



Returns : 709

Response rate : 58%

Civil Service People Survey 2014

 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 CS2014	Difference from CS High Performers
Leadership and Managing Change		35%	+4	-8 ✧	-14 ✧
My work		76%	+6 ✧	+1	-3 ✧
My manager		68%	+6 ✧	0	-3 ✧
Organisational objectives and purpose		87%	+6 ✧	+4 ✧	-1
Resources and workload		69%	+10 ✧	-5 ✧	-8 ✧
Pay and benefits		26%	0	-2 ✧	-9 ✧
Inclusion and fair treatment		75%	+6 ✧	0	-3 ✧
Learning and development		48%	+7 ✧	-1	-7 ✧
My team		77%	+6 ✧	-2	-5 ✧

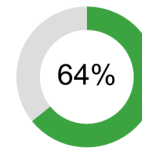


Strength of association with engagement

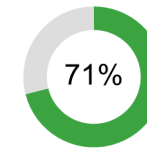


Statistically significant difference from comparison

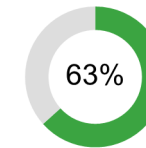
## Wellbeing



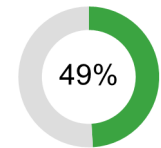
Overall, how satisfied are you with your life nowadays?



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

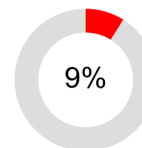


Overall, how happy did you feel yesterday?

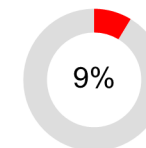


No or low anxiety yesterday

## Discrimination, bullying and harassment

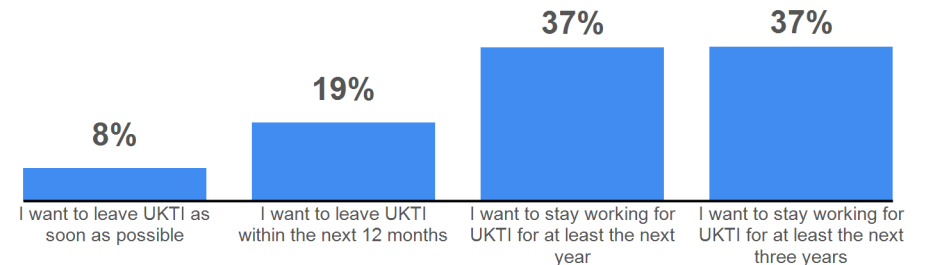


During the past 12 months have you personally experienced discrimination at work?



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

**76%** +6

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B01 I am interested in my work	55	37	5	1	1	92%	+3 ◇	+3 ◇	0
B02 I am sufficiently challenged by my work	35	45	10	8	2	81%	+2	+2	-2
B03 My work gives me a sense of personal accomplishment	35	42	14	7	4	77%	+8 ◇	+1	-2
B04 I feel involved in the decisions that affect my work	12	39	20	19	9	51%	+8 ◇	-5 ◇	-11 ◇
B05 I have a choice in deciding how I do my work	28	51	11	6	4	79%	+10 ◇	+4 ◇	-1

### Organisational objectives and purpose

**87%** +6

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B06 I have a clear understanding of UKTI's purpose	39	52	5	1	1	91%	+6 ◇	+5 ◇	0
B07 I have a clear understanding of UKTI's objectives	30	54	9	5	2	84%	+7 ◇	+4 ◇	-1
B08 I understand how my work contributes to UKTI's objectives	34	51	10	1	1	86%	+7 ◇	+2 ◇	-2 ◇

## All questions by theme

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

### My manager

**68%** +6  
 Difference from previous survey



Strength of association with engagement



**% Positive**  
 Difference from previous survey  
 Difference from CS2014  
 Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B09 My manager motivates me to be more effective in my job	23	44	20	8	8	68%	+2	0	-4 ◇
B10 My manager is considerate of my life outside work	38	43	14	7	0	81%	+8 ◇	0	-5 ◇
B11 My manager is open to my ideas	36	47	11	7	0	82%	+8 ◇	+2 ◇	-2 ◇
B12 My manager helps me to understand how I contribute to UKTI's objectives	22	45	24	7	2	67%	+5 ◇	+2	-2 ◇
B13 Overall, I have confidence in the decisions made by my manager	29	47	15	7	0	76%	+8 ◇	+2 ◇	-1
B14 My manager recognises when I have done my job well	32	48	13	7	0	81%	+6 ◇	+4 ◇	0
B15 I receive regular feedback on my performance	19	46	20	12	3	65%	+11 ◇	0	-3 ◇
B16 The feedback I receive helps me to improve my performance	18	43	25	9	5	62%	+9 ◇	0	-4 ◇
B17 I think that my performance is evaluated fairly	20	41	27	7	5	61%	+6 ◇	-2	-6 ◇
B18 Poor performance is dealt with effectively in my team	9	28	43	11	8	37%	+2	-2	-6 ◇

### My team

**77%** +6  
 Difference from previous survey



Strength of association with engagement



**% Positive**  
 Difference from previous survey  
 Difference from CS2014  
 Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B19 The people in my team can be relied upon to help when things get difficult in my job	32	48	12	6	2	80%	+3	-4 ◇	-7 ◇
B20 The people in my team work together to find ways to improve the service we provide	29	50	12	7	2	79%	+9 ◇	-1	-4 ◇
B21 The people in my team are encouraged to come up with new and better ways of doing things	27	47	16	8	2	74%	+5 ◇	0	-4 ◇

## All questions by theme

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

### Learning and development

**48%** +7

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B22	I am able to access the right learning and development opportunities when I need to	14	50	23	10		64%	+11 ◆	+2	-3 ◆
B23	Learning and development activities I have completed in the past 12 months have helped to improve my performance	11	42	35	9		52%	+11 ◆	+1	-4 ◆
B24	There are opportunities for me to develop my career in UKTI	7	30	31	21	12	36%	+1	-5 ◆	-13 ◆
B25	Learning and development activities I have completed while working for UKTI are helping me to develop my career	8	33	37	15	6	41%	+6 ◆	-2	-8 ◆

### Inclusion and fair treatment

**75%** +6

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B26	I am treated fairly at work	28	51	13	5		79%	+3	0	-3 ◆
B27	I am treated with respect by the people I work with	34	50	9	6		84%	+6 ◆	-1	-3 ◆
B28	I feel valued for the work I do	23	44	18	9	6	67%	+12 ◆	+2 ◆	-2 ◆
B29	I think that UKTI respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	24	47	18	7		71%	+5 ◆	-3 ◆	-7 ◆

## All questions by theme

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### Resources and workload **69%** +10

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B30 In my job, I am clear what is expected of me	25	55	10	7		80%	+14 ◆	-4 ◆	-7 ◆
B31 I get the information I need to do my job well	11	47	22	15	5	59%	+9 ◆	-11 ◆	-15 ◆
B32 I have clear work objectives	19	58	12	9		77%	+14 ◆	+2	-2
B33 I have the skills I need to do my job effectively	31	56	9			87%	+5 ◆	-2 ◆	-4 ◆
B34 I have the tools I need to do my job effectively	14	45	20	17		59%	+12 ◆	-13 ◆	-17 ◆
B35 I have an acceptable workload	9	48	22	15	6	57%	+10 ◆	-2	-9 ◆
B36 I achieve a good balance between my work life and my private life	15	49	19	13		64%	+9 ◆	-2 ◆	-10 ◆

### Pay and benefits **26%** 0

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B37 I feel that my pay adequately reflects my performance	24	26	27	19		28%	0	-1	-8 ◆
B38 I am satisfied with the total benefits package	23	31	26	17		26%	-2	-6 ◆	-14 ◆
B39 Compared to people doing a similar job in other organisations I feel my pay is reasonable	19	25	29	23		22%	+1	-2	-9 ◆

## All questions by theme

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### Leadership and Managing Change

**35%** +4

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B40 I feel that UKTI as a whole is managed well	5	32	31	22	11	36%	+4	-9 ◆	-20 ◆
B41 Senior Managers in UKTI are sufficiently visible	8	40	23	21	9	47%	+9 ◆	-6 ◆	-15 ◆
B42 I believe the actions of Senior Managers are consistent with UKTI's values	6	34	39	13	7	41%	+8 ◆	-6 ◆	-15 ◆
B43 I believe that the Chief Executive and Managing Directors have a clear vision for the future of UKTI	10	41	34	10	6	51%	+5 ◆	+6 ◆	-2
B44 Overall, I have confidence in the decisions made by UKTI's Senior Managers	6	29	37	19	8	35%	+4 ◆	-8 ◆	-16 ◆
B45 I feel that change is managed well in UKTI	15	33	31	19	2	17%	-1	-14 ◆	-21 ◆
B46 When changes are made in UKTI they are usually for the better	15	41	29	12	3	18%	0	-12 ◆	-19 ◆
B47 UKTI keeps me informed about matters that affect me	5	43	31	14	8	48%	+8 ◆	-10 ◆	-16 ◆
B48 I have the opportunity to contribute my views before decisions are made that affect me	5	23	30	29	14	27%	+1	-8 ◆	-16 ◆
B49 I think it is safe to challenge the way things are done in UKTI	5	29	33	21	12	34%	-2	-7 ◆	-14 ◆

## All questions by theme

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### Engagement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B50 I am proud when I tell others I am part of UKTI	20	46	26	6	6	65%	+7 ◆	+7 ◆	0
B51 I would recommend UKTI as a great place to work	12	34	36	13	6	46%	+10 ◆	-3 ◆	-14 ◆
B52 I feel a strong personal attachment to UKTI	17	36	28	13	6	53%	+11 ◆	+5 ◆	-1
B53 UKTI inspires me to do the best in my job	12	36	34	13	6	48%	+11 ◆	+3 ◆	-3 ◆
B54 UKTI motivates me to help it achieve its objectives	11	32	35	15	7	43%	+8 ◆	0	-6 ◆

### Taking action

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B55 I believe that Senior Managers in UKTI will take action on the results from this survey	6	29	35	19	11	35%	+3	-10 ◆	-18 ◆
B56 I believe that managers where I work will take action on the results from this survey	9	37	29	15	10	45%	+6 ◆	-10 ◆	-15 ◆
B57 Where I work, I think effective action has been taken on the results of the last survey	18	52	16	10	10	22%	0	-12 ◆	-18 ◆



## All questions by theme

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

### Organisational Culture

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B58 I am trusted to carry out my job effectively	34	53	7			87%	+9 ◇	-1	-4 ◇
B59 I believe I would be supported if I try a new idea, even if it may not work	17	51	21	8		68%	+6 ◇	0	-4 ◇
B60 My performance is evaluated based on whether I get things done, rather than solely follow processes	17	48	22	8	5	65%	+3	-1	-6 ◇
B61 When I talk about UKTI I say "we" rather than "they"	29	50	14	5		78%	+4 ◇	+10 ◇	0
B62 I have some really good friendships at work	24	49	21			73%	+5 ◇	-2 ◇	-6 ◇

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Civil Service People Survey 2014

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

Question	0-4	5-6	7-8	9-10	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
W01 Overall, how satisfied are you with your life nowadays?	12	24	52	12	64%	+8 ◆	0	-2
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	7	22	52	19	71%	+5 ◆	+2	-1
W03 Overall, how happy did you feel yesterday?	12	24	45	19	63%	+7 ◆	+3 ◆	0
W04 Overall, how anxious did you feel yesterday?	20	29	23	28	49%	+7 ◆	-1	-4 ◆

## 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 UKTI?

			Difference from previous survey	Difference from CS2014	Difference from CS High Performers
I want to leave UKTI as soon as possible		8%	-4 ◇	0	-2 ◇
I want to leave UKTI within the next 12 months		19%	0	+5 ◇	+1
I want to stay working for UKTI for at least the next year		37%	+2	+5 ◇	-1
I want to stay working for UKTI for at least the next three years		37%	+2	-10 ◇	-17 ◇

### The Civil Service Code

Differences are based on '% Yes' score

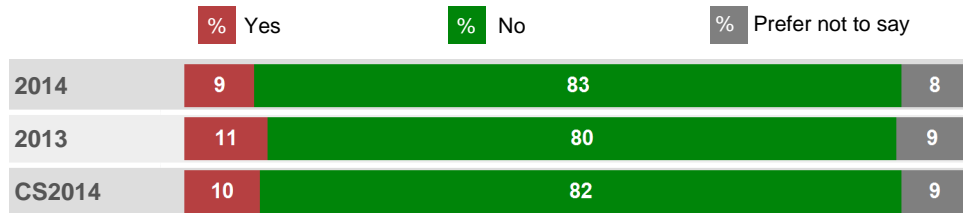
	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?			76%	-12 ◇	-14 ◇	-18 ◇
D02. Are you aware of how to raise a concern under the Civil Service Code?			50%	-11 ◇	-14 ◇	-22 ◇
D03. Are you confident that if you raised a concern under the Civil Service Code in UKTI it would be investigated properly?			56%	-1	-12 ◇	-17 ◇

## All questions by theme

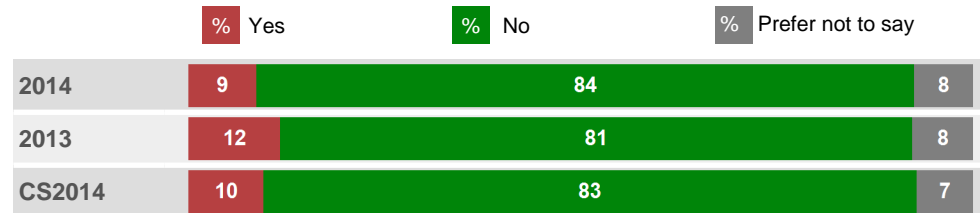
◆ indicates statistically significant difference from comparison  
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### Discrimination, harassment and bullying

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 E01.

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

Ground	Response Count	Percentage
Age	17	~24%
Caring responsibilities	--	0%
Disability	--	0%
Ethnic background	--	0%
Gender	13	~18%
Gender reassignment or perceived gender	--	0%
Grade, pay band or responsibility level	27	~38%
Main spoken/written language or language ability	--	0%
Religion or belief	--	0%
Sexual orientation	--	0%
Social or educational background	--	0%
Working location	--	0%
Working pattern	11	~15%
Any other grounds	13	~18%
Prefer not to say	--	0%

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	Percentage
A colleague	--	0%
Your manager	25	~35%
Another manager in my part of UKTI	17	~24%
Someone you manage	--	0%
Someone who works for another part of UKTI	--	0%
A member of the public	--	0%
Someone else	--	0%
Prefer not to say	--	0%

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

## All questions by theme

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

### UK Trade and Investment questions

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01 UKTI's values inform how I do my job	6	39	40	12		46%	--
F02 I believe that UKTI's values make our organisation better to work in	5	38	44	11		43%	+2
F03 I review my learning and development needs with my manager on a regular basis	9	43	26	17	5	52%	+12 ◆
F04 My manager encourages me to make time for learning and development	16	50	23	9		66%	+15 ◆
F05 I believe that in UKTI we work together as One team	5	25	24	30	15	30%	--
F06 I understand how my work contributes to the 2020 targets of £1trillion of exports and £1.5trillion of inward investment	25	54	14	6		79%	--

## 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 2013 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.
CS2014	The CS2014 benchmark is the median percent positive across all organisations that participated in the 2014 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 2014 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, CS2014 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 2014 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.