

Your engagement index

55%

Difference from previous survey

+10 ✧

Difference from CS2013

-3 ✧

Difference from CS High Performers

-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 CS2013
B50. I am proud when I tell others I am part of UKTI [^]	58%	+30 ✧	+2
B51. I would recommend UKTI as a great place to work [^]	35%	+17 ✧	-9 ✧

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

B52. I feel a strong personal attachment to UKTI [^]	42%	+17 ✧	-4 ✧
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Strive: motivated to do the best for the organisation...










B53. UKTI inspires me to do the best in my job [^]	36%	+18 ✧	-7 ✧
B54. UKTI motivates me to help it achieve its objectives [^]	35%	+16 ✧	-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 CS2013	Difference from CS High Performers
Leadership and managing change		32%	+7 ✧	-10 ✧	-19 ✧
My work		70%	+3	-4 ✧	-8 ✧
My manager		61%	+2	-5 ✧	-8 ✧
Resources and workload		59%	-2	-15 ✧	-18 ✧
Learning and development		41%	+6 ✧	-6 ✧	-13 ✧
Organisational objectives and purpose		81%	+8 ✧	-2	-7 ✧
My team		72%	+1	-7 ✧	-10 ✧
Pay and benefits		26%	+4	-4 ✧	-9 ✧
Inclusion and fair treatment		69%	+3	-5 ✧	-9 ✧


✧ = 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 CS2013.

^ indicates a variation in question wording from your previous survey

◇ indicates statistically significant difference from comparison

	% Positive	Diff. from previous survey	Difference from CS2013
Leadership and managing change		Strength of association with engagement: 	
B43. I believe that the Chief Executive and Managing Directors have a clear vision for the future of UKTI [^]	46%	+12 ◇	+4 ◇
B49. I think it is safe to challenge the way things are done in UKTI [^]	35%	+11 ◇	-3
B46. When changes are made in UKTI they are usually for the better [^]	18%	+6 ◇	-9 ◇
B44. Overall, I have confidence in the decisions made by UKTI's Senior Managers [^]	31%	+9 ◇	-9 ◇
B48. I have the opportunity to contribute my views before decisions are made that affect me	26%	+9 ◇	-11 ◇
B45. I feel that change is managed well in UKTI [^]	18%	+1	-11 ◇
B42. I believe the actions of Senior Managers are consistent with UKTI's values [^]	33%	+8 ◇	-11 ◇
B40. I feel that UKTI as a whole is managed well [^]	32%	+3	-11 ◇
B41. Senior Managers in UKTI are sufficiently visible [^]	39%	+15 ◇	-12 ◇
B47. UKTI keeps me informed about matters that affect me [^]	40%	-2	-18 ◇
My work		Strength of association with engagement: 	
B02. I am sufficiently challenged by my work	78%	+5	0
B01. I am interested in my work	89%	+1	0
B05. I have a choice in deciding how I do my work	69%	+2	-4 ◇
B03. My work gives me a sense of personal accomplishment	69%	+1	-6 ◇
B04. I feel involved in the decisions that affect my work	44%	+5	-10 ◇
My manager		Strength of association with engagement: 	
B09. My manager motivates me to be more effective in my job	65%	+9 ◇	0
B12. My manager helps me to understand how I contribute to UKTI's objectives [^]	61%	+8 ◇	-1
B14. My manager recognises when I have done my job well	75%	+1	-2
B18. Poor performance is dealt with effectively in my team	35%	+2	-3
B13. Overall, I have confidence in the decisions made by my manager	68%	+3	-3 ◇
B11. My manager is open to my ideas	74%	+1	-5 ◇
B16. The feedback I receive helps me to improve my performance	53%	+1	-7 ◇
B10. My manager is considerate of my life outside work	73%	-2	-7 ◇
B17. I think that my performance is evaluated fairly	55%	-4	-7 ◇
B15. I receive regular feedback on my performance	54%	-1	-10 ◇

All questions by theme

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

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My work

:Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
B01. I am interested in my work	43	46	7			89%	+1	0	-3 ◇
B02. I am sufficiently challenged by my work	30	48	12	7		78%	+5	0	-3 ◇
B03. My work gives me a sense of personal accomplishment	26	43	19	8	4	69%	+1	-6 ◇	-10 ◇
B04. I feel involved in the decisions that affect my work	13	30	24	20	12	44%	+5	-10 ◇	-17 ◇
B05. I have a choice in deciding how I do my work	18	50	19	8	5	69%	+2	-4 ◇	-8 ◇

Organisational objectives and purpose

:Strength of association with engagement

B06. I have a clear understanding of UKTI's purpose^	31	54	7	6		85%	+11 ◇	0	-4 ◇
B07. I have a clear understanding of UKTI's objectives^	24	53	13	6	4	78%	+9 ◇	-2	-7 ◇
B08. I understand how my work contributes to UKTI's objectives^	24	55	13	6		79%	+4	-4 ◇	-7 ◇

All questions by theme

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

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My manager

:Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
B09. My manager motivates me to be more effective in my job	18	47	17	9	9	65%	+9 ◇	0	-5 ◇
B10. My manager is considerate of my life outside work	29	44	17	5	5	73%	-2	-7 ◇	-11 ◇
B11. My manager is open to my ideas	27	48	15	5	6	74%	+1	-5 ◇	-8 ◇
B12. My manager helps me to understand how I contribute to UKTI's objectives^	16	45	22	11	6	61%	+8 ◇	-1	-5 ◇
B13. Overall, I have confidence in the decisions made by my manager	22	46	15	9	8	68%	+3	-3 ◇	-8 ◇
B14. My manager recognises when I have done my job well	26	49	13	7	5	75%	+1	-2	-5 ◇
B15. I receive regular feedback on my performance	15	39	25	13	8	54%	-1	-10 ◇	-14 ◇
B16. The feedback I receive helps me to improve my performance	12	41	33	7	7	53%	+1	-7 ◇	-12 ◇
B17. I think that my performance is evaluated fairly	14	42	30	8	7	55%	-4	-7 ◇	-11 ◇
B18. Poor performance is dealt with effectively in my team	6	29	41	14	10	35%	+2	-3	-6 ◇

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	27	50	16	5	5	76%	+3	-7 ◇	-9 ◇
B20. The people in my team work together to find ways to improve the service we provide	22	48	21	7	7	70%	-3	-10 ◇	-13 ◇
B21. The people in my team are encouraged to come up with new and better ways of doing things	18	50	20	9	7	69%	+4	-4 ◇	-8 ◇

All questions by theme

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	 % Strongly agree	 % Agree	 % Neither	 % Disagree	 % Strongly disagree	% Positive	Difference from previous survey	Difference from CS2013	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	11	42	27	14	5	53%	+6 ◇	-7 ◇	-11 ◇
B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance	10	30	46	9	4	41%	+7 ◇	-7 ◇	-13 ◇
B24. There are opportunities for me to develop my career in UKTI^	7	28	32	19	14	35%	+9 ◇	-3	-12 ◇
B25. Learning and development activities I have completed while working for UKTI are helping me to develop my career^	8	27	43	16	6	35%	+3	-6 ◇	-13 ◇
Inclusion and fair treatment									
 :Strength of association with engagement									
B26. I am treated fairly at work	19	57	12	8	4	76%	+8 ◇	-2	-5 ◇
B27. I am treated with respect by the people I work with	22	56	12	7	1	78%	-1	-6 ◇	-9 ◇
B28. I feel valued for the work I do	15	40	26	12	7	55%	+2	-8 ◇	-12 ◇
B29. I think that UKTI respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)^	19	48	21	8	4	67%	+1	-6 ◇	-11 ◇

All questions by theme


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% Strongly agree
 % Agree
 % Neither
 % Disagree
 % Strongly disagree
 % Positive
 Difference from previous survey
 Difference from CS2013
 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 CS2013	Difference from CS High Performers
B30. In my job, I am clear what is expected of me	15	51	16	13	5	66%	-3	-17 ◇	-20 ◇
B31. I get the information I need to do my job well	9	41	28	17	5	50%	-4	-19 ◇	-23 ◇
B32. I have clear work objectives	13	50	17	15	5	63%	+4	-12 ◇	-17 ◇
B33. I have the skills I need to do my job effectively	24	59	12	5		82%	+2	-6 ◇	-8 ◇
B34. I have the tools I need to do my job effectively	11	35	20	26	7	47%	-10 ◇	-25 ◇	-29 ◇
B35. I have an acceptable workload	7	40	21	19	13	47%	-4	-13 ◇	-18 ◇
B36. I achieve a good balance between my work life and my private life	13	41	19	19	7	55%	-1	-13 ◇	-18 ◇

Pay and benefits

 :Strength of association with engagement

B37. I feel that my pay adequately reflects my performance	26	21	28	23		28%	+3	-1	-8 ◇
B38. I am satisfied with the total benefits package	26	26	27	18		28%	+6 ◇	-5 ◇	-10 ◇
B39. Compared to people doing a similar job in other organisations I feel my pay is reasonable	20	19	34	26		21%	+3	-4 ◇	-10 ◇

All questions by theme

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■ % Strongly agree
 ■ % Agree
 ■ % Neither
 ■ % Disagree
 ■ % Strongly disagree
 % Positive
 Difference from previous survey
 Difference from CS2013
 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 CS2013	Difference from CS High Performers
B40. I feel that UKTI as a whole is managed well [^]	5	28	28	23	16	32%	+3	-11 ◇	-24 ◇
B41. Senior Managers in UKTI are sufficiently visible [^]	7	32	20	26	15	39%	+15 ◇	-12 ◇	-23 ◇
B42. I believe the actions of Senior Managers are consistent with UKTI's values [^]	5	28	35	18	14	33%	+8 ◇	-11 ◇	-22 ◇
B43. I believe that the Chief Executive and Managing Directors have a clear vision for the future of UKTI [^]	9	36	31	12	12	46%	+12 ◇	+4 ◇	-9 ◇
B44. Overall, I have confidence in the decisions made by UKTI's Senior Managers [^]	6	26	32	22	14	31%	+9 ◇	-9 ◇	-19 ◇
B45. I feel that change is managed well in UKTI [^]	15	23	31	28		18%	+1	-11 ◇	-21 ◇
B46. When changes are made in UKTI they are usually for the better [^]	16	37	26	19		18%	+6 ◇	-9 ◇	-17 ◇
B47. UKTI keeps me informed about matters that affect me [^]	5	35	27	20	12	40%	-2	-18 ◇	-24 ◇
B48. I have the opportunity to contribute my views before decisions are made that affect me	5	20	27	28	19	26%	+9 ◇	-11 ◇	-18 ◇
B49. I think it is safe to challenge the way things are done in UKTI [^]	6	30	28	19	18	35%	+11 ◇	-3	-13 ◇

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 CS2013	Difference from CS High Performers
Engagement									
B50. I am proud when I tell others I am part of UKTI [^]	13	45	31	6	5	58%	+30 ◇	+2	-7 ◇
B51. I would recommend UKTI as a great place to work [^]	8	27	36	20	8	35%	+17 ◇	-9 ◇	-20 ◇
B52. I feel a strong personal attachment to UKTI [^]	11	31	34	14	10	42%	+17 ◇	-4 ◇	-10 ◇
B53. UKTI inspires me to do the best in my job [^]	9	27	37	18	9	36%	+18 ◇	-7 ◇	-14 ◇
B54. UKTI motivates me to help it achieve its objectives [^]	8	27	37	19	9	35%	+16 ◇	-5 ◇	-13 ◇
Taking action									
B55. I believe that Senior Managers in UKTI will take action on the results from this survey [^]	6	26	33	18	16	32%	+8 ◇	-11 ◇	-20 ◇
B56. I believe that managers where I work will take action on the results from this survey	7	32	30	18	13	39%	+13 ◇	-15 ◇	-20 ◇
B57. Where I work, I think effective action has been taken on the results of the last survey	5	18	41	23	14	22%	+9 ◇	-11 ◇	-18 ◇

All questions by theme

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

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◇ indicates statistically significant difference from comparison

	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
Organisational Culture									
B58. I am trusted to carry out my job effectively	25	53	12	7		79%	+1	-9 ◇	-12 ◇
B59. I believe I would be supported if I try a new idea, even if it may not work	15	48	21	12	5	63%	+2	-5 ◇	-8 ◇
B60. My performance is evaluated based on whether I get things done, rather than solely follow processes	13	49	25	10	4	61%	-4	-3 ◇	-9 ◇
B61. When I talk about UKTI I say "we" rather than "they"^	21	53	16	6		74%	+4	+7 ◇	-2
B62. I have some really good friendships at work	23	45	24	5		68%	-2	-8 ◇	-11 ◇

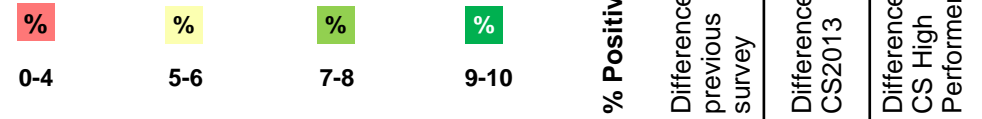
Please note these questions were not asked on paper surveys in 2012.

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. This 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.

W01. Overall, how satisfied are you with your life nowadays?	15	29	46	11	56%	+4	-7 ◇	-10 ◇
W02. Overall, to what extent do you feel that the things you do in your life are worthwhile?	9	25	48	18	66%	+6 ◇	-3	-7 ◇
W03. Overall, how happy did you feel yesterday?	21	23	42	14	56%	+2	-4 ◇	-7 ◇
	%	%	%	%				
	0-1	2-3	4-5	6-10				
W04. Overall, how anxious did you feel yesterday?	17	25	25	33	42%	-4	-8 ◇	-11 ◇

All questions by theme

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 CS2013	Difference from CS High Performers
I want to leave UKTI as soon as possible		12%	+1	+4	+2
I want to leave UKTI within the next 12 months		19%	0	+6 ✧	+3 ✧
I want to stay working for UKTI for at least the next year		35%	+7 ✧	+4 ✧	0
I want to stay working for UKTI for at least the next three years		34%	-8 ✧	-14 ✧	-24 ✧

The Civil Service Code

Differences are based on '% Yes' score

	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		12	88%	-6 ✧	-2	-6 ✧
D02. Are you aware of how to raise a concern under the Civil Service Code?		39	61%	-5	-3 ✧	-9 ✧
D03. Are you confident that if you raised a concern under the Civil Service Code in UKTI it would be investigated properly? [^]		43	57%	-8 ✧	-10 ✧	-16 ✧

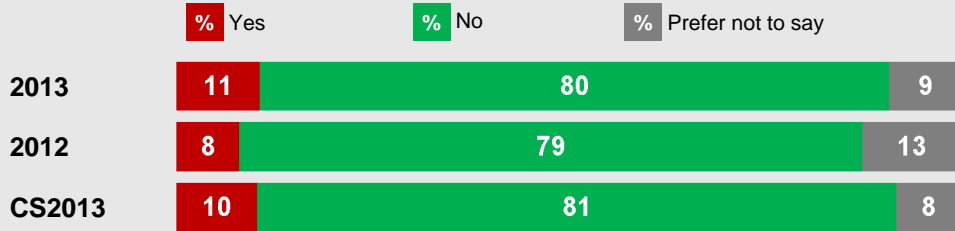
[^] indicates a variation in question wording from your previous survey

✧ indicates statistically significant difference from comparison

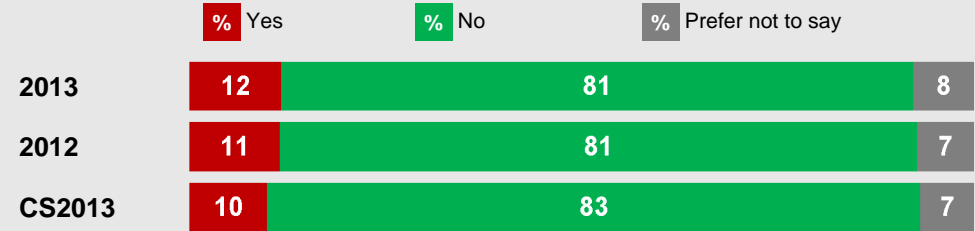
All questions by theme

Discrimination, harassment and bullying

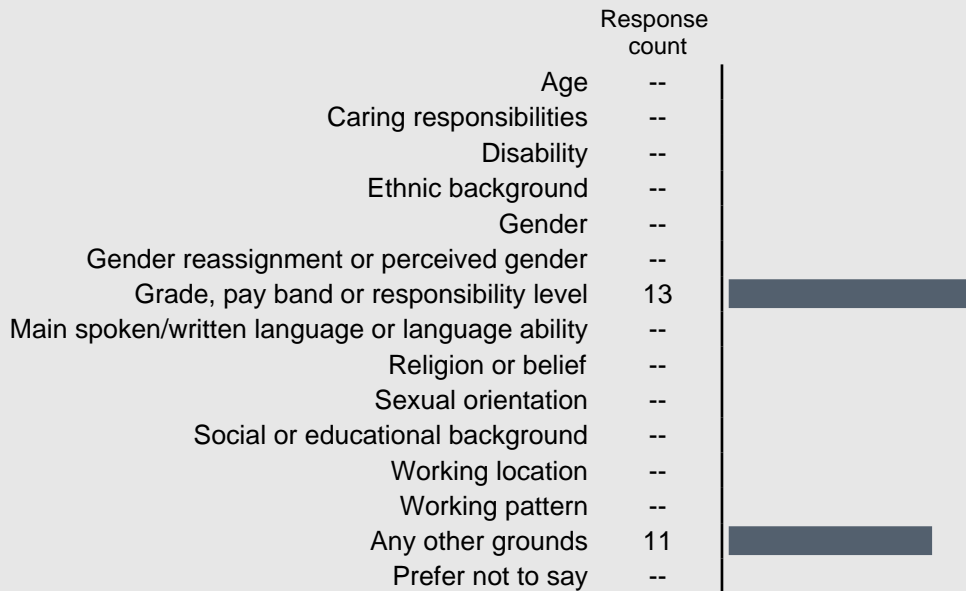
E01. During the past 12 months, have you personally experienced discrimination at work?



E03. During the past 12 months, have you personally experienced bullying or harassment at work?

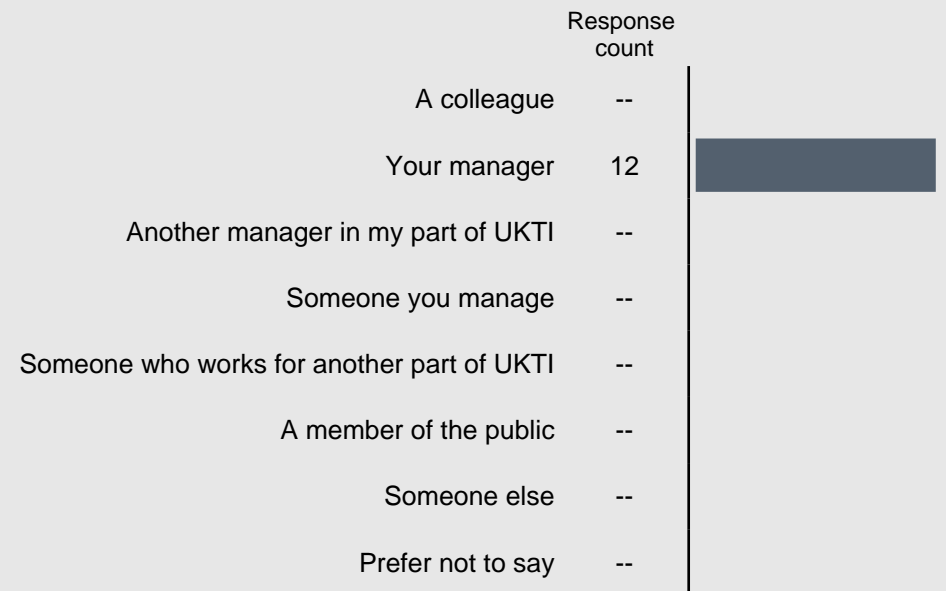


For respondents who selected 'Yes' to question E01.
E02. On which of the following grounds have you personally experienced discrimination in the past 12 months? (multiple selection)



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)



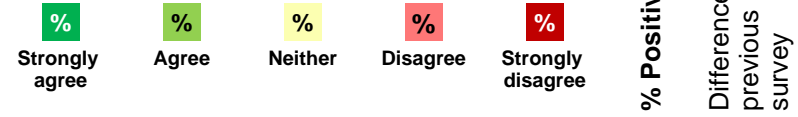
Please note: Counts of fewer than ten responses are suppressed and replaced with '--'

All questions by theme

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UK Trade and Investment questions

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01. I understand UKTI's values and behaviours	12	59	19	9		71%	-
F02. I believe UKTI's values make the organisation a better place to work	7	35	46	9	4	41%	-
F03. I review my learning and development needs with my manager on a regular basis	7	33	27	25	7	40%	-
F04. My manager encourages me to make time for learning and development	8	43	26	15	8	51%	-
F05. Learning and development activities I have completed in the past 12 months have helped me to improve my team	7	29	48	11	5	36%	-
F06. I believe managers in UKTI are held accountable for the value for money resulting from their decisions	7	35	26	21	12	41%	-

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 2012 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.
CS2013	The CS2013 benchmark is the median percent positive across all organisations that participated in the 2013 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 2013 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: ✦

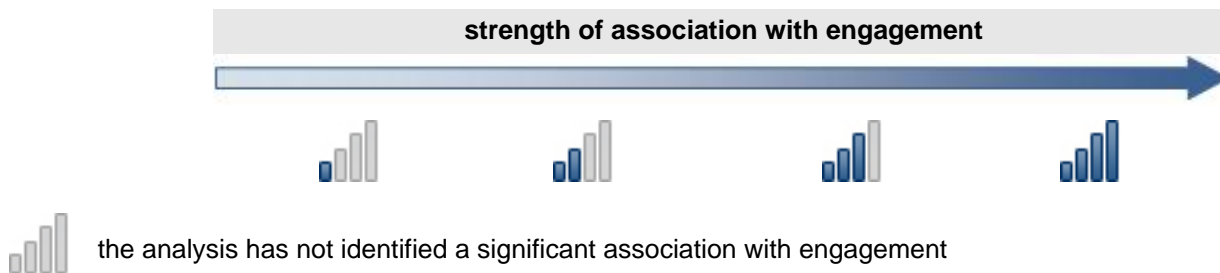
Statistical testing has been carried out on the comparisons between this year's results and your previous survey, CS2013 results and CS High Performers results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in 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 2013 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.