UK Export Finance



Returns: 159 Response rate: 80%

Your engagement index

56%

Difference from previous survey

Difference from CS2012

Difference from CS High Performers

-2

-7

See the appendix for further details

The three elements of engagement and their component questions are:		Difference from	
Say: speaks positively of the organisation	% Positive	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 ❖
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	الام	61%	-2	-5 ♦	-8 ♦
Pay and benefits	الام	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.

My work Strength of association with engagement: □□□□□□□□□□□□□□□□□□□□□□□□□□□□□□□□□□□□	^ indicates a variation in question wording from your previous survey	% Positive	Diff. from previous survey	Difference from CS2012
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B03. My work gives me a sense of personal accomplishment 73% -3 0 B02. I am sufficiently challenged by my work 73% -5 \$ 3 \$ \$ \$ \$ 3 \$ \$ \$ \$ \$ \$ \$ 3 \$ \$ \$ \$	B04. I feel involved in the decisions that affect my work	57%	-3	+4 💠
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	B17. I think that my performance is evaluated fairly	56%	0	-6 💠
B11. My manager is open to my ideas -2 -7 ->	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 💠

ORC International -2 - UK Export Finance 2012

Difference from previous survey Difference from CS High Performers Difference from CS2012 This section shows the results for each question in the survey, by theme. ^ indicates a variation in question wording from your previous survey % Positive ♦ indicates statistically significant difference from comparison Strongly Neither Disagree Agree Strongly disagree agree My work :Strength of association with engagement B01. I am interested in my work 35 57 5 91% 0 +2 -1 73% -7 ♦ B02. I am sufficiently challenged by my work -5 ♦ 20 54 14 -3 ♦ B03. My work gives me a sense of personal accomplishment 17 56 73% -3 0 -5 ♦ B04. I feel involved in the decisions that affect my work 48 25 57% -3 +4 ♦ -2 79% B05. I have a choice in deciding how I do my work 21 58 -2 +7 ♦ +2 Organisational objectives and purpose :Strength of association with engagement 91% -1 +6 ❖ B06. I have a clear understanding of UKEF's purpose 32 59 0 -7 ♦ -6 ❖ B07. I have a clear understanding of UKEF's objectives 23 56 13 0 85% B08. I understand how my work contributes to UKEF's objectives 29 56 -3 +3 ♦ -2

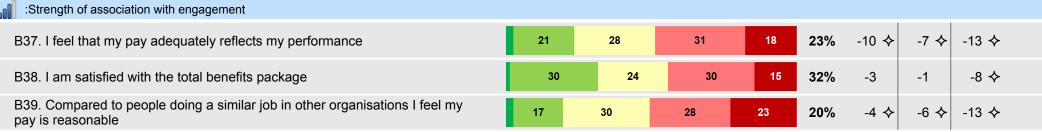
Difference from previous survey Difference from CS2012 from This section shows the results for each question in the survey, by theme. ^ indicates a variation in question wording from your previous survey Difference fr CS High Performers % Positive ♦ indicates statistically significant difference from comparison Neither Strongly Agree Disagree Strongly disagree agree My line manager :Strength of association with engagement 62% B09. My manager motivates me to be more effective in my job 15 47 22 -2 -6 ❖ -4 ♦ B10. My manager is considerate of my life outside work 36 39 18 75% 0 -6 ❖ -9 ♦ B11. My manager is open to my ideas 27 46 20 72% -2 -7 ♦ -10 ♦ B12. My manager helps me to understand how I contribute to UKEF's 43 54% 31 -5 ♦ -6 ❖ -12 ♦ objectives 67% B13. Overall, I have confidence in the decisions made by my manager 48 22 -6 ♦ -8 ❖ 19 -4 ♦ B14. My manager recognises when I have done my job well 75% +2 -2 24 52 -4 ❖ 16 B15. I receive regular feedback on my performance 48 58% -10 ♦ 26 +2 -5 ♦ 55% B16. The feedback I receive helps me to improve my performance 42 27 -3 -8 ♦ B17. I think that my performance is evaluated fairly 42 26 56% -11 ♦ 0 -6 ❖ B18. Poor performance is dealt with effectively in my team 29 48 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 32 81% -2 -5 ♦ 49 13 6 -5 ♦ difficult in my job B20. The people in my team work together to find ways to improve the service 73% 22 51 -7 ♦ -6 ♦ -9 ♦ we provide B21. The people in my team are encouraged to come up with new and better 66% 20 46 -1 -5 ♦ -10 ♦ ways of doing things

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

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Difference from previous survey Difference from CS High Performers Difference from CS2012 This section shows the results for each question in the survey, by theme. ^ indicates a variation in question wording from your previous survey % Positive ♦ indicates statistically significant difference from comparison Strongly Neither Disagree Agree Strongly disagree agree Resources and workload :Strength of association with engagement B30. In my job, I am clear what is expected of me 82% -2 -2 65 12 5 -5 ♦ B31. I get the information I need to do my job well 58 20 66% -1 -2 -7 ♦ B32. I have clear work objectives 13 57 18 70% -1 -5 ♦ -10 ♦ B33. I have the skills I need to do my job effectively 84% -6 ❖ 23 61 -6 ♦ -4 ❖ -6 ❖ B34. I have the tools I need to do my job effectively 56 17 70% +1 -2 B35. I have an acceptable workload 68% 59 22 +8 ♦ +2 -1 B36. I achieve a good balance between my work life and my private life 73% 20 53 +3 +5 ♦ 16 -1

Pay and benefits



- 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 disagree

Vifference from vrevious urvey Positive

Difference from SS2012

Difference from SS High Performers

	agree		disaglee % iQ		
Leadership and managing change Strength of association with engagement					
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 \$

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- 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 disagree

Difference from previous survey % Positive

Difference from CS2012

Difference from CS High Performers

Eng	gag	eme	ent
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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 1	4 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 ❖

Your plans for the future C01. Which of the following statements most reflects your current thoughts Difference from previous survey Difference from CS High Performers Difference from CS2012 about working for UKEF? 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

41%

-5

-19 ♦

I want to stay working for UKEF for at least the next three years

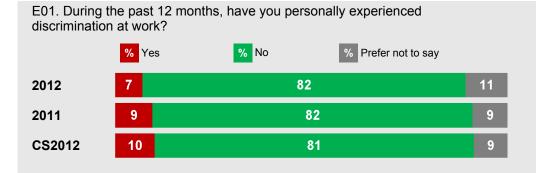
The Civil Service Code

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		97%	+4	+9 ❖	+4 💠
D02. Are you aware of how to raise a concern under the Civil Service Code?	78	22	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	29	71%	-4 💠	+4 ❖	0

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

 $[\]boldsymbol{\diamondsuit}$ indicates statistically significant difference from comparison

Discrimination, harassment and bullying





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)

	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 a	are suppress	sed 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)

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: ♦

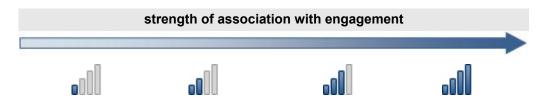
Statistical testing has been carried out on the comparisons between this year's results and your previous survey, CS2012 results and CS High Performers results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in 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.





the analysis has not identified a significant 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

