

## Your engagement index

# 47%

Difference from previous survey

-1 ✧

Difference from CS2012

-10 ✧

Difference from CS High Performers

-15 ✧

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 CS2012
B50. I am proud when I tell others I am part of UKBA	36%	-4 ✧	-18 ✧
B51. I would recommend UKBA as a great place to work	27%	-1 ✧	-19 ✧

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

B52. I feel a strong personal attachment to UKBA	34%	-2 ✧	-10 ✧
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#### Strive: motivated to do the best for the organisation...










B53. UKBA inspires me to do the best in my job	27%	-2 ✧	-14 ✧
B54. UKBA motivates me to help it achieve its objectives	26%	-2 ✧	-13 ✧

✧ = 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 CS2012	Difference from CS High Performers
Leadership and managing change		26%	-2 ✧	-15 ✧	-24 ✧
My work		62%	0	-11 ✧	-14 ✧
Resources and workload		65%	-3 ✧	-9 ✧	-12 ✧
My line manager		60%	0	-6 ✧	-9 ✧
Pay and benefits		23%	-1 ✧	-7 ✧	-12 ✧
Learning and development		34%	0	-10 ✧	-17 ✧
Organisational objectives and purpose		74%	-2 ✧	-8 ✧	-13 ✧
My team		72%	0	-6 ✧	-9 ✧
Inclusion and fair treatment		67%	0	-8 ✧	-10 ✧




✧ = 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 CS2012.

^ indicates a variation in question wording from your previous survey

◇ indicates statistically significant difference from comparison

	% Positive	Diff. from previous survey	Difference from CS2012
<b>Leadership and managing change</b> <span style="float: right;">Strength of association with engagement: </span>			
B43. I believe that the UKBA board has a clear vision for the future of UKBA	30%	+3 ◇	-9 ◇
B46. When changes are made in UKBA they are usually for the better	15%	-3 ◇	-10 ◇
B41. Senior managers in UKBA are sufficiently visible	38%	0	-10 ◇
B45. I feel that change is managed well in UKBA	17%	-4 ◇	-12 ◇
B48. I have the opportunity to contribute my views before decisions are made that affect me	24%	-2 ◇	-12 ◇
B42. I believe the actions of senior managers are consistent with UKBA's values	29%	-1	-13 ◇
B49. I think it is safe to challenge the way things are done in UKBA	27%	-2 ◇	-13 ◇
B44. Overall, I have confidence in the decisions made by UKBA's senior managers	22%	-2 ◇	-17 ◇
B47. UKBA keeps me informed about matters that affect me	39%	-4 ◇	-17 ◇
B40. I feel that UKBA as a whole is managed well	22%	-5 ◇	-20 ◇
<b>My work</b> <span style="float: right;">Strength of association with engagement: </span>			
B02. I am sufficiently challenged by my work	70%	+3 ◇	-6 ◇
B01. I am interested in my work	83%	+1	-7 ◇
B03. My work gives me a sense of personal accomplishment	62%	+1	-11 ◇
B04. I feel involved in the decisions that affect my work	42%	-2 ◇	-11 ◇
B05. I have a choice in deciding how I do my work	55%	-1	-17 ◇
<b>Resources and workload</b> <span style="float: right;">Strength of association with engagement: </span>			
B36. I achieve a good balance between my work life and my private life	65%	-1	-3 ◇
B30. In my job, I am clear what is expected of me	79%	-1	-4 ◇
B33. I have the skills I need to do my job effectively	82%	-1 ◇	-6 ◇
B32. I have clear work objectives	67%	-3 ◇	-8 ◇
B35. I have an acceptable workload	52%	-3 ◇	-8 ◇
B31. I get the information I need to do my job well	56%	-4 ◇	-12 ◇
B34. I have the tools I need to do my job effectively	54%	-5 ◇	-18 ◇

# 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



## My work

:Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2012	Difference from CS High Performers
B01. I am interested in my work	33	50	10	5	83%	+1	-7 ◇	-9 ◇	
B02. I am sufficiently challenged by my work	25	45	15	11	4	70%	+3 ◇	-6 ◇	-10 ◇
B03. My work gives me a sense of personal accomplishment	17	45	18	14	6	62%	+1	-11 ◇	-16 ◇
B04. I feel involved in the decisions that affect my work	9	33	21	23	15	42%	-2 ◇	-11 ◇	-18 ◇
B05. I have a choice in deciding how I do my work	13	42	20	15	9	55%	-1	-17 ◇	-22 ◇

## Organisational objectives and purpose

:Strength of association with engagement

B06. I have a clear understanding of UKBA's purpose	19	57	15	7	76%	-2 ◇	-9 ◇	-14 ◇
B07. I have a clear understanding of UKBA's objectives	16	54	18	8	71%	-3 ◇	-8 ◇	-14 ◇
B08. I understand how my work contributes to UKBA's objectives	20	56	15	6	76%	-2 ◇	-6 ◇	-11 ◇

# All questions by theme

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## My line manager

:Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2012	Difference from CS High Performers
B09. My manager motivates me to be more effective in my job	17	43	21	12	7	60%	+2 ◇	-6 ◇	-9 ◇
B10. My manager is considerate of my life outside work	28	44	17	7	5	72%	+1	-9 ◇	-12 ◇
B11. My manager is open to my ideas	24	48	17	7	4	72%	0	-7 ◇	-10 ◇
B12. My manager helps me to understand how I contribute to UKBA's objectives	15	42	28	10	5	57%	+1	-4 ◇	-9 ◇
B13. Overall, I have confidence in the decisions made by my manager	20	44	20	9	7	64%	+1	-7 ◇	-11 ◇
B14. My manager recognises when I have done my job well	25	47	15	8	5	72%	-1	-5 ◇	-8 ◇
B15. I receive regular feedback on my performance	15	42	21	16	6	58%	-1	-5 ◇	-10 ◇
B16. The feedback I receive helps me to improve my performance	15	41	26	12	6	55%	-1	-5 ◇	-8 ◇
B17. I think that my performance is evaluated fairly	14	42	24	13	8	55%	-3 ◇	-7 ◇	-12 ◇
B18. Poor performance is dealt with effectively in my team	8	29	34	17	12	37%	-1	0	-5 ◇

## 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	52	14	6		78%	0	-5 ◇	-8 ◇
B20. The people in my team work together to find ways to improve the service we provide	24	49	17	7		73%	0	-6 ◇	-8 ◇
B21. The people in my team are encouraged to come up with new and better ways of doing things	20	45	21	10	5	65%	+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 CS2012	Difference from CS High Performers
<b>Learning and development</b>									
:Strength of association with engagement									
B22. I am able to access the right learning and development opportunities when I need to	7	39	27	18	8	46%	-2 ◇	-11 ◇	-18 ◇
B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance	6	29	34	21	10	35%	-2 ◇	-11 ◇	-16 ◇
B24. There are opportunities for me to develop my career in UKBA	4	22	26	26	22	26%	+5 ◇	-10 ◇	-17 ◇
B25. Learning and development activities I have completed while working for UKBA are helping me to develop my career	5	25	31	23	16	30%	-1	-10 ◇	-16 ◇
<b>Inclusion and fair treatment</b>									
:Strength of association with engagement									
B26. I am treated fairly at work	16	54	17	8	5	70%	0	-8 ◇	-11 ◇
B27. I am treated with respect by the people I work with	21	58	13	5		78%	0	-5 ◇	-8 ◇
B28. I feel valued for the work I do	12	40	23	16	9	51%	0	-11 ◇	-16 ◇
B29. I think that UKBA respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	17	51	20	7	5	68%	+1	-4 ◇	-10 ◇

# 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 CS2012	Difference from CS High Performers
B30. In my job, I am clear what is expected of me	19	61	12	7	7	79%	-1	-4 ◇	-7 ◇
B31. I get the information I need to do my job well	9	47	22	17	5	56%	-4 ◇	-12 ◇	-16 ◇
B32. I have clear work objectives	13	54	17	11	5	67%	-3 ◇	-8 ◇	-12 ◇
B33. I have the skills I need to do my job effectively	22	60	12	4	4	82%	-1 ◇	-6 ◇	-9 ◇
B34. I have the tools I need to do my job effectively	10	44	20	18	8	54%	-5 ◇	-18 ◇	-21 ◇
B35. I have an acceptable workload	7	45	20	18	10	52%	-3 ◇	-8 ◇	-14 ◇
B36. I achieve a good balance between my work life and my private life	13	52	19	10	6	65%	-1	-3 ◇	-9 ◇

## Pay and benefits

:Strength of association with engagement

B37. I feel that my pay adequately reflects my performance	23	22	31	22	22	25%	-1	-6 ◇	-11 ◇
B38. I am satisfied with the total benefits package	22	27	29	20	20	24%	-1	-9 ◇	-15 ◇
B39. Compared to people doing a similar job in other organisations I feel my pay is reasonable	17	23	31	26	26	20%	-2 ◇	-6 ◇	-13 ◇

# All questions 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 CS2012	Difference from CS High Performers
B40. I feel that UKBA as a whole is managed well	20	29	28	20	22%	-5 ◇	-20 ◇	-34 ◇	
B41. Senior managers in UKBA are sufficiently visible	5	33	27	21	14	38%	0	-10 ◇	-22 ◇
B42. I believe the actions of senior managers are consistent with UKBA's values	26	38	18	14	29%	-1	-13 ◇	-24 ◇	
B43. I believe that the UKBA board has a clear vision for the future of UKBA	4	26	37	18	15	30%	+3 ◇	-9 ◇	-21 ◇
B44. Overall, I have confidence in the decisions made by UKBA's senior managers	19	33	24	20	22%	-2 ◇	-17 ◇	-29 ◇	
B45. I feel that change is managed well in UKBA	15	25	34	25	17%	-4 ◇	-12 ◇	-22 ◇	
B46. When changes are made in UKBA they are usually for the better	13	33	31	21	15%	-3 ◇	-10 ◇	-20 ◇	
B47. UKBA keeps me informed about matters that affect me	36	31	18	12	39%	-4 ◇	-17 ◇	-25 ◇	
B48. I have the opportunity to contribute my views before decisions are made that affect me	21	27	28	21	24%	-2 ◇	-12 ◇	-19 ◇	
B49. I think it is safe to challenge the way things are done in UKBA	24	33	23	18	27%	-2 ◇	-13 ◇	-19 ◇	

# 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

	<b>%</b> Strongly agree	<b>%</b> Agree	<b>%</b> Neither	<b>%</b> Disagree	<b>%</b> Strongly disagree	<b>% Positive</b>	Difference from previous survey	Difference from CS2012	Difference from CS High Performers
<b>Engagement</b>									
B50. I am proud when I tell others I am part of UKBA	8	28	34	19	12	36%	-4 ◇	-18 ◇	-28 ◇
B51. I would recommend UKBA as a great place to work	6	22	36	23	14	27%	-1	-19 ◇	-30 ◇
B52. I feel a strong personal attachment to UKBA	8	26	33	20	13	34%	-2 ◇	-10 ◇	-18 ◇
B53. UKBA inspires me to do the best in my job	6	21	38	22	13	27%	-2 ◇	-14 ◇	-22 ◇
B54. UKBA motivates me to help it achieve its objectives	5	21	38	22	14	26%	-2 ◇	-13 ◇	-21 ◇
<b>Taking action</b>									
B55. I believe that senior managers in UKBA will take action on the results from this survey	5	25	28	23	19	30%	-1	-13 ◇	-24 ◇
B56. I believe that managers where I work will take action on the results from this survey	8	33	28	16	16	41%	-1	-11 ◇	-19 ◇
B57. Where I work, I think effective action has been taken on the results of the last survey	5	19	40	19	17	24%	-3 ◇	-8 ◇	-16 ◇



# All questions by theme

## Your plans for the future

C01. Which of the following statements most reflects your current thoughts about working for UKBA?

			Difference from previous survey	Difference from CS2012	Difference from CS High Performers
I want to leave UKBA as soon as possible		11%	-1	+3 ^	+1 ^
I want to leave UKBA within the next 12 months		13%	0	0	-4 ^
I want to stay working for UKBA for at least the next year		24%	0	-5 ^	-10 ^
I want to stay working for UKBA for at least the next three years		53%	0	+1 ^	-7 ^

## The Civil Service Code

Differences are based on '% Yes' score

	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2012	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		24	76%	+6 ^	-12 ^	-18 ^
D02. Are you aware of how to raise a concern under the Civil Service Code?		45	55%	+6 ^	-8 ^	-15 ^
D03. Are you confident that if you raised a concern under the Civil Service Code in UKBA it would be investigated properly?		50	50%	+2 ^	-16 ^	-21 ^

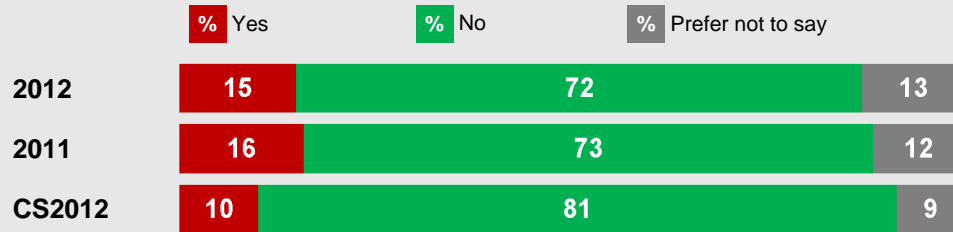
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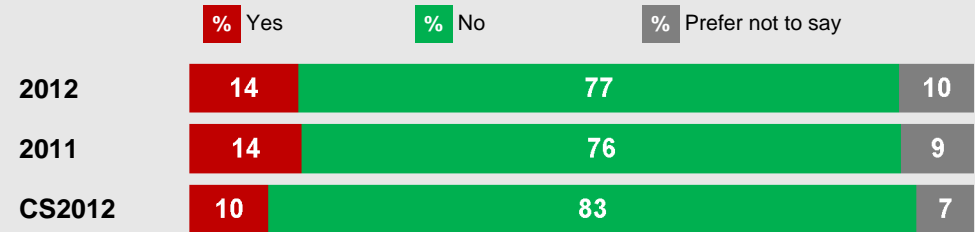
# All questions by theme

## Discrimination, harassment and bullying

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

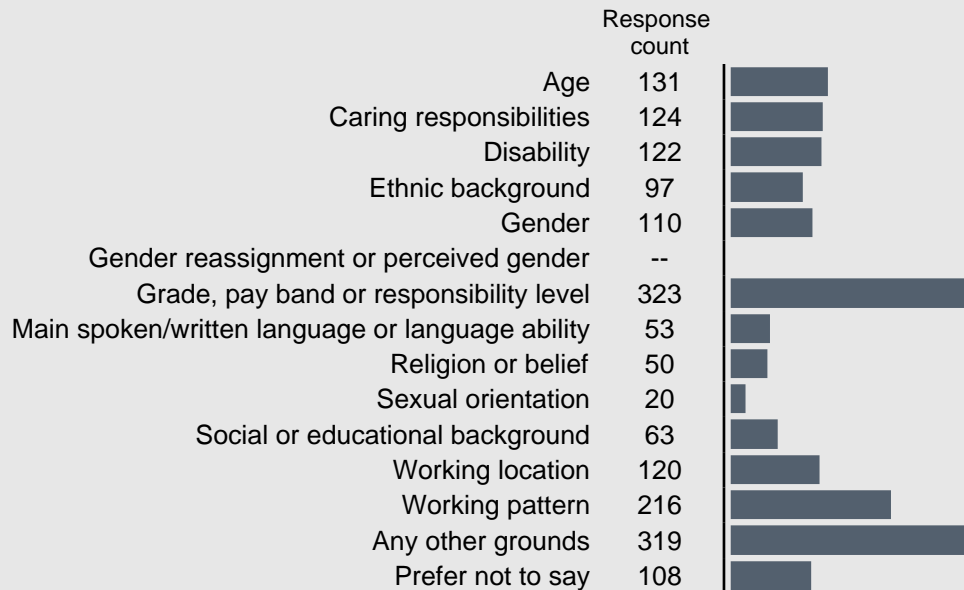


E03. During the past 12 months, have you personally experienced bullying or harassment at work?



For respondents who selected 'Yes' to question E01.

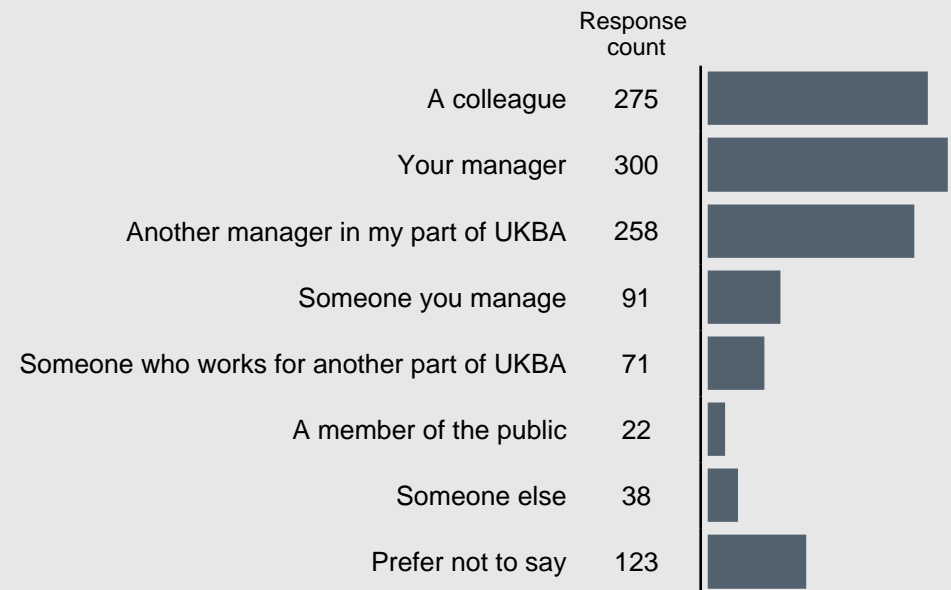
E02. On which of the following grounds have you personally experienced discrimination in the past 12 months? (multiple selection)



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)

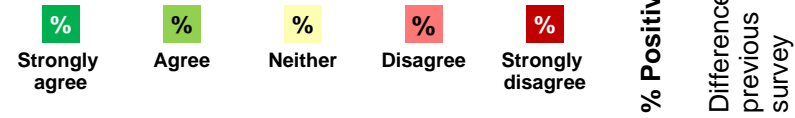


# All questions by theme

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✦ indicates statistically significant difference from comparison



## UK Border Agency questions

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01. Within UKBA opportunities for selection are fair	23	31	26	17	26%	-1	
F02. The UKBA Board is sufficiently visible	25	34	25	14	28%	+4 ✦	
F03. Senior managers where I work inspire staff with a positive vision	6	28	31	20	15	34%	0
F04. If you answered yes to the question 'During the past 12 months, have you personally experienced bullying or harassment at work', did you report it?	Yes: 43%		No: 57%		43%	+3	
F05. Have you taken part in any volunteering activity or given unpaid help to a club, group or organisation in the last 12 months?	Yes: 27%		No: 73%		27%	+2 ✦	
F06. Have you taken any special leave from your job in the past 12 months to take part in volunteering activity or giving of unpaid help?	Yes: 4%		No: 96%		4%	0	
F07. Have you seen or heard communications about the Home Office We Want To Be programme?	Yes: 60%		No: 40%		60%	-	
F08. Have you seen changes as a result of the Home Office We Want To Be programme?	Yes: 15%		No: 85%		15%	-	
F09. I am aware that Civil Service Learning is the first place to go for learning and development opportunities that are open to all civil servants	Yes: 65%		No: 35%		65%	-	
F10. I review my learning and development needs with my manager on a regular basis	5	37	27	21	10	42%	-

# Appendix

## Glossary of key terms

<b>% positive</b>	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> ).
<b>Previous survey</b>	Comparisons to the previous survey relate to the results from the 2011 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.
<b>CS2012</b>	The CS2012 benchmark is the median percent positive across all organisations that participated in the 2012 Civil Service People Survey.
<b>CS High Performers</b>	For each question, this is the upper quartile score across all organisations that have taken part in the 2012 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: ✦

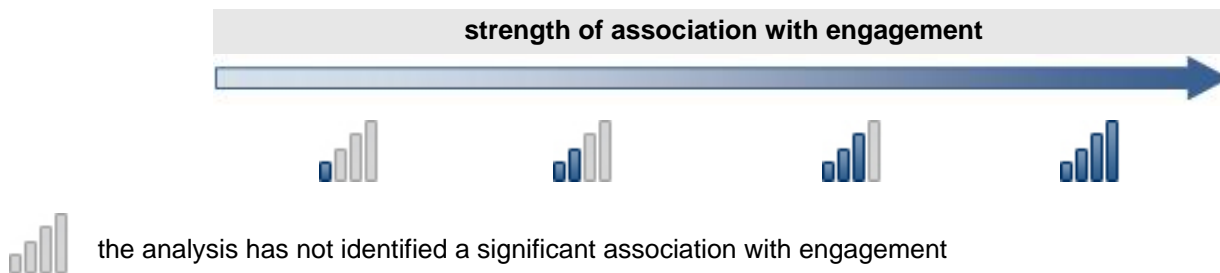
Statistical testing has been carried out on the comparisons between this year's results and your previous survey, CS2012 results and CS High Performers results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in 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 2012 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.