

# UK Border Force

Returns: 1,821

Response rate: 23%

## Your engagement index

**36%**

Difference from previous survey

**+2** ✧

Difference from CS2012

**-22** ✧

Difference from CS High Performers

**-26** ✧

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 Border Force <sup>^</sup>	<b>24%</b>	-1	-29 ✧
B51. I would recommend Border Force as a great place to work <sup>^</sup>	<b>15%</b>	+1	-31 ✧

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

B52. I feel a strong personal attachment to Border Force <sup>^</sup>	<b>23%</b>	0	-21 ✧
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#### Strive: motivated to do the best for the organisation...










B53. Border Force inspires me to do the best in my job <sup>^</sup>	<b>18%</b>	+1	-23 ✧
B54. Border Force motivates me to help it achieve its objectives <sup>^</sup>	<b>16%</b>	+1	-23 ✧

✧ = 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		<b>17%</b>	0	-24 ✧	-33 ✧
My work		<b>55%</b>	+3 ✧	-18 ✧	-22 ✧
My line manager		<b>52%</b>	0	-13 ✧	-16 ✧
Pay and benefits		<b>22%</b>	+1	-8 ✧	-13 ✧
Organisational objectives and purpose		<b>61%</b>	+1	-21 ✧	-26 ✧
Learning and development		<b>24%</b>	+2	-20 ✧	-28 ✧
Resources and workload		<b>52%</b>	+1	-21 ✧	-24 ✧
My team		<b>66%</b>	+3	-12 ✧	-15 ✧
Inclusion and fair treatment		<b>55%</b>	+1	-20 ✧	-22 ✧


✧ = 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>		Strength of association with engagement: 	
B46. When changes are made in Border Force they are usually for the better^	8%	-1	-17 ◇
B43. I believe that Senior Management has a clear vision for the future of Border Force^	18%	0	-21 ◇
B48. I have the opportunity to contribute my views before decisions are made that affect me	15%	-2 ◇	-21 ◇
B45. I feel that change is managed well in Border Force^	7%	-1	-22 ◇
B42. I believe the actions of senior managers are consistent with Border Force's values^	20%	+1	-22 ◇
B41. Senior managers in Border Force are sufficiently visible^	25%	+2	-23 ◇
B49. I think it is safe to challenge the way things are done in Border Force^	17%	-1	-23 ◇
B47. Border Force keeps me informed about matters that affect me^	31%	0	-25 ◇
B44. Overall, I have confidence in the decisions made by Border Force's senior managers^	14%	+2	-26 ◇
B40. I feel that Border Force as a whole is managed well^	13%	+1	-30 ◇

<b>My work</b>		Strength of association with engagement: 	
B01. I am interested in my work	82%	+5 ◇	-8 ◇
B02. I am sufficiently challenged by my work	64%	+5 ◇	-12 ◇
B03. My work gives me a sense of personal accomplishment	55%	+4 ◇	-17 ◇
B04. I feel involved in the decisions that affect my work	29%	0	-24 ◇
B05. I have a choice in deciding how I do my work	42%	+2	-30 ◇

<b>My line manager</b>		Strength of association with engagement: 	
B18. Poor performance is dealt with effectively in my team	30%	-1	-7 ◇
B14. My manager recognises when I have done my job well	68%	-1	-9 ◇
B11. My manager is open to my ideas	67%	+1	-11 ◇
B17. I think that my performance is evaluated fairly	50%	-1	-12 ◇
B15. I receive regular feedback on my performance	49%	-1	-14 ◇
B10. My manager is considerate of my life outside work	66%	0	-14 ◇
B09. My manager motivates me to be more effective in my job	51%	+1	-15 ◇
B13. Overall, I have confidence in the decisions made by my manager	56%	0	-15 ◇
B12. My manager helps me to understand how I contribute to Border Force's objectives^	43%	0	-18 ◇
B16. The feedback I receive helps me to improve my performance	42%	-1	-18 ◇

# 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 CS2012	Difference from CS High Performers	
B01. I am interested in my work	36	45	10	6		82%	+5 ✧	-8 ✧	-10 ✧	
B02. I am sufficiently challenged by my work	23	41	17	13	6	64%	+5 ✧	-12 ✧	-16 ✧	
B03. My work gives me a sense of personal accomplishment	18	38	17	17	11	55%	+4 ✧	-17 ✧	-22 ✧	
B04. I feel involved in the decisions that affect my work	7	22	17	24	29	29%	0	-24 ✧	-30 ✧	
B05. I have a choice in deciding how I do my work	10	32	18	18	22	42%	+2	-30 ✧	-35 ✧	
Organisational objectives and purpose										
:Strength of association with engagement										
B06. I have a clear understanding of Border Force's purpose^	19	45	16	12	8	64%	+1	-20 ✧	-26 ✧	
B07. I have a clear understanding of Border Force's objectives^	15	44	19	13	8	59%	0	-20 ✧	-26 ✧	
B08. I understand how my work contributes to Border Force's objectives^	17	43	20	11	8	61%	+1	-21 ✧	-26 ✧	

# All questions by theme

This section shows the results for each question in the survey, 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	14	37	23	15	12	51%	+1	-15 ◇	-18 ◇
B10. My manager is considerate of my life outside work	25	41	18	8	8	66%	0	-14 ◇	-17 ◇
B11. My manager is open to my ideas	22	46	17	9	7	67%	+1	-11 ◇	-15 ◇
B12. My manager helps me to understand how I contribute to Border Force's objectives^	11	32	32	14	10	43%	0	-18 ◇	-23 ◇
B13. Overall, I have confidence in the decisions made by my manager	17	40	20	11	12	56%	0	-15 ◇	-19 ◇
B14. My manager recognises when I have done my job well	23	45	17	9	6	68%	-1	-9 ◇	-11 ◇
B15. I receive regular feedback on my performance	13	36	21	19	10	49%	-1	-14 ◇	-19 ◇
B16. The feedback I receive helps me to improve my performance	12	30	32	16	10	42%	-1	-18 ◇	-21 ◇
B17. I think that my performance is evaluated fairly	12	38	26	13	11	50%	-1	-12 ◇	-17 ◇
B18. Poor performance is dealt with effectively in my team	6	24	32	18	19	30%	-1	-7 ◇	-11 ◇

## 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	48	12	7		78%	+2	-5 ◇	-8 ◇
B20. The people in my team work together to find ways to improve the service we provide	22	45	19	9	5	67%	+3 ◇	-12 ◇	-15 ◇
B21. The people in my team are encouraged to come up with new and better ways of doing things	16	37	23	15	10	53%	+2	-18 ◇	-23 ◇

# 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	4	31	28	24	13	35%	+1	-23 ✧	-30 ✧
B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance	22	34	25	16		25%	0	-21 ✧	-27 ✧
B24. There are opportunities for me to develop my career in Border Force^	17	23	24	33		20%	+7 ✧	-16 ✧	-23 ✧
B25. Learning and development activities I have completed while working for Border Force are helping me to develop my career^	14	29	26	28		17%	-1	-22 ✧	-29 ✧
<b>Inclusion and fair treatment</b>									
:Strength of association with engagement									
B26. I am treated fairly at work	12	48	19	11	9	60%	+1	-18 ✧	-21 ✧
B27. I am treated with respect by the people I work with	16	57	16	7	5	73%	0	-11 ✧	-14 ✧
B28. I feel valued for the work I do	8	29	24	19	19	38%	+2	-24 ✧	-29 ✧
B29. I think that Border Force respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)^	10	39	27	12	11	49%	+1	-22 ✧	-29 ✧

# 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 CS2012	Difference from CS High Performers
<b>Resources and workload</b>									
:Strength of association with engagement									
B30. In my job, I am clear what is expected of me	13	55	15	12	5	68%	0	-16 ◇	-19 ◇
B31. I get the information I need to do my job well	6	37	25	22	10	44%	0	-25 ◇	-29 ◇
B32. I have clear work objectives	8	45	23	15	9	53%	-2	-22 ◇	-26 ◇
B33. I have the skills I need to do my job effectively	18	54	16	8	4	72%	+1	-16 ◇	-19 ◇
B34. I have the tools I need to do my job effectively	7	34	21	23	14	41%	+2	-30 ◇	-34 ◇
B35. I have an acceptable workload	5	41	25	17	12	45%	+1	-15 ◇	-20 ◇
B36. I achieve a good balance between my work life and my private life	6	37	22	19	16	44%	+2	-24 ◇	-30 ◇
<b>Pay and benefits</b>									
:Strength of association with engagement									
B37. I feel that my pay adequately reflects my performance	24	21	29	24		26%	+2	-5 ◇	-10 ◇
B38. I am satisfied with the total benefits package	18	24	30	26		20%	+2	-13 ◇	-20 ◇
B39. Compared to people doing a similar job in other organisations I feel my pay is reasonable	19	24	29	26		21%	0	-5 ◇	-12 ◇

# 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 Border Force as a whole is managed well <sup>^</sup>	11	20	28	39	13%	+1	-30 ◇	-44 ◇	
B41. Senior managers in Border Force are sufficiently visible <sup>^</sup>	22	21	24	30	25%	+2	-23 ◇	-35 ◇	
B42. I believe the actions of senior managers are consistent with Border Force's values <sup>^</sup>	17	34	19	26	20%	+1	-22 ◇	-34 ◇	
B43. I believe that Senior Management has a clear vision for the future of Border Force <sup>^</sup>	15	27	21	34	18%	0	-21 ◇	-33 ◇	
B44. Overall, I have confidence in the decisions made by Border Force's senior managers <sup>^</sup>	11	24	24	38	14%	+2	-26 ◇	-38 ◇	
B45. I feel that change is managed well in Border Force <sup>^</sup>	6	21	33	39	7%	-1	-22 ◇	-31 ◇	
B46. When changes are made in Border Force they are usually for the better <sup>^</sup>	7	22	31	38	8%	-1	-17 ◇	-28 ◇	
B47. Border Force keeps me informed about matters that affect me <sup>^</sup>	30	32	18	18	31%	0	-25 ◇	-32 ◇	
B48. I have the opportunity to contribute my views before decisions are made that affect me	13	22	28	35	15%	-2 ◇	-21 ◇	-28 ◇	
B49. I think it is safe to challenge the way things are done in Border Force <sup>^</sup>	15	24	25	34	17%	-1	-23 ◇	-30 ◇	

# All questions by theme

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

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	<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 Border Force <sup>^</sup>	5	20	29	22	25	24%	-1	-29 ✧	-40 ✧
B51. I would recommend Border Force as a great place to work <sup>^</sup>	13	27	28	29	29	15%	+1	-31 ✧	-42 ✧
B52. I feel a strong personal attachment to Border Force <sup>^</sup>	6	18	28	23	26	23%	0	-21 ✧	-29 ✧
B53. Border Force inspires me to do the best in my job <sup>^</sup>	15	31	26	25	25	18%	+1	-23 ✧	-32 ✧
B54. Border Force motivates me to help it achieve its objectives <sup>^</sup>	13	31	26	28	28	16%	+1	-23 ✧	-31 ✧
<b>Taking action</b>									
B55. I believe that senior managers in Border Force will take action on the results from this survey <sup>^</sup>	15	22	24	37	37	17%	+1	-26 ✧	-36 ✧
B56. I believe that managers where I work will take action on the results from this survey	4	21	25	20	31	24%	-1	-28 ✧	-35 ✧
B57. Where I work, I think effective action has been taken on the results of the last survey	10	32	22	35	35	12%	0	-20 ✧	-28 ✧



# All questions by theme

## Your plans for the future

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

			Difference from previous survey	Difference from CS2012	Difference from CS High Performers
I want to leave Border Force as soon as possible		<b>19%</b>	+1	+11 ✧	+9 ✧
I want to leave Border Force within the next 12 months		<b>12%</b>	0	0	-4 ✧
I want to stay working for Border Force for at least the next year		<b>21%</b>	+1	-8 ✧	-13 ✧
I want to stay working for Border Force for at least the next three years		<b>47%</b>	-2	-4 ✧	-12 ✧

## 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?		<b>82</b>	<b>18</b>	<b>82%</b>	+3 ✧	-7 ✧	-12 ✧
D02. Are you aware of how to raise a concern under the Civil Service Code?		<b>53</b>	<b>47</b>	<b>53%</b>	+1	-10 ✧	-16 ✧
D03. Are you confident that if you raised a concern under the Civil Service Code in Border Force it would be investigated properly?^		<b>40</b>	<b>60</b>	<b>40%</b>	+1	-26 ✧	-31 ✧

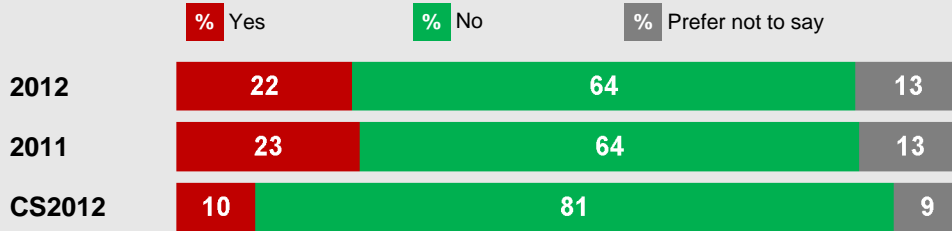
^ indicates a variation in question wording from your previous survey

✧ indicates statistically significant difference from comparison

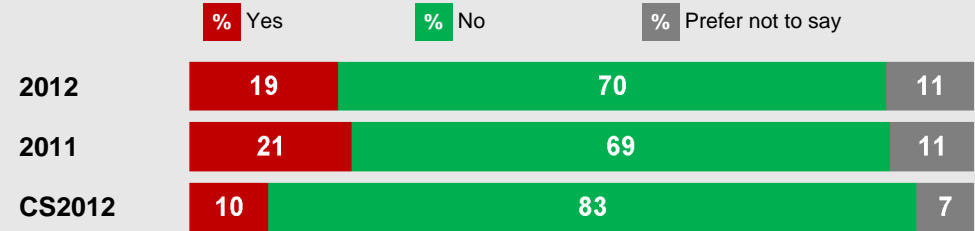
# All questions by theme

## Discrimination, harassment and bullying

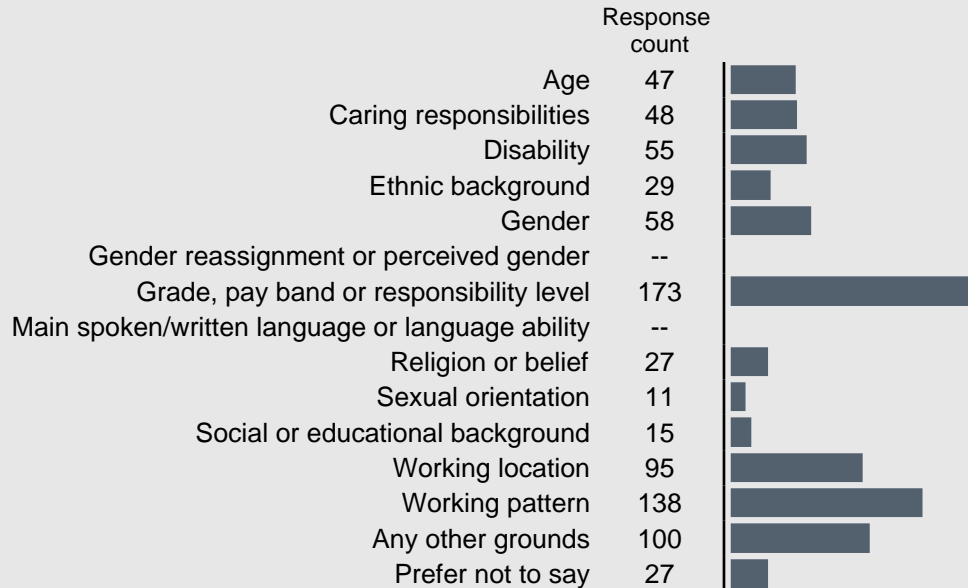
E01. During the past 12 months, have you personally experienced discrimination at work?



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

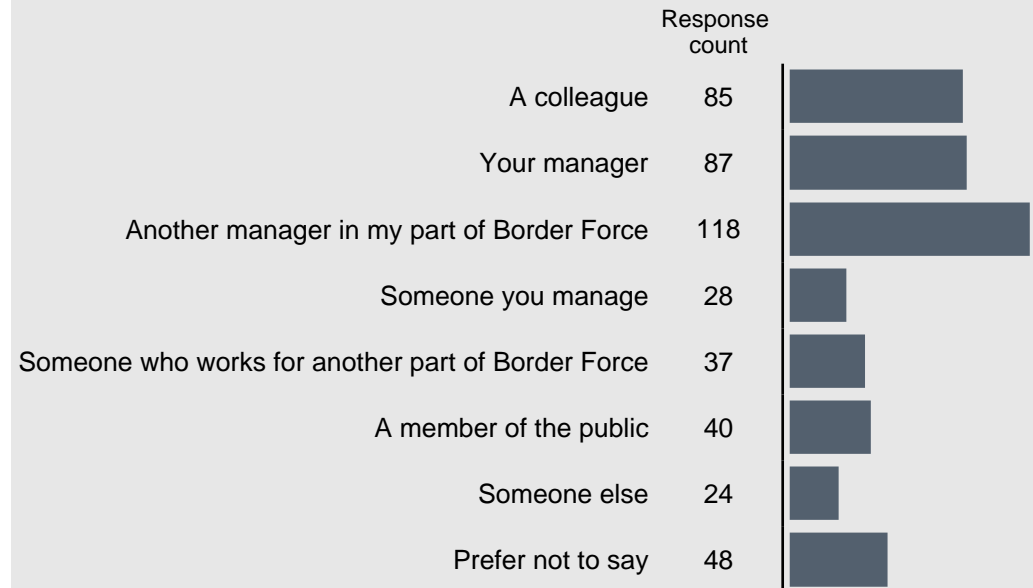


For respondents who selected 'Yes' to question E01.  
E02. On which of the following grounds have you personally experienced discrimination in the past 12 months? (multiple selection)



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)

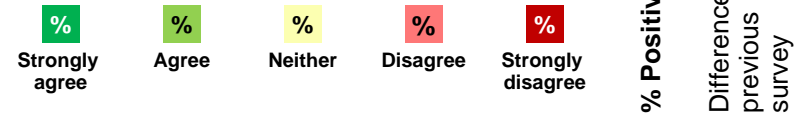


# All questions by theme

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## UK Border Force questions

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01. I am clear about the vision for Border Force as a professional 'law enforcement' command	7	33	24	21	15	40%	-
F02. I have a clear understanding of Border Force's priorities	8	42	23	16	12	50%	-
F03. Changes taking place in Border Force are explained properly and communicated effectively by my manager	4	27	29	20	20	31%	-
F04. I am briefed when I come on duty	Yes: 52%		No: 48%			52%	-
F05. If operational, I adhere to the operational standards required of behaviour and dress in Border Force. If non operational, I am aware of the required operational standards	Yes: 93%		No: 7%			93%	-
F06. Senior managers in Border Force inspire staff with a positive vision^	13	28	25	32		15%	-6 ✦
F07. I understand that an integral part of my role is gathering intelligence	16	48	23	8	5	64%	-
F08. My line manager does all that he/she can to ensure that I am sufficiently equipped, including tackling barriers or obstacles that prevent me doing my job effectively	11	41	26	13	9	52%	-
F09. Have you seen or heard communications about the Home Office We Want To Be programme?	Yes: 67%		No: 33%			67%	-
F10. Have you seen changes as a result of the Home Office We Want To Be programme?	Yes: 9%		No: 91%			9%	-

# 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: ✦

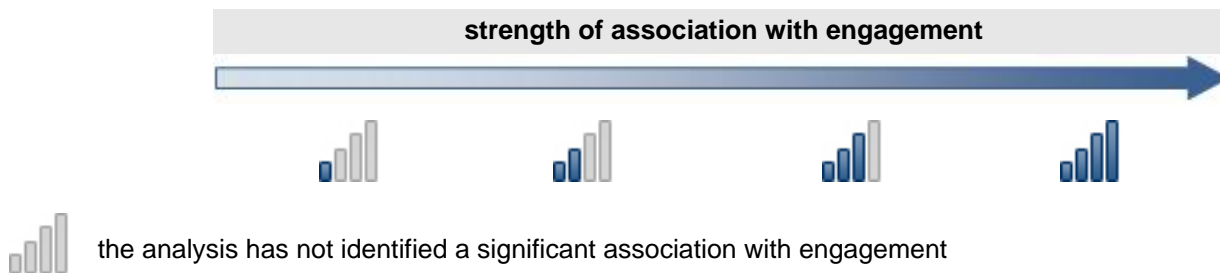
Statistical testing has been carried out on the comparisons between this year's results and your previous survey, CS2012 results and CS High Performers results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in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