-7 ◆	-1	-5 ◆
B12	My manager helps me to understand how I contribute to UKEF's objectives	22	44	17	14	0	66%	-3	+1	-4 ◆
B13	Overall, I have confidence in the decisions made by my manager	30	40	17	7	5	71%	-4 ◆	-3 ◆	-8 ◆
B14	My manager recognises when I have done my job well	35	42	11	10	0	76%	+1	-2	-5 ◆
B15	I receive regular feedback on my performance	24	39	17	13	7	63%	+5 ◆	-3 ◆	-6 ◆
B16	The feedback I receive helps me to improve my performance	19	41	22	12	7	60%	-1	-3	-6 ◆
B17	I think that my performance is evaluated fairly	21	35	27	12	5	56%	-4	-8 ◆	-12 ◆
B18	Poor performance is dealt with effectively in my team	10	30	36	13	11	40%	-4	+1	-3 ◆

My team

81% 0

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 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	35	50	10	5	0	85%	-1	0	-2 ◆
B20	The people in my team work together to find ways to improve the service we provide	30	51	11	7	0	81%	+1	-1	-4 ◆
B21	The people in my team are encouraged to come up with new and better ways of doing things	25	52	15	6	0	77%	0	+3 ◆	-1



All questions by theme

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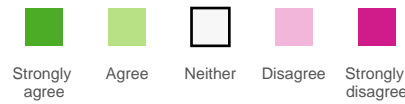
Learning and development

53% +4

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B22	I am able to access the right learning and development opportunities when I need to	16	53	20	9	7	69%	0	+8 ◆	+1
B23	Learning and development activities I have completed in the past 12 months have helped to improve my performance	15	39	35	7	7	54%	-4	+3 ◆	-3 ◆
B24	There are opportunities for me to develop my career in UKEF	10	28	22	26	14	38%	+10 ◆	-4 ◆	-13 ◆
B25	Learning and development activities I have completed while working for UKEF are helping me to develop my career	11	39	27	15	7	51%	+9 ◆	+7 ◆	-1

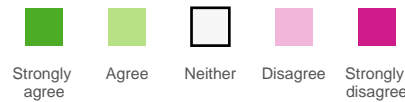
Inclusion and fair treatment

75% 0

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B26	I am treated fairly at work	21	56	10	8	7	77%	0	-2	-6 ◆
B27	I am treated with respect by the people I work with	25	57	9	5	7	82%	-3 ◆	-3 ◆	-6 ◆
B28	I feel valued for the work I do	19	45	15	16	7	64%	+1	0	-6 ◆
B29	I think that UKEF respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	23	52	14	7	7	75%	+2	+2	-3 ◆



All questions by theme

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Resources and workload **71%** **-3** Difference from previous survey

Strength of association with engagement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B30 In my job, I am clear what is expected of me	29	50	10	8	8	79%	-5 ◆	-3 ◆	-7 ◆
B31 I get the information I need to do my job well	14	51	17	15	7	66%	-4	-3 ◆	-9 ◆
B32 I have clear work objectives	21	55	13	7	4	76%	-3	+1	-3 ◆
B33 I have the skills I need to do my job effectively	33	54	9	4	1	87%	-1	-1	-4 ◆
B34 I have the tools I need to do my job effectively	17	51	16	9	7	68%	0	-2	-8 ◆
B35 I have an acceptable workload	13	42	15	21	9	55%	-9 ◆	-4 ◆	-10 ◆
B36 I achieve a good balance between my work life and my private life	20	46	12	16	6	66%	0	-1	-6 ◆

Pay and benefits **20%** **+6** Difference from previous survey

Strength of association with engagement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B37 I feel that my pay adequately reflects my performance	19	16	26	36	1	22%	+7 ◆	-10 ◆	-17 ◆
B38 I am satisfied with the total benefits package	22	18	28	31	1	23%	+5 ◆	-11 ◆	-17 ◆
B39 Compared to people doing a similar job in other organisations I feel my pay is reasonable	12	15	34	36	3	15%	+5 ◆	-12 ◆	-19 ◆



All questions by theme

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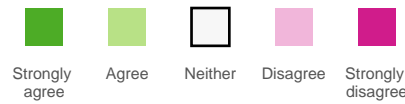
Leadership and
managing change

43% +3

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B40	I feel that UKEF as a whole is managed well	9	38	25	21	7	47%	+7 ◇	0	-11 ◇
B41	The Executive Committee and the Senior Management Team in UKEF are sufficiently visible^	6	49	19	20	5	55%	+12 ◇	0	-10 ◇
B42	I believe the actions of The Executive Committee and the Senior Management Team are consistent with UKEF's values^	9	35	33	17	7	44%	+1	-5 ◇	-14 ◇
B43	I believe that the Executive Committee have a clear vision for the future of UKEF	12	39	31	14	5	50%	+12 ◇	+8 ◇	-4 ◇
B44	Overall, I have confidence in the decisions made by The Executive Committee and the Senior Management Team^	9	36	29	19	7	45%	+12 ◇	+1	-10 ◇
B45	I feel that change is managed well in UKEF	5	23	24	34	15	27%	+1	-2	-14 ◇
B46	When changes are made in UKEF they are usually for the better	5	29	35	22	8	35%	0	+5 ◇	-4 ◇
B47	UKEF keeps me informed about matters that affect me	9	37	23	22	9	46%	-8 ◇	-9 ◇	-18 ◇
B48	I have the opportunity to contribute my views before decisions are made that affect me	7	30	27	21	15	37%	-6 ◇	-1	-11 ◇
B49	I think it is safe to challenge the way things are done in UKEF	8	39	30	14	9	48%	-3	+4 ◇	-1



All questions by theme

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^ indicates a variation in question wording from your previous survey

Engagement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B50 I am proud when I tell others I am part of UKEF	22	46	26			68%	+4	+9 ◆	+1
B51 I would recommend UKEF as a great place to work	13	39	28	15		52%	+9 ◆	+1	-8 ◆
B52 I feel a strong personal attachment to UKEF	22	34	28	11	5	56%	+3	+8 ◆	0
B53 UKEF inspires me to do the best in my job	12	35	32	15	6	48%	+1	+2	-5 ◆
B54 UKEF motivates me to help it achieve its objectives	11	34	33	16	6	45%	+4	+1	-6 ◆

Taking action

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B55 I believe that The Executive Committee and the Senior Management Team in UKEF will take action on the results from this survey^	9	39	27	14	10	49%	-2	+2	-6 ◆
B56 I believe that managers where I work will take action on the results from this survey	14	35	28	15	8	49%	-6 ◆	-6 ◆	-15 ◆
B57 Where I work, I think effective action has been taken on the results of the last survey	8	23	38	19	12	31%	-7 ◆	-4 ◆	-10 ◆



All questions by theme

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Organisational culture

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B58 I am trusted to carry out my job effectively	32	57	6			90%	0	+2	0
B59 I believe I would be supported if I try a new idea, even if it may not work	20	53	16	8		74%	+3	+5 ◆	0
B60 When I talk about UKEF I say "we" rather than "they"	33	52	11			85%	+5 ◆	+14 ◆	+7 ◆
B61 I have some really good friendships at work	29	48	16	5		77%	+1	0	-4 ◆

Leadership statement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B62 The Executive Committee and the Senior Management Team in UKEF actively role model the behaviours set out in the Civil Service Leadership Statement^	7	34	38	10	10	41%	+15 ◆	-2	-8 ◆
B63 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	20	43	20	10	6	63%	+13 ◆	+2	-4 ◆



All questions by theme

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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.

Question	0-4	5-6	7-8	9-10	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
W01 Overall, how satisfied are you with your life nowadays?	16	16	53	14	68%	0	+1	-2
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	10	16	54	20	74%	-2	+3 ◆	0
W03 Overall, how happy did you feel yesterday?	14	21	43	22	65%	-4	+1	-2

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?	20	34	18	29	53%	-2	+3 ◆	0
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All questions by theme

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

Your plans for the future

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

			Difference from previous survey	Difference from CS2016	Difference from CS High Performers
I want to leave UKEF as soon as possible		10%	-2	+2	-1
I want to leave UKEF within the next 12 months		22%	+1	+7 ◇	+3 ◇
I want to stay working for UKEF for at least the next year		36%	-3	+4 ◇	-3 ◇
I want to stay working for UKEF for at least the next three years		32%	+4	-11 ◇	-19 ◇

The Civil Service Code

Differences are based on '% Yes' score

	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?			98%	0	+6 ◇	+2 ◇
D02. Are you aware of how to raise a concern under the Civil Service Code?		22	78%	-3	+11 ◇	+4 ◇
D03. Are you confident that if you raised a concern under the Civil Service Code in UKEF it would be investigated properly?		27	73%	+2	+5 ◇	-3 ◇

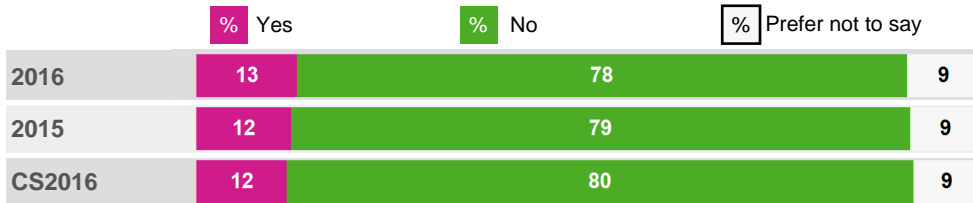


All questions by theme

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Discrimination, harassment and bullying

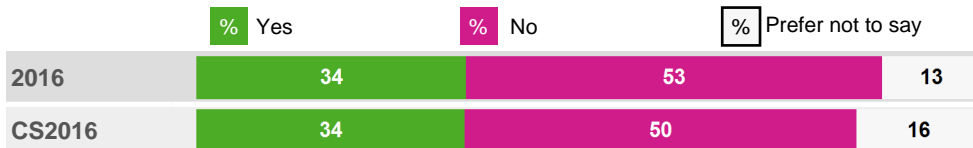
E01. During the past 12 months, have you personally experienced discrimination at work?



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	11
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)

	Response Count
A colleague	--
Your manager	11
Another manager in my part of UKEF	--
Someone you manage	--
Someone who works for another part of UKEF	--
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

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UK EXPORT FINANCE questions

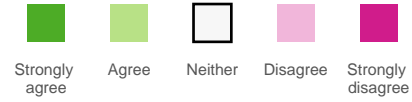
		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01	In my division I have seen a positive change in the way senior managers/ leaders communicate	14	34	28	16	6	49%	--
F02	I feel informed about important issues	16	38	18	20	8	54%	--
F03	I believe the way we make changes in my team has improved in the last 12 months	12	29	33	18	8	41%	--
F04	My views were taken into account in putting together our action plan based on last year's survey results	11	22	48	14	5	33%	--
F05	I would feel able to report any discrimination, bullying or harassment without worrying that it would have a negative impact on me	17	40	16	18	9	57%	--
F06	I would feel confident to challenge unacceptable behaviour if I experienced or witnessed it happening	19	47	16	12	6	66%	--
F07	I believe my team works well with other parts of the organisation	23	56	9	10		78%	--
F08	My manager encourages me to make time for my learning and development ("Learning and development" includes on the job learning, observation, feedback, mentoring, coaching as well as formal classroom-based activity)	29	46	12	9		74%	--
F09	I attend face to face meetings with my manager at least monthly to discuss progress against my objectives	Yes: 69%		No: 31%			69%	--
F10	(Please only answer if you selected yes to question 9) The monthly conversations I have with my manager are useful	Yes: 94%		No: 6%			94%	--
F11	After a period of sick absence, my manager and I have a Return to Work discussion	Yes: 29%		No: 6%	N/a: 65%		29%	--
F12	I have agreed objectives which define what I do (activities) and how I do it (behaviours)	26	59	7	5		85%	--
F13	My performance is measured on both how I deliver (behaviours) as well as what I deliver (objectives)	24	50	16	8		73%	--



All questions by theme

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

UK EXPORT FINANCE questions



% Positive
Difference from previous survey

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F14	I feel that my manager makes effective people management a key part of their job	27	37	22	8	7	64%	--



Appendix

Glossary of key terms

% positive	The proportion who selected either "agree" or "strongly agree" for a question (or all questions within a theme in the case of Theme score % positive).
Previous survey	Comparisons to the previous survey relate to the results from the 2015 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.
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 your previous survey, 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.