



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.





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 CS2015	Difference from CS High Performers
Leadership and managing change		22%	-2 ✧	-20 ✧	-29 ✧
My work		56%	-2 ✧	-19 ✧	-23 ✧
My manager		50%	-3 ✧	-18 ✧	-21 ✧
Learning and development		30%	-4 ✧	-20 ✧	-26 ✧
Pay and benefits		20%	-4 ✧	-10 ✧	-16 ✧
Organisational objectives and purpose		69%	-4 ✧	-13 ✧	-17 ✧
Resources and workload		52%	-3 ✧	-21 ✧	-25 ✧
My team		63%	-2	-16 ✧	-20 ✧
Inclusion and fair treatment		54%	-4 ✧	-21 ✧	-25 ✧

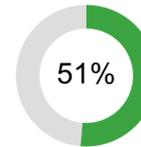


Strength of association with engagement

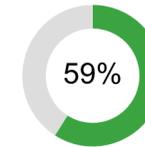


Statistically significant difference from comparison

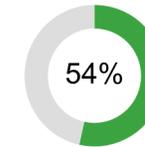
## Wellbeing



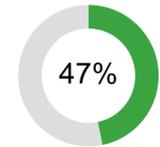
Overall, how satisfied are you with your life nowadays?



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

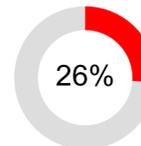


Overall, how happy did you feel yesterday?

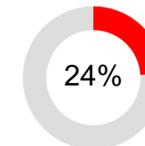


Overall, how anxious did you feel yesterday?

## Discrimination, bullying and harassment

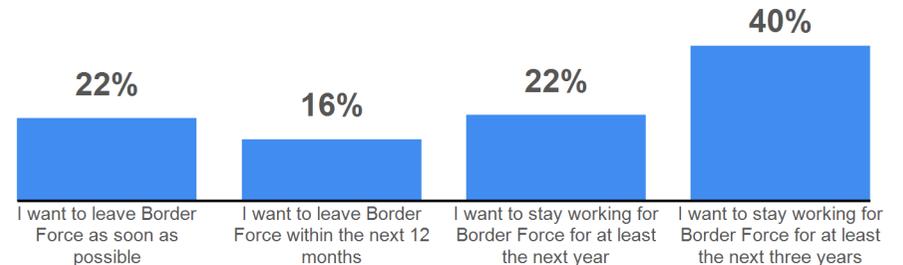


During the past 12 months have you personally experienced discrimination at work?



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

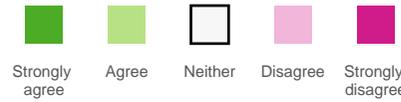
My work

56% -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	36	47	9	6	6	82%	-3 ◆	-7 ◆	-9 ◆
B02 I am sufficiently challenged by my work	24	42	16	13	6	66%	-2 ◆	-13 ◆	-17 ◆
B03 My work gives me a sense of personal accomplishment	19	38	18	15	10	57%	-4 ◆	-19 ◆	-21 ◆
B04 I feel involved in the decisions that affect my work	10	24	16	25	25	34%	-1	-22 ◆	-30 ◆
B05 I have a choice in deciding how I do my work	11	28	18	21	22	39%	-1	-34 ◆	-40 ◆

Organisational objectives and purpose

69% -4

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 Border Force's purpose	24	48	14	9	6	71%	-4 ◆	-13 ◆	-18 ◆
B07 I have a clear understanding of Border Force's objectives	21	47	15	11	6	68%	-4 ◆	-11 ◆	-16 ◆
B08 I understand how my work contributes to Border Force's objectives	22	47	16	9	7	68%	-5 ◆	-14 ◆	-18 ◆



All questions by theme

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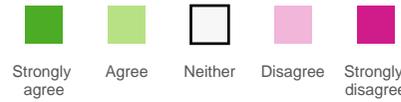
My manager

50% -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
B09	My manager motivates me to be more effective in my job	16	35	21	16	13	50%	-3 ◆	-18 ◆	-22 ◆
B10	My manager is considerate of my life outside work	25	37	16	9	12	62%	-1	-20 ◆	-24 ◆
B11	My manager is open to my ideas	22	40	19	10	9	63%	-2 ◆	-18 ◆	-22 ◆
B12	My manager helps me to understand how I contribute to Border Force's objectives	14	32	28	15	11	45%	-4 ◆	-18 ◆	-23 ◆
B13	Overall, I have confidence in the decisions made by my manager	19	36	20	12	13	55%	-3 ◆	-17 ◆	-22 ◆
B14	My manager recognises when I have done my job well	24	43	15	11	8	66%	-1	-12 ◆	-15 ◆
B15	I receive regular feedback on my performance	15	32	20	19	14	47%	-2 ◆	-19 ◆	-23 ◆
B16	The feedback I receive helps me to improve my performance	14	29	27	17	14	43%	-3 ◆	-18 ◆	-22 ◆
B17	I think that my performance is evaluated fairly	12	30	23	17	17	43%	-3 ◆	-19 ◆	-25 ◆
B18	Poor performance is dealt with effectively in my team	8	19	30	19	24	27%	-2 ◆	-12 ◆	-16 ◆

My team

63% -2

Difference from previous survey



Strength of association with engagement



Question ID	Question Text	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	27	48	14	8	1	75%	-1	-10 ◆	-12 ◆
B20	The people in my team work together to find ways to improve the service we provide	22	42	20	10	6	63%	-1	-17 ◆	-21 ◆
B21	The people in my team are encouraged to come up with new and better ways of doing things	18	33	22	15	12	51%	-3 ◆	-23 ◆	-27 ◆



All questions by theme

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Learning and development

30% -4

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	6	32	25	23	14	38%	-4 ◆	-25 ◆	-30 ◆
B23	Learning and development activities I have completed in the past 12 months have helped to improve my performance	7	25	29	22	17	32%	-6 ◆	-20 ◆	-26 ◆
B24	There are opportunities for me to develop my career in Border Force	5	20	22	23	29	25%	-5 ◆	-16 ◆	-24 ◆
B25	Learning and development activities I have completed while working for Border Force are helping me to develop my career	5	19	27	25	25	23%	-2 ◆	-20 ◆	-26 ◆

Inclusion and fair treatment

54% -4

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	14	41	19	14	12	55%	-6 ◆	-23 ◆	-26 ◆
B27	I am treated with respect by the people I work with	17	52	15	8	7	70%	-3 ◆	-15 ◆	-17 ◆
B28	I feel valued for the work I do	12	29	19	21	18	41%	-3 ◆	-23 ◆	-28 ◆
B29	I think that Border Force respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	13	37	23	13	14	50%	-4 ◆	-22 ◆	-28 ◆



All questions by theme

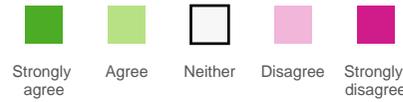
◆ indicates statistically significant difference from comparison  
^ indicates a variation in question wording from your previous survey

Resources and workload **52%** -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
B30 In my job, I am clear what is expected of me	16	55	16	10	10	70%	-3 ◆	-13 ◆	-16 ◆
B31 I get the information I need to do my job well	9	38	23	21	10	46%	-3 ◆	-23 ◆	-27 ◆
B32 I have clear work objectives	11	44	23	15	8	55%	-3 ◆	-21 ◆	-25 ◆
B33 I have the skills I need to do my job effectively	17	52	16	9	6	69%	-4 ◆	-19 ◆	-21 ◆
B34 I have the tools I need to do my job effectively	8	32	20	25	15	40%	-3 ◆	-28 ◆	-34 ◆
B35 I have an acceptable workload	6	36	21	21	15	43%	-2 ◆	-17 ◆	-22 ◆
B36 I achieve a good balance between my work life and my private life	8	30	19	19	24	37%	-4 ◆	-29 ◆	-34 ◆

Pay and benefits

**20%** -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 CS2015	Difference from CS High Performers
B37 I feel that my pay adequately reflects my performance	20	19	30	30	11	22%	-6 ◆	-10 ◆	-15 ◆
B38 I am satisfied with the total benefits package	16	21	30	31	11	18%	-3 ◆	-15 ◆	-22 ◆
B39 Compared to people doing a similar job in other organisations I feel my pay is reasonable	18	21	27	31	11	20%	-4 ◆	-5 ◆	-12 ◆



All questions by theme

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Leadership and managing change

22% -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 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 Border Force as a whole is managed well	17	20	25	36	20%	-2	◆	-26	◆	-36	◆	
B41	Senior managers in Border Force are sufficiently visible	5	26	19	22	29	31%	-3	◆	-22	◆	-35	◆
B42	I believe the actions of senior managers are consistent with Border Force's values	22	30	18	27	26%	-3	◆	-20	◆	-31	◆	
B43	I believe that Senior Management has a clear vision for the future of Border Force	5	23	25	19	28	28%	-2	◆	-14	◆	-25	◆
B44	Overall, I have confidence in the decisions made by Border Force's senior managers	16	24	21	35	20%	-2	◆	-22	◆	-32	◆	
B45	I feel that change is managed well in Border Force	12	21	32	33	14%	-1		-16	◆	-25	◆	
B46	When changes are made in Border Force they are usually for the better	10	24	28	36	12%	-1		-15	◆	-23	◆	
B47	Border Force keeps me informed about matters that affect me	32	27	19	19	35%	-4	◆	-21	◆	-29	◆	
B48	I have the opportunity to contribute my views before decisions are made that affect me	16	21	27	33	19%	-1		-17	◆	-26	◆	
B49	I think it is safe to challenge the way things are done in Border Force	19	21	23	35	22%	-1		-20	◆	-29	◆	



All questions by theme

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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 Border Force	8	26	28	19	19	34%	-4 ◆	-24 ◆	-33 ◆
B51 I would recommend Border Force as a great place to work	15	26	25	29	19	19%	-4 ◆	-28 ◆	-39 ◆
B52 I feel a strong personal attachment to Border Force	8	22	26	22	23	30%	-2 ◆	-17 ◆	-24 ◆
B53 Border Force inspires me to do the best in my job	6	18	30	23	23	24%	-4 ◆	-21 ◆	-28 ◆
B54 Border Force motivates me to help it achieve its objectives	5	16	29	24	25	22%	-3 ◆	-20 ◆	-27 ◆

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 senior managers in Border Force will take action on the results from this survey	5	19	20	21	36	23%	-1	-20 ◆	-32 ◆
B56 I believe that managers where I work will take action on the results from this survey	8	23	20	18	32	31%	-1	-24 ◆	-31 ◆
B57 Where I work, I think effective action has been taken on the results of the last survey	6	14	28	19	34	20%	0	-14 ◆	-22 ◆



All questions by theme

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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	19	50	14	10	7	69%	-3 ◆	-18 ◆	-20 ◆
B59 I believe I would be supported if I try a new idea, even if it may not work	11	32	25	20	13	42%	-3 ◆	-25 ◆	-30 ◆
B60 My performance is evaluated based on whether I get things done, rather than solely follow processes	9	33	27	16	15	42%	0	-23 ◆	-28 ◆
B61 When I talk about Border Force I say "we" rather than "they"	13	36	26	12	13	49%	-5 ◆	-21 ◆	-29 ◆
B62 I have some really good friendships at work	29	47	17	5		76%	0	0	-3 ◆

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	14	35	24	15	13	48%	--	-18 ◆	-23 ◆
B64 Senior managers inspire people across Border Force to do their best	15	26	25	30		19%	--	-18 ◆	-27 ◆
B65 My manager leads our team with confidence	16	38	21	13	12	54%	--	-16 ◆	-22 ◆
B66 Senior managers lead Border Force with confidence	6	20	27	21	26	26%	--	-21 ◆	-31 ◆
B67 My manager empowers me to do my job effectively	15	37	24	12	12	51%	--	-20 ◆	-24 ◆
B68 Border Force's senior managers empower teams to deliver	5	15	29	22	29	19%	--	-21 ◆	-29 ◆
B69 Senior managers in Border Force actively role model the behaviours set out in the Civil Service Leadership Statement	5	16	35	19	26	21%	--	-15 ◆	-23 ◆
B70 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	12	31	32	11	14	43%	--	-14 ◆	-18 ◆



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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.

W01 Overall, how satisfied are you with your life nowadays?	25	24	39	12	51%	-2	-14 ◆	-17 ◆
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	17	24	41	18	59%	-4 ◆	-12 ◆	-15 ◆
W03 Overall, how happy did you feel yesterday?	24	22	35	19	54%	0	-9 ◆	-12 ◆

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?	22	25	21	33	47%	-2	-3 ◆	-6 ◆
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### All questions by theme

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#### 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 CS2015	Difference from CS High Performers
I want to leave Border Force as soon as possible		22%	+5 ◇	+13 ◇	+10 ◇
I want to leave Border Force within the next 12 months		16%	+3 ◇	+1	-4 ◇
I want to stay working for Border Force for at least the next year		22%	0	-10 ◇	-16 ◇
I want to stay working for Border Force for at least the next three years		40%	-9 ◇	-2 ◇	-11 ◇

#### 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?		12	88%	+2 ◇	-3 ◇	-7 ◇
D02. Are you aware of how to raise a concern under the Civil Service Code?		40	60%	+2	-7 ◇	-13 ◇
D03. Are you confident that if you raised a concern under the Civil Service Code in Border Force it would be investigated properly?		58	42%	-3 ◇	-25 ◇	-31 ◇

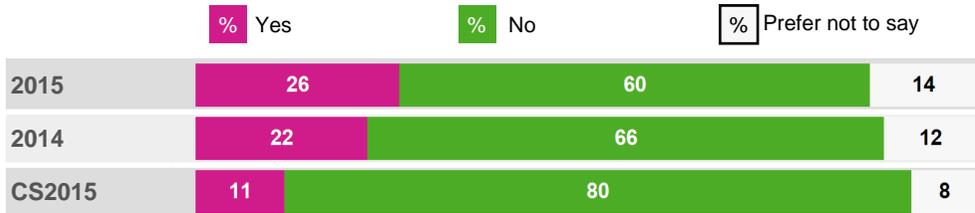


### All questions by theme

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#### Discrimination, harassment and bullying

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



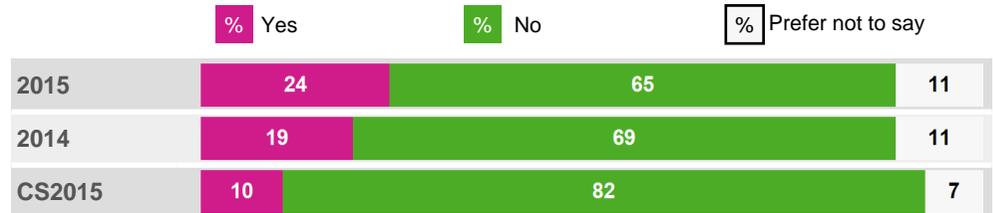
For respondents who selected 'Yes' to question E01.

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

Ground	Response Count
Age	119
Caring responsibilities	106
Disability	125
Ethnic background	67
Gender	96
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	175
Main spoken/written language or language ability	25
Religion or belief	31
Sexual orientation	22
Social or educational background	32
Working location	117
Working pattern	246
Any other grounds	174
Prefer not to say	50

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)

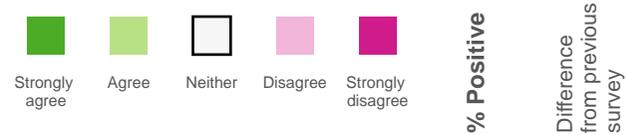
Category	Response Count
A colleague	151
Your manager	166
Another manager in my part of Border Force	284
Someone you manage	46
Someone who works for another part of Border Force	58
A member of the public	60
Someone else	28
Prefer not to say	63



All questions by theme

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Border Force questions



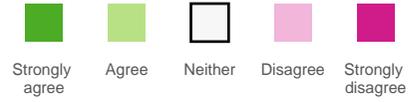
Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01	I understand why the Home Office needs to change to continue to deliver for the public	Yes: 82%		No: 18%			82%	--
F02	I understand what I need to do personally to help the Home Office improve	Yes: 60%		No: 40%			60%	--
F03	I understand how to raise concerns relating to bullying or harassment	21	56	14	6		77%	-1
F04	I am confident that if I raised a concern/complaint relating to bullying or harassment it would be dealt with appropriately	13	29	21	18	20	41%	-7 ◆
F05	If you answered yes to the question 'During the past 12 months, have you personally experienced bullying or harassment at work', did you know where to go for support	Yes: 64%		No: 36%			64%	-2
F06	I receive good briefing about what is going on in Border Force	8	37	26	18	10	46%	--
F07	I have a clear understanding on how Border Force is to become the best border force in the world by 2018	5	18	24	25	28	23%	--
F08	I have seen positive changes in my area during the last year which will enable Border Force to become the best in the world ^	5	15	20	24	35	20%	+2 ◆
F09	I am aware of the Border Force values	19	62	13			81%	+4 ◆
F10	I apply Border Force values on a day to day basis	19	54	21			74%	--
F11	I have opportunities to meet with local Border Force senior managers (SO and above) to understand and discuss business critical issues	13	30	19	18	21	43%	-3 ◆
F12	Since the last People Survey in 2014 I have had the opportunity to discuss with managers and colleagues Bullying, Harassment and Discrimination issues ^	Yes: 40%		No: 60%			40%	+10 ◆
F13	My daily work is becoming less transactional and more skill based	5	18	36	20	21	23%	--



All questions by theme

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Border Force questions



% Positive

Difference from previous survey

F14	I have been active in raising money for the charity of the year this year	Yes: 35%	No: 65%	35%	+4 ◆
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## 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 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.