



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.

## Engagement Index

**59%**

Difference from previous survey **+3**

Difference from CS2014 **0**

Difference from CS High Performers **-5**

## My work

**78%**

Difference from previous survey **+6**

Difference from CS2014 **+3**

Difference from CS High Performers **-1**

## Organisational objectives and purpose

**85%**

Difference from previous survey **+2**

Difference from CS2014 **+2**

Difference from CS High Performers **-2**

## My manager

**66%**

Difference from previous survey **+4**

Difference from CS2014 **-2**

Difference from CS High Performers **-5**

## My team

**80%**

Difference from previous survey **+4**

Difference from CS2014 **+1**

Difference from CS High Performers **-2**

## Learning and development

**46%**

Difference from previous survey **+5**

Difference from CS2014 **-3**

Difference from CS High Performers **-9**

## Inclusion and fair treatment

**75%**

Difference from previous survey **+4**

Difference from CS2014 **0**

Difference from CS High Performers **-3**

## Resources and workload

**74%**

Difference from previous survey **+3**

Difference from CS2014 **0**

Difference from CS High Performers **-3**

## Pay and benefits

**24%**

Difference from previous survey **-1**

Difference from CS2014 **-3**

Difference from CS High Performers **-11**

## Leadership and Managing Change

**41%**

Difference from previous survey **+10**

Difference from CS2014 **-2**

Difference from CS High Performers **-8**



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		41%	+10 ✧	-2	-8 ✧
My work		78%	+6 ✧	+3	-1
Resources and workload		74%	+3	0	-3 ✧
My manager		66%	+4	-2	-5 ✧
Pay and benefits		24%	-1	-3 ✧	-11 ✧
My team		80%	+4 ✧	+1	-2
Organisational objectives and purpose		85%	+2	+2	-2 ✧
Learning and development		46%	+5 ✧	-3	-9 ✧
Inclusion and fair treatment		75%	+4	0	-3 ✧

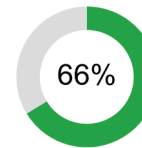


Strength of association with engagement

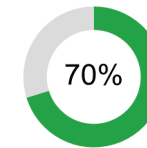


Statistically significant difference from comparison

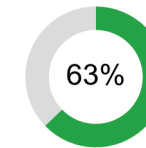
## Wellbeing



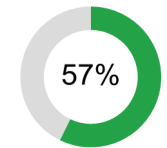
Overall, how satisfied are you with your life nowadays?



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

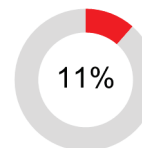


Overall, how happy did you feel yesterday?

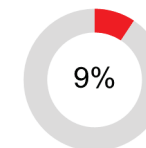


No or low anxiety yesterday

## Discrimination, bullying and harassment

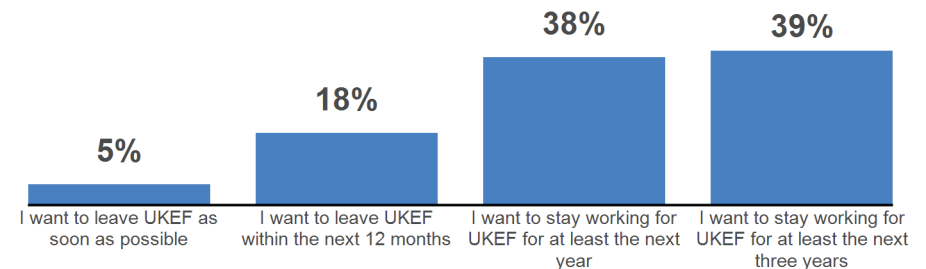


During the past 12 months have you personally experienced discrimination at work?



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

**78%** +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	48	42	8	2	0	90%	+7 ◆	+1	-2 ◆
B02 I am sufficiently challenged by my work	33	47	8	9	3	79%	+6 ◆	0	-3 ◆
B03 My work gives me a sense of personal accomplishment	31	46	11	8	4	76%	+6 ◆	+1	-2
B04 I feel involved in the decisions that affect my work	18	41	20	13	8	59%	+6 ◆	+3	-3 ◆
B05 I have a choice in deciding how I do my work	28	56	8	8	0	84%	+8 ◆	+10 ◆	+5 ◆

### Organisational objectives and purpose

**85%** +2

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 UKEF's purpose	38	51	5	6	0	90%	+4 ◆	+4 ◆	-1
B07 I have a clear understanding of UKEF's objectives	33	49	10	8	0	82%	+4 ◆	+2	-3 ◆
B08 I understand how my work contributes to UKEF's objectives	34	50	8	5	3	84%	-1	0	-4 ◆



## All questions by theme

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

### My manager

**66%** +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
B09 My manager motivates me to be more effective in my job	20	42	23	9	5	62%	+1	-6 ◆	-9 ◆
B10 My manager is considerate of my life outside work	41	41	12			82%	+4 ◆	+1	-3 ◆
B11 My manager is open to my ideas	36	46	12			81%	+2	+1	-3 ◆
B12 My manager helps me to understand how I contribute to UKEF's objectives	16	47	28	6		63%	+5 ◆	-2	-7 ◆
B13 Overall, I have confidence in the decisions made by my manager	24	51	14	6	5	75%	+4 ◆	+2	-2
B14 My manager recognises when I have done my job well	28	48	15	5		76%	+2	-1	-5 ◆
B15 I receive regular feedback on my performance	17	43	16	20	5	60%	+6 ◆	-6 ◆	-9 ◆
B16 The feedback I receive helps me to improve my performance	12	45	25	13	5	57%	+8 ◆	-4 ◆	-9 ◆
B17 I think that my performance is evaluated fairly	17	48	18	10	8	64%	+4 ◆	+1	-3
B18 Poor performance is dealt with effectively in my team	5	34	41	14	6	39%	+5 ◆	0	-4 ◆

### My team

**80%** +4

Difference from previous survey



Strength of association with engagement



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	31	53	9			84%	+2	0	-3 ◆
B20 The people in my team work together to find ways to improve the service we provide	26	53	13	6		79%	+3	-1	-4 ◆
B21 The people in my team are encouraged to come up with new and better ways of doing things	24	53	13	7		78%	+6 ◆	+4 ◆	0



## All questions by theme

◆ indicates statistically significant difference from comparison  
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### Learning and development

**46%** +5

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	17	43	28	8	8	60%	-1	-2	-7 ◆
B23	Learning and development activities I have completed in the past 12 months have helped to improve my performance	11	34	39	10	5	46%	+8 ◆	-5 ◆	-11 ◆
B24	There are opportunities for me to develop my career in UKEF	6	32	27	21	14	38%	+8 ◆	-4 ◆	-11 ◆
B25	Learning and development activities I have completed while working for UKEF are helping me to develop my career	9	32	33	16	10	41%	+5 ◆	-2	-8 ◆

### Inclusion and fair treatment

**75%** +4

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	24	54	12	6	6	78%	+5 ◆	-1	-4 ◆
B27	I am treated with respect by the people I work with	30	55	7	5	5	84%	+6 ◆	0	-2 ◆
B28	I feel valued for the work I do	17	48	17	12	7	64%	+5 ◆	0	-5 ◆
B29	I think that UKEF respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	26	48	14	7	5	74%	-1	0	-4 ◆



## All questions by theme

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

### Resources and workload **74%** +3

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	27	58	10	5	0	85%	+4 ◆	+1	-2
B31 I get the information I need to do my job well	19	49	18	11	5	68%	+6 ◆	-2	-6 ◆
B32 I have clear work objectives	22	56	15	5	0	78%	+7 ◆	+2	-1
B33 I have the skills I need to do my job effectively	33	56	9	2	0	89%	0	0	-3 ◆
B34 I have the tools I need to do my job effectively	16	56	13	12	3	72%	+5 ◆	0	-4 ◆
B35 I have an acceptable workload	11	47	20	15	7	58%	-1	-1	-8 ◆
B36 I achieve a good balance between my work life and my private life	18	51	14	10	7	69%	0	+3	-5 ◆

### Pay and benefits

**24%** -1

Difference from previous survey



Strength of association with engagement



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	20	26	28	2	26%	-1	-3 ◆	-10 ◆
B38 I am satisfied with the total benefits package	25	21	30	21	3	28%	-1	-4 ◆	-12 ◆
B39 Compared to people doing a similar job in other organisations I feel my pay is reasonable	18	21	30	30	2	20%	-2	-4 ◆	-12 ◆



## All questions by theme

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### Leadership and Managing Change

**41%** +10

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
B40	I feel that UKEF as a whole is managed well	39	26	20	11	42%	+10 ◆	-3	-14 ◆	
B41	The Executive Committee in UKEF are sufficiently visible	5	36	22	23	14	41%	+8 ◆	-12 ◆	-22 ◆
B42	I believe the actions of the Executive Committee are consistent with UKEF's values	35	40	13	9	39%	+13 ◆	-9 ◆	-17 ◆	
B43	I believe that the Executive Committee have a clear vision for the future of UKEF	6	43	32	9	11	49%	+21 ◆	+4 ◆	-4 ◆
B44	Overall, I have confidence in the decisions made by the Executive Committee	34	41	10	12	37%	+9 ◆	-7 ◆	-14 ◆	
B45	I feel that change is managed well in UKEF	29	33	25	11	31%	+10 ◆	-1	-8 ◆	
B46	When changes are made in UKEF they are usually for the better	32	37	20	9	35%	+8 ◆	+5 ◆	-2	
B47	UKEF keeps me informed about matters that affect me	5	55	20	11	9	61%	+20 ◆	+3	-3 ◆
B48	I have the opportunity to contribute my views before decisions are made that affect me	31	30	23	13	34%	0	-1	-9 ◆	
B49	I think it is safe to challenge the way things are done in UKEF	6	40	26	15	14	46%	+3	+5 ◆	-2



## All questions by theme

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

### 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 UKEF	17	44	28	7	7	61%	+7 ◆	+2	-5 ◆
B51 I would recommend UKEF as a great place to work	13	35	31	15	6	48%	+3	-1	-12 ◆
B52 I feel a strong personal attachment to UKEF	20	34	26	16	5	54%	+4	+6 ◆	0
B53 UKEF inspires me to do the best in my job	10	29	37	18	7	39%	+1	-6 ◆	-12 ◆
B54 UKEF motivates me to help it achieve its objectives	9	31	33	19	8	41%	+6 ◆	-2	-9 ◆

### 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 the Executive Committee in UKEF will take action on the results from this survey	9	41	23	15	12	50%	+12 ◆	+5 ◆	-3 ◆
B56 I believe that managers where I work will take action on the results from this survey	11	44	25	11	8	55%	+9 ◆	0	-6 ◆
B57 Where I work, I think effective action has been taken on the results of the last survey	5	27	40	19	9	32%	+11 ◆	-2	-8 ◆





## 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	35	53	6			89%	-1	0	-2 ◇
B59 I believe I would be supported if I try a new idea, even if it may not work	18	53	19	6		71%	+9 ◇	+2	-1
B60 My performance is evaluated based on whether I get things done, rather than solely follow processes	19	47	19	11	5	66%	+2	+1	-5 ◇
B61 When I talk about UKEF I say "we" rather than "they"	29	53	11			82%	+2	+13 ◇	+3 ◇
B62 I have some really good friendships at work	26	40	27			67%	-3	-9 ◇	-13 ◇



## 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.

W01 Overall, how satisfied are you with your life nowadays?	15	19	53	13	66%	-4 ◆	+2	0
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	11	19	49	21	70%	-6 ◆	+1	-2
W03 Overall, how happy did you feel yesterday?	16	21	46	17	63%	+1	+2	-1



W04 Overall, how anxious did you feel yesterday?	27	31	16	27	57%	-2	+7 ◆	+5 ◆
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## 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 UKEF?

			Difference from previous survey	Difference from CS2014	Difference from CS High Performers
I want to leave UKEF as soon as possible		5%	-4	-2	-5
I want to leave UKEF within the next 12 months		18%	+5	+5	+1
I want to stay working for UKEF for at least the next year		38%	+3	+6 ◇	0
I want to stay working for UKEF for at least the next three years		39%	-4	-7 ◇	-15 ◇

### 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?	95	5	95%	+8 ◇	+6 ◇	+2 ◇
D02. Are you aware of how to raise a concern under the Civil Service Code?	73	27	73%	+1	+9 ◇	+2
D03. Are you confident that if you raised a concern under the Civil Service Code in UKEF it would be investigated properly?	68	32	68%	-2	0	-5 ◇

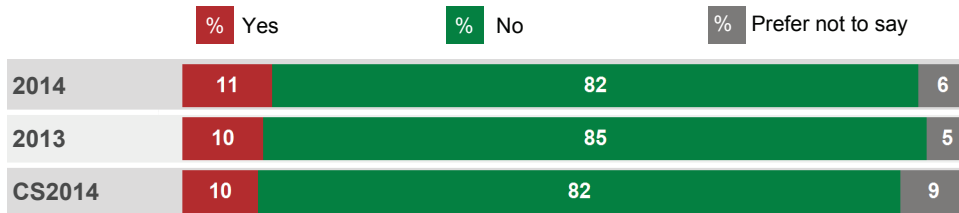


## All questions by theme

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### Discrimination, harassment and bullying

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



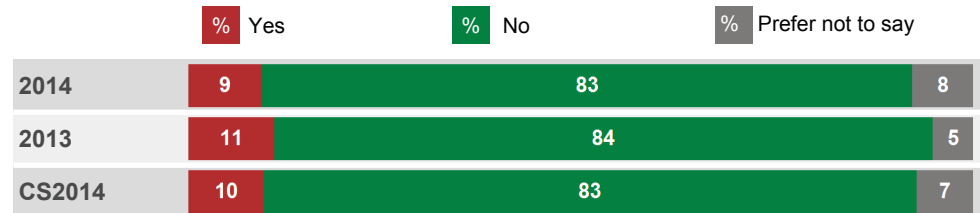
For respondents who selected 'Yes' to question E01.

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

	Response Count
Age	--
Caring responsibilities	--
Disability	--
Ethnic background	--
Gender	--
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	11
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 '--'

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



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 <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.