



Your engagement index

56%

Difference from previous survey	Difference from CS2013	Difference from CS High Performers
0	-2 ✧	-6 ✧

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 UKEF	54%	+7 ✧	-2
B51. I would recommend UKEF as a great place to work	45%	+5	0

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

B52. I feel a strong personal attachment to UKEF	50%	-2	+4 ✧
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Strive: motivated to do the best for the organisation...

B53. UKEF inspires me to do the best in my job	38%	+6 ✧	-5 ✧
B54. UKEF motivates me to help it achieve its objectives	35%	+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 CS2013	Difference from CS High Performers
Leadership and managing change		31%	0	-10 ✧	-20 ✧
My work		71%	-3	-2	-7 ✧
My manager		62%	+1	-5 ✧	-8 ✧
Pay and benefits		26%	+1	-4 ✧	-9 ✧
My team		76%	+3	-3 ✧	-5 ✧
Resources and workload		71%	-2	-2	-6 ✧
Inclusion and fair treatment		71%	-4	-3 ✧	-6 ✧
Organisational objectives and purpose		83%	-1	+1	-4 ✧
Learning and development		41%	+2	-6 ✧	-13 ✧


✧ = 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: 			
B49. I think it is safe to challenge the way things are done in UKEF	43%	0	+5 ◇
B46. When changes are made in UKEF they are usually for the better	27%	+1	0
B48. I have the opportunity to contribute my views before decisions are made that affect me	34%	+4 ◇	-2
B45. I feel that change is managed well in UKEF	21%	0	-8 ◇
B40. I feel that UKEF as a whole is managed well	33%	-4	-10 ◇
B44. Overall, I have confidence in the decisions made by the Executive Committee	28%	-1	-13 ◇
B43. I believe that the Executive Committee have a clear vision for the future of UKEF	28%	-3	-14 ◇
B47. UKEF keeps me informed about matters that affect me	40%	-4	-18 ◇
B42. I believe the actions of the Executive Committee are consistent with UKEF's values	26%	-1	-18 ◇
B41. The Executive Committee in UKEF are sufficiently visible	33%	+8 ◇	-18 ◇

	% Positive	Diff. from previous survey	Difference from CS2013
My work Strength of association with engagement: 			
B05. I have a choice in deciding how I do my work	77%	-3	+4 ◇
B04. I feel involved in the decisions that affect my work	53%	-4	0
B03. My work gives me a sense of personal accomplishment	71%	-2	-4 ◇
B02. I am sufficiently challenged by my work	73%	0	-5 ◇
B01. I am interested in my work	83%	-8 ◇	-6 ◇

	% Positive	Diff. from previous survey	Difference from CS2013
My manager Strength of association with engagement: 			
B13. Overall, I have confidence in the decisions made by my manager	71%	+4	0
B11. My manager is open to my ideas	79%	+7 ◇	0
B10. My manager is considerate of my life outside work	78%	+4	-2
B17. I think that my performance is evaluated fairly	60%	+4	-3
B14. My manager recognises when I have done my job well	74%	-2	-3 ◇
B09. My manager motivates me to be more effective in my job	62%	0	-4 ◇
B12. My manager helps me to understand how I contribute to UKEF's objectives	58%	+4	-4 ◇
B18. Poor performance is dealt with effectively in my team	34%	+2	-4 ◇
B16. The feedback I receive helps me to improve my performance	49%	-6 ◇	-10 ◇
B15. I receive regular feedback on my performance	53%	-5 ◇	-11 ◇

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

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	42	41	10	6		83%	-8 ◇	-6 ◇	-9 ◇
B02. I am sufficiently challenged by my work	28	45	9	13	5	73%	0	-5 ◇	-8 ◇
B03. My work gives me a sense of personal accomplishment	23	47	14	10	6	71%	-2	-4 ◇	-8 ◇
B04. I feel involved in the decisions that affect my work	15	39	25	13	9	53%	-4	0	-7 ◇
B05. I have a choice in deciding how I do my work	28	49	14	5	4	77%	-3	+4 ◇	0

Organisational objectives and purpose

 :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
B06. I have a clear understanding of UKEF's purpose	36	50	9			86%	-5 ◇	+1	-4 ◇
B07. I have a clear understanding of UKEF's objectives	28	51	13	6		79%	0	-1	-6 ◇
B08. I understand how my work contributes to UKEF's objectives	34	51	9			85%	0	+3 ◇	-1

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	16	45	22	12	5	62%	0	-4 ◇	-8 ◇
B10. My manager is considerate of my life outside work	36	43	15			78%	+4	-2	-6 ◇
B11. My manager is open to my ideas	33	46	14	4		79%	+7 ◇	0	-3 ◇
B12. My manager helps me to understand how I contribute to UKEF's objectives	15	43	30	9	4	58%	+4	-4 ◇	-8 ◇
B13. Overall, I have confidence in the decisions made by my manager	23	49	19	5	5	71%	+4	0	-5 ◇
B14. My manager recognises when I have done my job well	23	51	16	6	4	74%	-2	-3 ◇	-6 ◇
B15. I receive regular feedback on my performance	11	42	21	21	5	53%	-5 ◇	-11 ◇	-15 ◇
B16. The feedback I receive helps me to improve my performance	11	38	32	14	4	49%	-6 ◇	-10 ◇	-16 ◇
B17. I think that my performance is evaluated fairly	14	46	20	14	6	60%	+4	-3	-7 ◇
B18. Poor performance is dealt with effectively in my team	5	30	44	13	9	34%	+2	-4 ◇	-8 ◇

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	30	52	10	6		82%	+1	-2	-4 ◇
B20. The people in my team work together to find ways to improve the service we provide	25	51	15	6		76%	+4	-4 ◇	-6 ◇
B21. The people in my team are encouraged to come up with new and better ways of doing things	20	51	18	7	5	71%	+6 ◇	-2	-5 ◇

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 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	12	49	23	12	4	61%	+1	0	-4 ◇
B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance	7	31	45	11	5	38%	-4	-9 ◇	-15 ◇
B24. There are opportunities for me to develop my career in UKEF		27	33	21	17	29%	+8 ◇	-9 ◇	-18 ◇
B25. Learning and development activities I have completed while working for UKEF are helping me to develop my career	5	32	39	15	9	37%	+2	-5 ◇	-12 ◇
Inclusion and fair treatment									
 :Strength of association with engagement									
B26. I am treated fairly at work	22	51	16	6	5	73%	-4	-5 ◇	-8 ◇
B27. I am treated with respect by the people I work with	25	53	15	5		78%	-5 ◇	-6 ◇	-9 ◇
B28. I feel valued for the work I do	13	46	21	13	7	59%	-2	-4 ◇	-8 ◇
B29. I think that UKEF respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	22	53	14	8		75%	-6 ◇	+3	-3 ◇

All questions by theme

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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	22	59	11	5		81%	0	-2	-5 ◇
B31. I get the information I need to do my job well	15	47	20	13	5	62%	-4	-7 ◇	-11 ◇
B32. I have clear work objectives	19	51	17	7	6	71%	+1	-5 ◇	-9 ◇
B33. I have the skills I need to do my job effectively	29	59	7			89%	+5 ◇	0	-2
B34. I have the tools I need to do my job effectively	15	52	16	9	7	67%	-2	-4 ◇	-8 ◇
B35. I have an acceptable workload	11	49	18	18	5	59%	-8 ◇	0	-6 ◇
B36. I achieve a good balance between my work life and my private life	18	51	14	10	7	69%	-4	+1	-4 ◇

Pay and benefits

:Strength of association with engagement

B37. I feel that my pay adequately reflects my performance	24	21	29	22		27%	+4	-2	-8 ◇
B38. I am satisfied with the total benefits package	25	29	23	19		28%	-3	-4 ◇	-10 ◇
B39. Compared to people doing a similar job in other organisations I feel my pay is reasonable	20	21	31	27		21%	+2	-4 ◇	-10 ◇

All questions by theme

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

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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 UKEF as a whole is managed well	31	32	26	10	33%	-4	-10 ◇	-24 ◇	
B41. The Executive Committee in UKEF are sufficiently visible	29	25	32	10	33%	+8 ◇	-18 ◇	-29 ◇	
B42. I believe the actions of the Executive Committee are consistent with UKEF's values	23	52	15	8	26%	-1	-18 ◇	-30 ◇	
B43. I believe that the Executive Committee have a clear vision for the future of UKEF	25	46	16	11	28%	-3	-14 ◇	-27 ◇	
B44. Overall, I have confidence in the decisions made by the Executive Committee	25	48	14	10	28%	-1	-13 ◇	-23 ◇	
B45. I feel that change is managed well in UKEF	19	28	36	15	21%	0	-8 ◇	-18 ◇	
B46. When changes are made in UKEF they are usually for the better	25	45	21	7	27%	+1	0	-8 ◇	
B47. UKEF keeps me informed about matters that affect me	6	35	32	18	9	40%	-4	-18 ◇	-24 ◇
B48. I have the opportunity to contribute my views before decisions are made that affect me	5	29	30	24	12	34%	+4 ◇	-2	-10 ◇
B49. I think it is safe to challenge the way things are done in UKEF	7	36	30	18	10	43%	0	+5 ◇	-5 ◇

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 UKEF	14	40	32	9	5	54%	+7 ◇	-2	-11 ◇
B51. I would recommend UKEF as a great place to work	10	35	33	17	5	45%	+5	0	-11 ◇
B52. I feel a strong personal attachment to UKEF	13	37	31	14	6	50%	-2	+4 ◇	-2
B53. UKEF inspires me to do the best in my job	7	31	36	18	9	38%	+6 ◇	-5 ◇	-12 ◇
B54. UKEF motivates me to help it achieve its objectives	6	29	33	21	11	35%	+2	-5 ◇	-13 ◇
Taking action									
B55. I believe that the Executive Committee in UKEF will take action on the results from this survey		35	29	17	15	38%	+17 ◇	-5 ◇	-14 ◇
B56. I believe that managers where I work will take action on the results from this survey	8	38	29	16	9	46%	0	-8 ◇	-13 ◇
B57. Where I work, I think effective action has been taken on the results of the last survey	19		43	22	14	21%	-2	-12 ◇	-19 ◇

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
Organisational Culture									
B58. I am trusted to carry out my job effectively	27	62	7			89%	+5 ◇	+1	-1
B59. I believe I would be supported if I try a new idea, even if it may not work	12	50	25	10		62%	+1	-5 ◇	-9 ◇
B60. My performance is evaluated based on whether I get things done, rather than solely follow processes	15	48	26	6	4	63%	+7 ◇	-1	-6 ◇
B61. When I talk about UKEF I say "we" rather than "they"	24	55	13	6		80%	+5 ◇	+12 ◇	+4 ◇
B62. I have some really good friendships at work	23	47	22	7		70%	+7 ◇	-6 ◇	-9 ◇

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

All questions by theme

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

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%	%	%	%	% Positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
0-4	5-6	7-8	9-10				

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?	10	19	55	16	71%	+7 ◇	+7 ◇	+4 ◇
W02. Overall, to what extent do you feel that the things you do in your life are worthwhile?	7	17	57	19	76%	+9 ◇	+7 ◇	+3 ◇
W03. Overall, how happy did you feel yesterday?	13	25	45	17	62%	-1	+3	-1
	%	%	%	%				
	0-1	2-3	4-5	6-10				
W04. Overall, how anxious did you feel yesterday?	25	34	17	24	59%	+4	+9 ◇	+6 ◇

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 CS2013	Difference from CS High Performers
I want to leave UKEF as soon as possible		9%	+1	+1	-1
I want to leave UKEF within the next 12 months		13%	-6	0	-3
I want to stay working for UKEF for at least the next year		34%	+3	+4 ^	-1
I want to stay working for UKEF for at least the next three years		43%	+2	-5 ^	-15 ^

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%	-10	-2	-6 ^
D02. Are you aware of how to raise a concern under the Civil Service Code?		28	72%	-6 ^	+7 ^	+2
D03. Are you confident that if you raised a concern under the Civil Service Code in UKEF it would be investigated properly?		30	70%	-1	+3 ^	-3

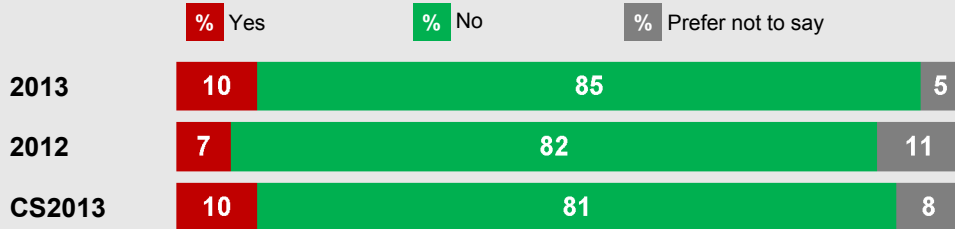
^ indicates a variation in question wording from your previous survey

◇ indicates statistically significant difference from comparison

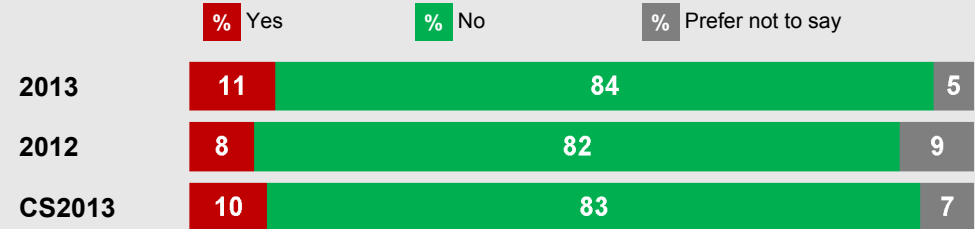
All questions by theme

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 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: ✧

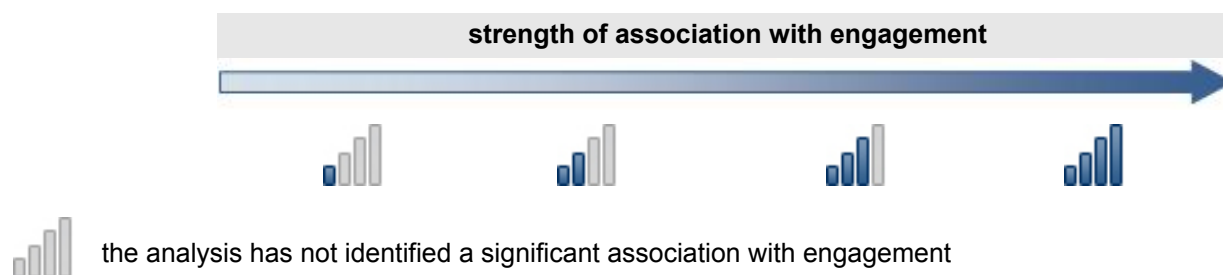
Statistical testing has been carried out on the comparisons between this year's results and your previous survey, CS2013 results and CS High Performers results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in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