

Your engagement index

56%

Difference from previous survey	Difference from CS2012	Difference from CS High Performers
-2	-2 ✧	-7 ✧

See the appendix for further details

The three elements of engagement and their component questions are:

Say: speaks positively of the organisation...

	% Positive	Difference from previous survey	Difference from CS2012
B50. I am proud when I tell others I am part of UKEF	47%	+4 ✧	-6 ✧
B51. I would recommend UKEF as a great place to work	40%	+4	-6 ✧

Stay: emotionally attached and committed to the organisation...

B52. I feel a strong personal attachment to UKEF	52%	0	+7 ✧
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Strive: motivated to do the best for the organisation...

B53. UKEF inspires me to do the best in my job	32%	-6 ✧	-9 ✧
B54. UKEF motivates me to help it achieve its objectives	33%	-2	-5 ✧

✧ = Statistically significant difference from comparison

The results for the engagement questions are shown in detail on page 8

Drivers of engagement

Employee engagement is shaped by experiences at work, as measured by nine themes in the survey. The table below shows how you performed on each of these 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.

	Strength of association with engagement	Theme score % positive	Difference from previous survey	Difference from CS2012	Difference from CS High Performers
My work		75%	-2	+2	-2
Leadership and managing change		31%	-4	-10 ✧	-19 ✧
My line manager		61%	-2	-5 ✧	-8 ✧
Pay and benefits		25%	-6 ✧	-5 ✧	-10 ✧
Organisational objectives and purpose		85%	-3 ✧	+3	-3 ✧
Learning and development		40%	-6 ✧	-4 ✧	-12 ✧
My team		73%	-4 ✧	-5 ✧	-8 ✧
Inclusion and fair treatment		76%	+2	+1	-2
Resources and workload		73%	-1	-1	-4 ✧




✧ = Statistically significant difference from comparison

Top three key driver themes in more detail

The three themes which have the strongest association with engagement are shown below. Questions are ranked by difference from CS2012.

^ indicates a variation in question wording from your previous survey

◇ indicates statistically significant difference from comparison

	% Positive	Diff. from previous survey	Difference from CS2012
My work Strength of association with engagement: 			
B05. I have a choice in deciding how I do my work	79%	-2	+7 ◇
B04. I feel involved in the decisions that affect my work	57%	-3	+4 ◇
B01. I am interested in my work	91%	0	+2
B03. My work gives me a sense of personal accomplishment	73%	-3	0
B02. I am sufficiently challenged by my work	73%	-5 ◇	-3 ◇
Leadership and managing change Strength of association with engagement: 			
B49. I think it is safe to challenge the way things are done in UKEF	43%	+2	+2
B46. When changes are made in UKEF they are usually for the better	26%	+6 ◇	+1
B40. I feel that UKEF as a whole is managed well	37%	-3	-6 ◇
B48. I have the opportunity to contribute my views before decisions are made that affect me	29%	-3	-6 ◇
B45. I feel that change is managed well in UKEF	21%	-1	-8 ◇
B43. I believe that the Executive Committee have a clear vision for the future of UKEF	31%	-3	-9 ◇
B44. Overall, I have confidence in the decisions made by the Executive Committee	29%	-9 ◇	-10 ◇
B47. UKEF keeps me informed about matters that affect me	45%	-4	-12 ◇
B42. I believe the actions of the Executive Committee are consistent with UKEF's values^	27%	-10 ◇	-15 ◇
B41. The Executive Committee in UKEF are sufficiently visible^	24%	-13 ◇	-24 ◇
My line manager Strength of association with engagement: 			
B14. My manager recognises when I have done my job well	75%	+2	-2
B09. My manager motivates me to be more effective in my job	62%	-2	-4 ◇
B13. Overall, I have confidence in the decisions made by my manager	67%	-6 ◇	-4 ◇
B16. The feedback I receive helps me to improve my performance	55%	-3	-4 ◇
B18. Poor performance is dealt with effectively in my team	32%	-4	-5 ◇
B15. I receive regular feedback on my performance	58%	+2	-5 ◇
B10. My manager is considerate of my life outside work	75%	0	-6 ◇
B17. I think that my performance is evaluated fairly	56%	0	-6 ◇
B12. My manager helps me to understand how I contribute to UKEF's objectives	54%	-5 ◇	-6 ◇
B11. My manager is open to my ideas	72%	-2	-7 ◇

All questions by theme


This section shows the results for each question in the survey, by theme.

^ indicates a variation in question wording from your previous survey

◇ indicates statistically significant difference from comparison


% Strongly agree
 % Agree
 % Neither
 % Disagree
 % Strongly disagree
 % Positive
 Difference from previous survey
 Difference from CS2012
 Difference from CS High Performers

My work

 :Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2012	Difference from CS High Performers
B01. I am interested in my work	35	57	5			91%	0	+2	-1
B02. I am sufficiently challenged by my work	20	54	14	10		73%	-5 ◇	-3 ◇	-7 ◇
B03. My work gives me a sense of personal accomplishment	17	56	14	10		73%	-3	0	-5 ◇
B04. I feel involved in the decisions that affect my work	9	48	25	10	8	57%	-3	+4 ◇	-2
B05. I have a choice in deciding how I do my work	21	58	10	6	5	79%	-2	+7 ◇	+2

Organisational objectives and purpose

 :Strength of association with engagement

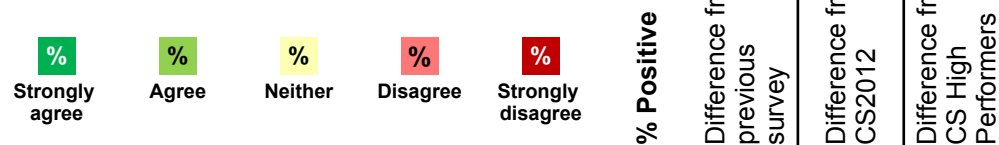
B06. I have a clear understanding of UKEF's purpose	32	59	6			91%	-1	+6 ◇	0
B07. I have a clear understanding of UKEF's objectives	23	56	13	6		78%	-7 ◇	0	-6 ◇
B08. I understand how my work contributes to UKEF's objectives	29	56	11			85%	-3	+3 ◇	-2

All questions by theme

This section shows the results for each question in the survey, by theme.

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My line manager

:Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2012	Difference from CS High Performers
B09. My manager motivates me to be more effective in my job	15	47	22	13	4	62%	-2	-4 ◇	-6 ◇
B10. My manager is considerate of my life outside work	36	39	18	6		75%	0	-6 ◇	-9 ◇
B11. My manager is open to my ideas	27	46	20	6		72%	-2	-7 ◇	-10 ◇
B12. My manager helps me to understand how I contribute to UKEF's objectives	11	43	31	12		54%	-5 ◇	-6 ◇	-12 ◇
B13. Overall, I have confidence in the decisions made by my manager	19	48	22	7	4	67%	-6 ◇	-4 ◇	-8 ◇
B14. My manager recognises when I have done my job well	24	52	16	5	4	75%	+2	-2	-4 ◇
B15. I receive regular feedback on my performance	10	48	26	13		58%	+2	-5 ◇	-10 ◇
B16. The feedback I receive helps me to improve my performance	13	42	27	15		55%	-3	-4 ◇	-8 ◇
B17. I think that my performance is evaluated fairly	14	42	26	11	7	56%	0	-6 ◇	-11 ◇
B18. Poor performance is dealt with effectively in my team	4	29	48	13	7	32%	-4	-5 ◇	-9 ◇

My team

:Strength of association with engagement








B19. The people in my team can be relied upon to help when things get difficult in my job	32	49	13	6		81%	-5 ◇	-2	-5 ◇
B20. The people in my team work together to find ways to improve the service we provide	22	51	22	5		73%	-7 ◇	-6 ◇	-9 ◇
B21. The people in my team are encouraged to come up with new and better ways of doing things	20	46	24	10		66%	-1	-5 ◇	-10 ◇

All questions by theme

This section shows the results for each question in the survey, by theme.

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	 % Strongly agree	 % Agree	 % Neither	 % Disagree	 % Strongly disagree	% Positive	Difference from previous survey	Difference from CS2012	Difference from CS High Performers
Learning and development									
 :Strength of association with engagement									
B22. I am able to access the right learning and development opportunities when I need to	12	48	27	11		60%	-5 ◇	+2	-5 ◇
B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance	7	35	41	13		42%	-9 ◇	-4 ◇	-10 ◇
B24. There are opportunities for me to develop my career in UKEF	4	18	39	22	17	22%	-4	-14 ◇	-21 ◇
B25. Learning and development activities I have completed while working for UKEF are helping me to develop my career	5	30	43	15	7	35%	-8 ◇	-5 ◇	-11 ◇
Inclusion and fair treatment									
 :Strength of association with engagement									
B26. I am treated fairly at work	20	58	15	6		77%	+1	-1	-4 ◇
B27. I am treated with respect by the people I work with	25	58	11	4		83%	+2	-1	-4 ◇
B28. I feel valued for the work I do	15	46	22	13	4	62%	-2	-1	-5 ◇
B29. I think that UKEF respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	23	58	15			81%	+9 ◇	+10 ◇	+3

All questions by theme


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% Strongly agree
 % Agree
 % Neither
 % Disagree
 % Strongly disagree
 % Positive
 Difference from previous survey
 Difference from CS2012
 Difference from CS High Performers

Resources and workload

 :Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2012	Difference from CS High Performers
B30. In my job, I am clear what is expected of me	17	65	12	5		82%	-2	-2	-5 ◇
B31. I get the information I need to do my job well	8	58	20	11		66%	-1	-2	-7 ◇
B32. I have clear work objectives	13	57	18	9		70%	-1	-5 ◇	-10 ◇
B33. I have the skills I need to do my job effectively	23	61	11	5		84%	-6 ◇	-4 ◇	-6 ◇
B34. I have the tools I need to do my job effectively	13	56	17	10		70%	+1	-2	-6 ◇
B35. I have an acceptable workload	8	59	22	7		68%	-1	+8 ◇	+2
B36. I achieve a good balance between my work life and my private life	20	53	16	9		73%	+3	+5 ◇	-1

Pay and benefits

 :Strength of association with engagement

B37. I feel that my pay adequately reflects my performance	21	28	31	18		23%	-10 ◇	-7 ◇	-13 ◇
B38. I am satisfied with the total benefits package	30	24	30	15		32%	-3	-1	-8 ◇
B39. Compared to people doing a similar job in other organisations I feel my pay is reasonable	17	30	28	23		20%	-4 ◇	-6 ◇	-13 ◇

All questions by theme


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% Strongly agree
 % Agree
 % Neither
 % Disagree
 % Strongly disagree
 % Positive
 Difference from previous survey
 Difference from CS2012
 Difference from CS High Performers

Leadership and managing change

 Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2012	Difference from CS High Performers
B40. I feel that UKEF as a whole is managed well	35	33	22	8	37%	-3	-6 ◇	-20 ◇	
B41. The Executive Committee in UKEF are sufficiently visible [^]	22	35	29	11	24%	-13 ◇	-24 ◇	-36 ◇	
B42. I believe the actions of the Executive Committee are consistent with UKEF's values [^]	25	52	14	7	27%	-10 ◇	-15 ◇	-27 ◇	
B43. I believe that the Executive Committee have a clear vision for the future of UKEF	29	41	17	11	31%	-3	-9 ◇	-21 ◇	
B44. Overall, I have confidence in the decisions made by the Executive Committee	26	49	13	9	29%	-9 ◇	-10 ◇	-22 ◇	
B45. I feel that change is managed well in UKEF	20	30	35	15	21%	-1	-8 ◇	-18 ◇	
B46. When changes are made in UKEF they are usually for the better	24	45	19	10	26%	+6 ◇	+1	-9 ◇	
B47. UKEF keeps me informed about matters that affect me	41	31	17	8	45%	-4	-12 ◇	-19 ◇	
B48. I have the opportunity to contribute my views before decisions are made that affect me	28	34	21	15	29%	-3	-6 ◇	-13 ◇	
B49. I think it is safe to challenge the way things are done in UKEF	39	32	16	10	43%	+2	+2	-4 ◇	

All questions by theme

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	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Difference from previous survey	Difference from CS2012	Difference from CS High Performers
Engagement									
B50. I am proud when I tell others I am part of UKEF	8	39	40	11		47%	+4 ◇	-6 ◇	-17 ◇
B51. I would recommend UKEF as a great place to work	6	34	35	21		40%	+4	-6 ◇	-17 ◇
B52. I feel a strong personal attachment to UKEF	11	41	31	14		52%	0	+7 ◇	0
B53. UKEF inspires me to do the best in my job	6	26	43	21	4	32%	-6 ◇	-9 ◇	-18 ◇
B54. UKEF motivates me to help it achieve its objectives	6	27	41	21	6	33%	-2	-5 ◇	-14 ◇
Taking action									
B55. I believe that the Executive Committee in UKEF will take action on the results from this survey [^]		19	37	26	17	21%	-19 ◇	-22 ◇	-32 ◇
B56. I believe that managers where I work will take action on the results from this survey	5	40	32	14	8	45%	-5 ◇	-6 ◇	-14 ◇
B57. Where I work, I think effective action has been taken on the results of the last survey		22	46	19	11	23%	-10 ◇	-8 ◇	-17 ◇

All questions by theme

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 CS2012	Difference from CS High Performers
I want to leave UKEF as soon as possible		8%	+3	0	-2
I want to leave UKEF within the next 12 months		19%	+8 [^]	+7	+3
I want to stay working for UKEF for at least the next year		32%	-6	+3	-3
I want to stay working for UKEF for at least the next three years		41%	-5	-11 [^]	-19 [^]

The Civil Service Code

Differences are based on '% Yes' score

	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2012	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?			97%	+4	+9 [^]	+4 [^]
D02. Are you aware of how to raise a concern under the Civil Service Code?			78%	+4 [^]	+15 [^]	+9 [^]
D03. Are you confident that if you raised a concern under the Civil Service Code in UKEF it would be investigated properly?			71%	-4 [^]	+4 [^]	0

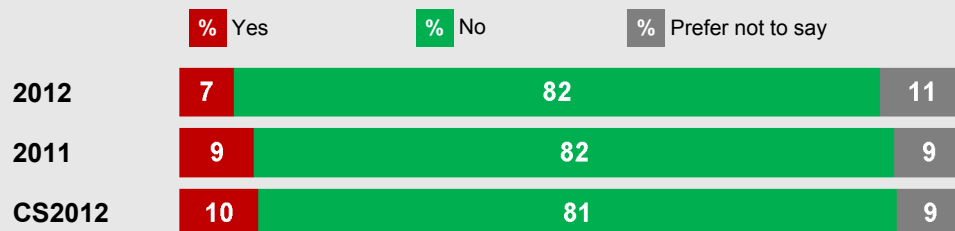
[^] indicates a variation in question wording from your previous survey

[^] indicates statistically significant difference from comparison

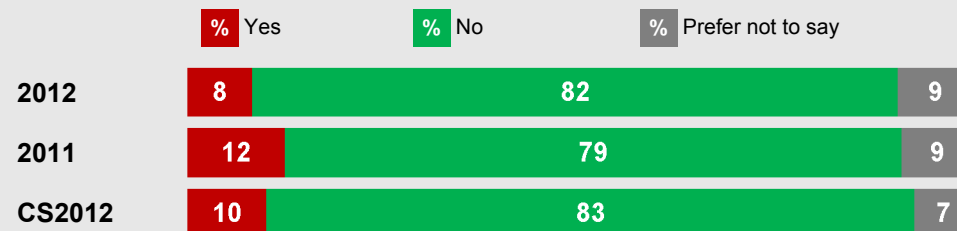
All questions by theme

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 E01.

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

Ground	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	--

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

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	--
Your manager	--
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 '--'

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 2011 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.
CS2012	The CS2012 benchmark is the median percent positive across all organisations that participated in the 2012 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 2012 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: ✦

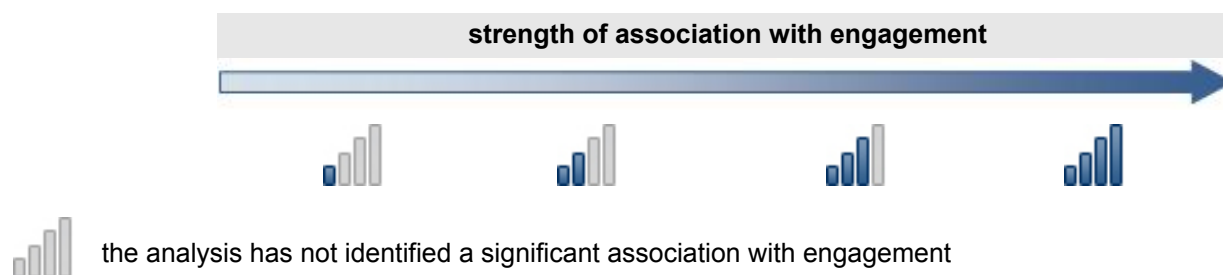
Statistical testing has been carried out on the comparisons between this year's results and your previous survey, CS2012 results and CS High Performers results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in 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 show below. Themes with a full 4-bar icon have the strongest association with engagement.



Confidentiality

This survey was carried out as part of the 2012 Civil Service People Survey, which is managed by the Cabinet Office on behalf of all the 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.

Additional questions on organisational culture for: UKEF0000

	 % Strongly agree % Agree % Neither % Disagree % Strongly disagree	% positive	Difference from Civil Service 2012	Difference from CS High Performers
X01. I am trusted to carry out my job effectively	 30 54 9 5	84%	-2	-4
X02. I believe I would be supported if I try a new idea, even if it may not work	 12 49 26 11	61%	-2	-7
X03. My performance is evaluated based on whether I get things done, rather than on solely following process	 8 48 32 9	56%	-7	-10
X04. When I talk about my organisation I say "we" rather than "they"	 19 56 19 5	75%	+6	+1
X05. I have some really good friendships at work	 23 40 29 7	63%	-10	-13