



Returns : 4,339

Response rate : 61%

Civil Service People Survey 2015


 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		38%	-2 ✧	-5 ✧	-14 ✧
My work		63%	-2 ✧	-11 ✧	-15 ✧
My manager		60%	-1	-8 ✧	-11 ✧
Resources and workload		69%	-1	-3 ✧	-8 ✧
Learning and development		38%	-3 ✧	-11 ✧	-17 ✧
Pay and benefits		28%	-2 ✧	-2 ✧	-8 ✧
Organisational objectives and purpose		81%	-1	-1 ✧	-5 ✧
My team		75%	0	-5 ✧	-8 ✧
Inclusion and fair treatment		68%	-2 ✧	-6 ✧	-10 ✧

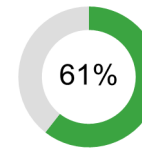


Strength of association with engagement

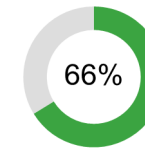


Statistically significant difference from comparison

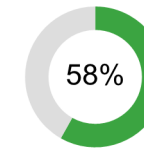
## Wellbeing



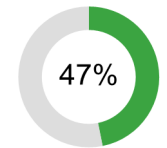
Overall, how satisfied are you with your life nowadays?



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

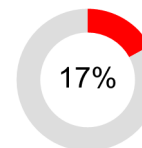


Overall, how happy did you feel yesterday?

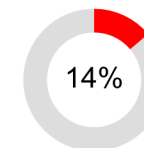


Overall, how anxious did you feel yesterday?

## Discrimination, bullying and harassment

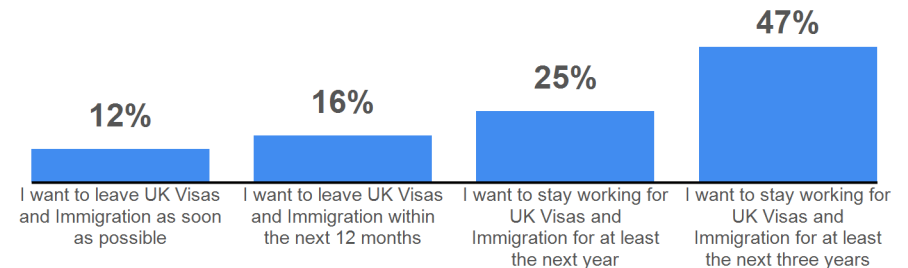


During the past 12 months have you personally experienced discrimination at work?



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  
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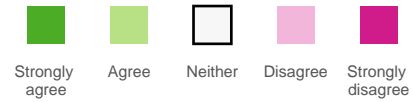
### My work

**63%** -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	32	52	10	5		84%	-2 ♦	-6 ♦	-8 ♦
B02 I am sufficiently challenged by my work	25	46	14	11		71%	-1	-8 ♦	-12 ♦
B03 My work gives me a sense of personal accomplishment	18	46	18	13	5	64%	-3 ♦	-12 ♦	-15 ♦
B04 I feel involved in the decisions that affect my work	11	35	21	21	12	46%	-2 ♦	-10 ♦	-18 ♦
B05 I have a choice in deciding how I do my work	13	40	21	17	9	53%	0	-21 ♦	-26 ♦

### Organisational objectives and purpose

**81%** -1

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 UK Visas and Immigration's purpose	26	57	11	5		83%	0	-2 ♦	-7 ♦
B07 I have a clear understanding of UK Visas and Immigration's objectives	22	56	14	6		78%	-1	-1 ♦	-6 ♦
B08 I understand how my work contributes to UK Visas and Immigration's objectives	27	56	11			83%	-2 ♦	0	-4 ♦

## All questions by theme

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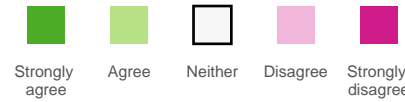
### My manager

60% -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
B09	My manager motivates me to be more effective in my job	19	43	20	12	6	62%	-1	-6 ◆	-10 ◆
B10	My manager is considerate of my life outside work	29	40	18	8	5	69%	+1	-13 ◆	-16 ◆
B11	My manager is open to my ideas	25	46	18	7	7	71%	0	-10 ◆	-14 ◆
B12	My manager helps me to understand how I contribute to UK Visas and Immigration's objectives	16	43	26	11	7	59%	0	-4 ◆	-9 ◆
B13	Overall, I have confidence in the decisions made by my manager	22	43	20	9	6	65%	-2 ◆	-8 ◆	-12 ◆
B14	My manager recognises when I have done my job well	25	46	15	9	5	72%	0	-7 ◆	-9 ◆
B15	I receive regular feedback on my performance	16	41	20	16	7	58%	0	-9 ◆	-12 ◆
B16	The feedback I receive helps me to improve my performance	17	39	25	13	6	56%	-1	-6 ◆	-9 ◆
B17	I think that my performance is evaluated fairly	14	39	22	15	9	53%	0	-9 ◆	-15 ◆
B18	Poor performance is dealt with effectively in my team	10	28	32	17	13	38%	-2 ◆	-1 ◆	-6 ◆

### My team

75% 0

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	28	52	12	6	6	80%	-1 ◆	-4 ◆	-7 ◆
B20	The people in my team work together to find ways to improve the service we provide	26	49	16	7	7	76%	0	-5 ◆	-8 ◆
B21	The people in my team are encouraged to come up with new and better ways of doing things	23	46	18	9	7	70%	+2 ◆	-5 ◆	-9 ◆

## All questions by theme

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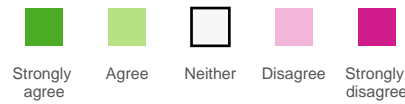
### Learning and development

**38%** -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	8	41	26	17	7	50%	-3 ◆	-13 ◆	-18 ◆
B23	Learning and development activities I have completed in the past 12 months have helped to improve my performance	7	31	32	21	9	38%	-2 ◆	-14 ◆	-20 ◆
B24	There are opportunities for me to develop my career in UK Visas and Immigration	6	28	26	22	18	34%	-6 ◆	-8 ◆	-16 ◆
B25	Learning and development activities I have completed while working for UK Visas and Immigration are helping me to develop my career	5	26	32	23	15	31%	-3 ◆	-13 ◆	-19 ◆

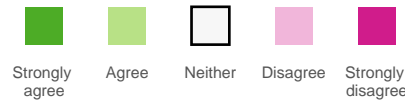
### Inclusion and fair treatment

**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 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	19	51	15	9	5	70%	-2 ◆	-8 ◆	-11 ◆
B27	I am treated with respect by the people I work with	23	57	13	5	5	80%	-2 ◆	-5 ◆	-7 ◆
B28	I feel valued for the work I do	14	39	22	16	9	54%	-2 ◆	-10 ◆	-15 ◆
B29	I think that UK Visas and Immigration respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	22	47	18	8	5	69%	-2 ◆	-3 ◆	-9 ◆

## All questions by theme

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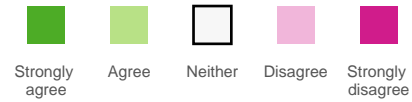
### Resources and workload

**69%** -1

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	23	61	9			85%	0	+1 ♦	-1 ♦
B31 I get the information I need to do my job well	13	49	19	14		62%	-2 ♦	-7 ♦	-11 ♦
B32 I have clear work objectives	17	56	16	8		73%	0	-3 ♦	-7 ♦
B33 I have the skills I need to do my job effectively	26	58	11			84%	-1	-5 ♦	-7 ♦
B34 I have the tools I need to do my job effectively	14	45	19	16	6	59%	-3 ♦	-9 ♦	-15 ♦
B35 I have an acceptable workload	10	45	19	17	9	55%	-2 ♦	-4 ♦	-9 ♦
B36 I achieve a good balance between my work life and my private life	18	49	18	10	6	66%	-1	0	-5 ♦

### Pay and benefits

**28%** -2

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	25		22	28	22	29%	-3 ♦	-3 ♦	-8 ♦
B38 I am satisfied with the total benefits package	24		28	26	18	28%	+1	-5 ♦	-11 ♦
B39 Compared to people doing a similar job in other organisations I feel my pay is reasonable	5	22	22	27	24	27%	-2 ♦	+2 ♦	-5 ♦



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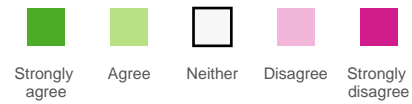
### Leadership and managing change

**38%** -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	Statement	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B40	I feel that UK Visas and Immigration as a whole is managed well	5	33	27	23	12	38%	-1	-8 ◆	-18 ◆
B41	Senior managers in UK Visas and Immigration are sufficiently visible	10	41	21	17	10	51%	-2 ◆	-2 ◆	-15 ◆
B42	I believe the actions of senior managers are consistent with UK Visas and Immigration's values	8	35	33	15	10	42%	-1 ◆	-3 ◆	-14 ◆
B43	I believe that the Senior Leadership team has a clear vision for the future of UK Visas and Immigration	7	35	33	15	10	42%	-1 ◆	0	-12 ◆
B44	Overall, I have confidence in the decisions made by UK Visas and Immigration's senior managers	7	30	32	18	14	36%	-2 ◆	-5 ◆	-16 ◆
B45	I feel that change is managed well in UK Visas and Immigration		26	26	28	16	30%	-1	0	-9 ◆
B46	When changes are made in UK Visas and Immigration they are usually for the better		24	34	25	14	28%	-1	+1 ◆	-7 ◆
B47	UK Visas and Immigration keeps me informed about matters that affect me	5	41	27	17	10	46%	-3 ◆	-10 ◆	-18 ◆
B48	I have the opportunity to contribute my views before decisions are made that affect me		24	27	27	18	28%	-2 ◆	-8 ◆	-17 ◆
B49	I think it is safe to challenge the way things are done in UK Visas and Immigration	5	31	29	20	15	36%	0	-6 ◆	-14 ◆

## 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 UK Visas and Immigration	12	34	32	14	8	46%	-2 ◆	-11 ◆	-20 ◆
B51 I would recommend UK Visas and Immigration as a great place to work	9	32	33	17	10	40%	-4 ◆	-7 ◆	-19 ◆
B52 I feel a strong personal attachment to UK Visas and Immigration	10	30	32	18	10	39%	-2 ◆	-8 ◆	-14 ◆
B53 UK Visas and Immigration inspires me to do the best in my job	8	29	34	18	10	38%	-4 ◆	-7 ◆	-14 ◆
B54 UK Visas and Immigration motivates me to help it achieve its objectives	8	29	34	18	11	37%	-3 ◆	-5 ◆	-12 ◆

### 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 UK Visas and Immigration will take action on the results from this survey	8	30	27	19	16	38%	-1 ◆	-6 ◆	-17 ◆
B56 I believe that managers where I work will take action on the results from this survey	11	35	25	16	13	46%	0	-9 ◆	-16 ◆
B57 Where I work, I think effective action has been taken on the results of the last survey	9	27	36	16	13	35%	+5 ◆	+2 ◆	-7 ◆



## 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	27	58	9			85%	-2 ◆	-3 ◆	-5 ◆
B59 I believe I would be supported if I try a new idea, even if it may not work	14	41	26	14	5	55%	-1	-12 ◆	-17 ◆
B60 My performance is evaluated based on whether I get things done, rather than solely follow processes	13	45	26	11	6	58%	-1	-7 ◆	-11 ◆
B61 When I talk about UK Visas and Immigration I say "we" rather than "they"	16	47	23	9	5	63%	-2 ◆	-7 ◆	-15 ◆
B62 I have some really good friendships at work	29	49	16			77%	-1 ◆	+2 ◆	-2 ◆

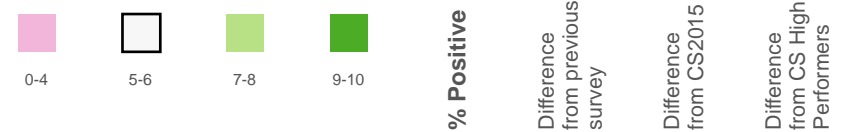
### Leadership statement

	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	17	44	22	11	6	61%	--	-6 ◆	-10 ◆
B64 Senior managers inspire people across UK Visas and Immigration to do their best	7	30	33	20	10	37%	--	0	-9 ◆
B65 My manager leads our team with confidence	19	45	19	10	6	65%	--	-6 ◆	-11 ◆
B66 Senior managers lead UK Visas and Immigration with confidence	10	36	31	14	9	46%	--	-1 ◆	-11 ◆
B67 My manager empowers me to do my job effectively	16	45	23	10	6	61%	--	-11 ◆	-14 ◆
B68 UK Visas and Immigration's senior managers empower teams to deliver	8	30	35	18	10	38%	--	-2 ◆	-11 ◆
B69 Senior managers in UK Visas and Immigration actively role model the behaviours set out in the Civil Service Leadership Statement	7	29	40	14	10	35%	--	0	-8 ◆
B70 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	13	39	33	9	7	51%	--	-5 ◆	-10 ◆

## All questions by theme

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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.

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?	17	23	45	15	61%	0	-5 ♦	-8 ♦
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	13	21	44	23	66%	+2 ♦	-5 ♦	-8 ♦
W03 Overall, how happy did you feel yesterday?	20	22	38	20	58%	+1	-4 ♦	-7 ♦

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	32	47%	0	-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 UK Visas and Immigration?

			Difference from previous survey	Difference from CS2015	Difference from CS High Performers
I want to leave UK Visas and Immigration as soon as possible		12%	+3 ◇	+3 ◇	0
I want to leave UK Visas and Immigration within the next 12 months		16%	+3 ◇	+1 ◇	-3 ◇
I want to stay working for UK Visas and Immigration for at least the next year		25%	-1	-7 ◇	-13 ◇
I want to stay working for UK Visas and Immigration for at least the next three years		47%	-6 ◇	+5 ◇	-4 ◇

### The Civil Service Code

Differences are based on '% Yes' score

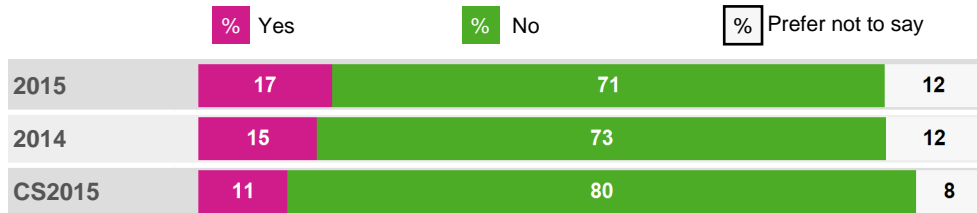
	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		16	84%	+6 ◇	-7 ◇	-11 ◇
D02. Are you aware of how to raise a concern under the Civil Service Code?		40	60%	+7 ◇	-7 ◇	-13 ◇
D03. Are you confident that if you raised a concern under the Civil Service Code in UK Visas and Immigration it would be investigated properly?		43	57%	+1	-11 ◇	-16 ◇

## 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?



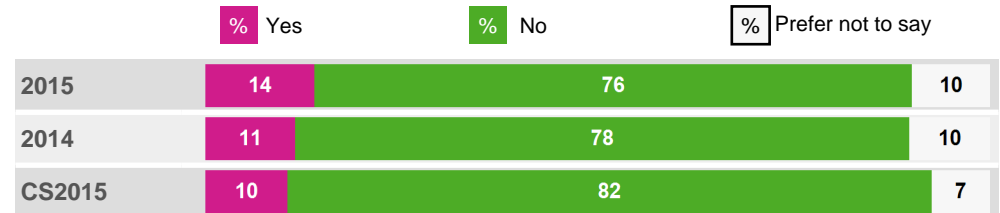
For respondents who selected 'Yes' to question E01.

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	88
Caring responsibilities	77
Disability	118
Ethnic background	86
Gender	82
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	208
Main spoken/written language or language ability	41
Religion or belief	40
Sexual orientation	15
Social or educational background	38
Working location	74
Working pattern	174
Any other grounds	182
Prefer not to say	86

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)

Who	Response Count
A colleague	191
Your manager	191
Another manager in my part of UK Visas and Immigration	192
Someone you manage	38
Someone who works for another part of UK Visas and Immigration	29
A member of the public	--
Someone else	14
Prefer not to say	86

Please note: Counts of fewer than ten responses are suppressed and replaced with '--'

## All questions by theme

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### UK Visas and Immigration questions

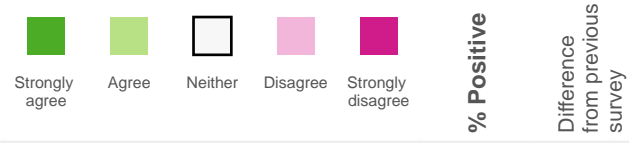
		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01	I understand why the Home Office needs to change to continue to deliver for the public						91%	--
F02	I understand what I need to do personally to help the Home Office improve						77%	--
F03	I understand how to raise concerns relating to bullying or harassment	25	57	11	5		82%	+3 ◆
F04	I am confident that if I raised a concern/complaint relating to bullying or harassment it would be dealt with appropriately	19	38	22	12	9	57%	-3 ◆
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						67%	+4 ◆
F06	I strive to keep the UK Safe and Secure and control immigration abuse through my work	37	50	11			87%	--
F07	To what extent do you agree that UK Visas and Immigration is successful in achieving our aim to be Consistently Competent, High Performing and Customer Focused	10	43	29	13	5	53%	--
F08	My manager recognises and celebrates the successes of team members in a visible way	16	40	24	13	7	56%	--
F09	I feel that, as a UK Visas and Immigration member of staff, I can make my voice heard to UK Visas and Immigration leaders	8	30	31	20	11	38%	--
F10	I have access to the training necessary to carry out my duties effectively	9	43	26	15	7	52%	--
F11	I feel UK Visas and Immigration are actively addressing concerns around bullying, harassment and discrimination	12	38	34	9	7	50%	--
F12	I have been involved with activity directly relating to Continuous Improvement (including activities such as Appreciative Inquiry and Customer Service Excellence)						61%	--
F13	I feel able to tell my manager about new and innovative ideas that would change current operational practice in my work area	20	50	18	8		70%	--



## All questions by theme

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

### UK Visas and Immigration questions



Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F14	Leaders in UK Visas and Immigration inspire me with a positive view of what they are looking to achieve	9	28	37	18	10	36%	--

## 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.