



Employee engagement is shaped by experience at work, as measured by nine themes in the survey shown below.





Strength of association with engagement



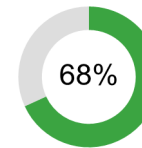
Statistically significant difference from comparison

Drivers of Engagement

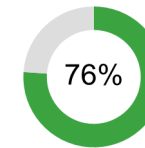
	Strength of association with engagement ¹	Theme score % Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
Leadership and managing change					
My work		80%	+2	+5	+2
My manager		68%	+2	0	-3
Pay and benefits		14%	-10	-15	-22
Learning and development		49%	+3	0	-6
Resources and workload		74%	0	+1	-3
Organisational objectives and purpose		89%	+3	+6	+2
My team		81%	+1	+1	-2
Inclusion and fair treatment		74%	-1	0	-4

¹The table above shows the strength of association between engagement and the themes for Civil Service

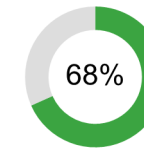
Wellbeing



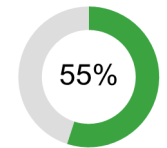
Overall, how satisfied are you with your life nowadays?



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

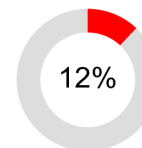


Overall, how happy did you feel yesterday?



Overall, how anxious did you feel yesterday?

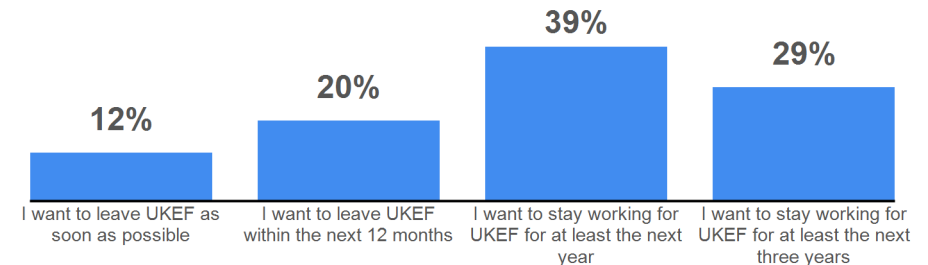
Discrimination, bullying and harassment



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

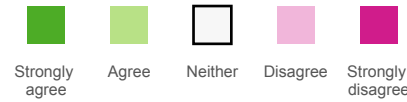
◆ indicates statistically significant difference from comparison
^ indicates a variation in question wording from your previous survey

My work

80% +2
Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B01 I am interested in my work	46	47				94%	+4 ◆	+5 ◆	+2 ◆
B02 I am sufficiently challenged by my work	36	46	9	7		82%	+3	+3 ◆	0
B03 My work gives me a sense of personal accomplishment	27	51	16			78%	+2	+3	0
B04 I feel involved in the decisions that affect my work	14	51	15	16	5	65%	+6 ◆	+9 ◆	+1
B05 I have a choice in deciding how I do my work	27	54	8	7		81%	-3 ◆	+8 ◆	+2

Organisational objectives and purpose

89% +3
Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B06 I have a clear understanding of UKEF's purpose	40	50	5			91%	+1	+6 ◆	+1
B07 I have a clear understanding of UKEF's objectives	29	56	9	5		85%	+3	+6 ◆	+1
B08 I understand how my work contributes to UKEF's objectives	38	53				91%	+7 ◆	+8 ◆	+4 ◆



All questions by theme

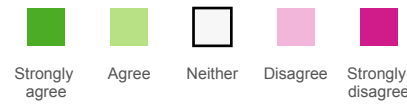
◆ indicates statistically significant difference from comparison
^ indicates a variation in question wording from your previous survey

My manager

68% +2
Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question ID	Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B09	My manager motivates me to be more effective in my job	26	38	16	12	7	64%	+2	-3 ◆	-8 ◆
B10	My manager is considerate of my life outside work	43	43	9			85%	+3	+3 ◆	0
B11	My manager is open to my ideas	35	52	8			86%	+5 ◆	+6 ◆	+2
B12	My manager helps me to understand how I contribute to UKEF's objectives	21	47	18	8	5	69%	+6 ◆	+5 ◆	+1
B13	Overall, I have confidence in the decisions made by my manager	28	47	14	6	5	75%	0	+2	-2
B14	My manager recognises when I have done my job well	33	43	11	7	6	75%	-1	-3 ◆	-6 ◆
B15	I receive regular feedback on my performance	25	33	20	13	9	58%	-1	-8 ◆	-12 ◆
B16	The feedback I receive helps me to improve my performance	22	39	22	9	9	61%	+4	-1	-4 ◆
B17	I think that my performance is evaluated fairly	22	38	18	10	12	60%	-4	-2	-8 ◆
B18	Poor performance is dealt with effectively in my team	8	35	33	15	8	43%	+4	+4 ◆	0

My team

81% +1
Difference from previous survey



Strength of association with engagement



Question ID	Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	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	53	6	6		86%	+2	+1	-1
B20	The people in my team work together to find ways to improve the service we provide	31	49	14			80%	+1	0	-4 ◆
B21	The people in my team are encouraged to come up with new and better ways of doing things	28	49	14	6		77%	-1	+3	-1



All questions by theme

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

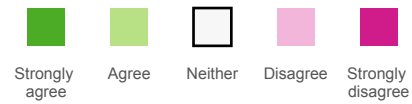
Learning and development

49% +3

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B22	I am able to access the right learning and development opportunities when I need to	17	52	18	11	2	79	+9 ◆	+6 ◆	+1
B23	Learning and development activities I have completed in the past 12 months have helped to improve my performance	12	47	23	13	6	69	+12 ◆	+6 ◆	0
B24	There are opportunities for me to develop my career in UKEF	5	25	28	24	20	30	-10 ◆	-13 ◆	-21 ◆
B25	Learning and development activities I have completed while working for UKEF are helping me to develop my career	5	37	30	18	10	42	0	-2	-8 ◆

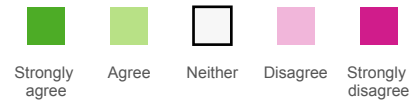
Inclusion and fair treatment

74% -1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B26	I am treated fairly at work	23	54	8	8	7	77	-2	-2	-5 ◆
B27	I am treated with respect by the people I work with	25	61	5	5	4	86	+1	+1	-2
B28	I feel valued for the work I do	22	41	18	13	6	63	-1	-1	-6 ◆
B29	I think that UKEF respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	24	50	12	7	8	74	-1	+1	-4 ◆



All questions by theme

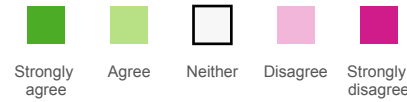
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^ indicates a variation in question wording from your previous survey

Resources and workload **74%** **0**

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B30 In my job, I am clear what is expected of me	26	58	5	8	1	74%	-1	+1	-2
B31 I get the information I need to do my job well	15	54	14	13	4	69%	+1	0	-4 ◆
B32 I have clear work objectives	23	57	10	7	3	70%	+2	+4 ◆	0
B33 I have the skills I need to do my job effectively	33	55	7	5	1	78%	-1	0	-2 ◆
B34 I have the tools I need to do my job effectively	20	48	16	10	5	68%	-4	-1	-6 ◆
B35 I have an acceptable workload	12	52	14	14	8	64%	+6 ◆	+5 ◆	-1
B36 I achieve a good balance between my work life and my private life	18	48	19	13	4	66%	-3	-1	-6 ◆

Pay and benefits **14%** **-10**

Difference from previous survey



Strength of association with engagement



Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B37 I feel that my pay adequately reflects my performance	15	13	31	41	1	28%	-11 ◆	-16 ◆	-22 ◆
B38 I am satisfied with the total benefits package	17	17	28	37	1	34%	-10 ◆	-15 ◆	-21 ◆
B39 Compared to people doing a similar job in other organisations I feel my pay is reasonable	9	14	29	48	1	23%	-10 ◆	-16 ◆	-23 ◆



All questions by theme

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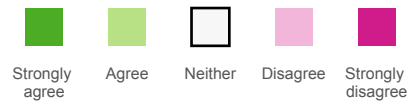
Leadership and managing change

41% -1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B40	I feel that UKEF as a whole is managed well	6	35	27	21	11		-2	-5 ◆	-16 ◆
B41	The Executive Committee in UKEF are sufficiently visible	5	38	26	20	11		+2	-10 ◆	-23 ◆
B42	I believe the actions of the Executive Committee are consistent with UKEF's values	5	38	38	11	8		+4	-3	-14 ◆
B43	I believe that the Executive Committee have a clear vision for the future of UKEF	5	34	39	14	9		-10 ◆	-3 ◆	-15 ◆
B44	Overall, I have confidence in the decisions made by the Executive Committee		29	45	13	10		-4	-9 ◆	-19 ◆
B45	I feel that change is managed well in UKEF		24	31	26	16		-4	-3 ◆	-12 ◆
B46	When changes are made in UKEF they are usually for the better		31	37	19	9		0	+8 ◆	0
B47	UKEF keeps me informed about matters that affect me	5	50	21	15	10		-6 ◆	-1	-9 ◆
B48	I have the opportunity to contribute my views before decisions are made that affect me		38	22	21	15		+8 ◆	+6 ◆	-2
B49	I think it is safe to challenge the way things are done in UKEF	8	43	24	13	13		+4	+9 ◆	0



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 CS2015	Difference from CS High Performers
B50 I am proud when I tell others I am part of UKEF	16	48	24	10			+3	+7 ◆	-3
B51 I would recommend UKEF as a great place to work	7	36	32	17	8		-5 ◆	-4 ◆	-16 ◆
B52 I feel a strong personal attachment to UKEF	18	35	30	9	7		-1	+7 ◆	0
B53 UKEF inspires me to do the best in my job	7	40	30	13	10		+8 ◆	+3	-4 ◆
B54 UKEF motivates me to help it achieve its objectives	7	34	32	18	9		0	-1	-8 ◆

Taking action

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B55 I believe that the Executive Committee in UKEF will take action on the results from this survey	9	42	23	12	14		+1	+7 ◆	-4 ◆
B56 I believe that managers where I work will take action on the results from this survey	17	39	21	12	12		0	0	-7 ◆
B57 Where I work, I think effective action has been taken on the results of the last survey	8	30	33	15	13		+6 ◆	+5 ◆	-4 ◆



All questions by theme

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^ 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 CS2015	Difference from CS High Performers
B58 I am trusted to carry out my job effectively	34	56	5				+1	+2 ◆	0
B59 I believe I would be supported if I try a new idea, even if it may not work	18	52	18	9			-1	+2	-2
B60 My performance is evaluated based on whether I get things done, rather than solely follow processes	16	51	20	8			+2	+3	-2
B61 When I talk about UKEF I say "we" rather than "they"	28	52	14				-1	+11 ◆	+2
B62 I have some really good friendships at work	26	50	16	6			+9 ◆	0	-4 ◆

Leadership statement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B63 My manager inspires my team to do our best	19	41	22	12	7		--	-7 ◆	-12 ◆
B64 The Executive Committee inspire people across UKEF to do their best	24	37	25	13			--	-12 ◆	-21 ◆
B65 My manager leads our team with confidence	21	49	14	10	6		--	-1	-6 ◆
B66 The Executive Committee lead UKEF with confidence	35	38	13	10			--	-8 ◆	-18 ◆
B67 My manager empowers me to do my job effectively	20	56	8	10	5		--	+5 ◆	+1
B68 The Executive Committee empower teams to deliver	31	39	16	11			--	-6 ◆	-15 ◆
B69 The Executive Committee in UKEF actively role model the behaviours set out in the Civil Service Leadership Statement	24	44	16	13			--	-9 ◆	-17 ◆
B70 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	13	37	33	8	9		--	-7 ◆	-12 ◆



All questions by theme

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^ indicates a variation in question wording from your previous survey

Wellbeing



Unlike the questions B01-B70 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.

Question	0-4	5-6	7-8	9-10	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
W01 Overall, how satisfied are you with your life nowadays?	11	21	55	13	+2	+3	0	
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?		19	51	25	+6	+5	+2	
W03 Overall, how happy did you feel yesterday?	8	23	45	23	+6	+6	+3	

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



W04 Overall, how anxious did you feel yesterday?	26	29	16	29	-2	+5	+3
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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 CS2015	Difference from CS High Performers
I want to leave UKEF as soon as possible		+7 ◇	+4	+1
		+2	+5 ◇	0
		+1	+7 ◇	+1
		-10 ◇	-14 ◇	-22 ◇

The Civil Service Code

Differences are based on '% Yes' score

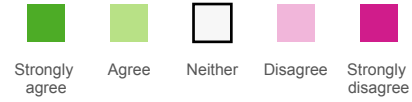
	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?			97	+2 ◇	+7 ◇	+3 ◇
D02. Are you aware of how to raise a concern under the Civil Service Code?			81	+8 ◇	+14 ◇	+8 ◇
D03. Are you confident that if you raised a concern under the Civil Service Code in UKEF it would be investigated properly?			71	+3	+3 ◇	-2



All questions by theme

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

UK EXPORT FINANCE questions



% Positive
Difference from previous survey

Question ID	Question Text	Yes	No	% Positive	Difference from previous survey
F01	UKEF and UKTI work well together to support the UK export effort	44%	56%		--



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 2014 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.
CS2015	The CS2015 benchmark is the median percent positive across all organisations that participated in the 2015 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 2015 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, CS2015 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 2015 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.