

Immigration Enforcement



Home Office

Returns: 2,016

Response rate: 43%

Your engagement index

52%

Difference from CS2013

-6 ✧

Difference from CS High Performers

-10 ✧

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 CS2013
B50. I am proud when I tell others I am part of Immigration Enforcement	41%	-15 ✧
B51. I would recommend Immigration Enforcement as a great place to work	33%	-11 ✧

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

B52. I feel a strong personal attachment to Immigration Enforcement	36%	-10 ✧
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Strive: motivated to do the best for the organisation...

B53. Immigration Enforcement inspires me to do the best in my job	36%	-7 ✧
B54. Immigration Enforcement motivates me to help it achieve its objectives	34%	-6 ✧

✧ = 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 CS2013	Difference from CS High Performers
Leadership and managing change		30%	-12 ✧	-21 ✧
My work		68%	-5 ✧	-10 ✧
My manager		59%	-8 ✧	-11 ✧
Resources and workload		64%	-10 ✧	-13 ✧
Organisational objectives and purpose		81%	-2 ✧	-7 ✧
Learning and development		40%	-8 ✧	-15 ✧
Pay and benefits		23%	-6 ✧	-11 ✧
My team		74%	-5 ✧	-8 ✧
Inclusion and fair treatment		67%	-7 ✧	-11 ✧

✧ = 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 CS2013.








✧ indicates statistically significant difference from comparison

	% Positive	Difference from CS2013
Leadership and managing change Strength of association with engagement: 		
B43. I believe that the Senior Management team has a clear vision for the future of Immigration Enforcement	33%	-9 ✧
B42. I believe the actions of senior managers are consistent with Immigration Enforcement's values	34%	-9 ✧
B49. I think it is safe to challenge the way things are done in Immigration Enforcement	29%	-9 ✧
B46. When changes are made in Immigration Enforcement they are usually for the better	17%	-9 ✧
B41. Senior managers in Immigration Enforcement are sufficiently visible	41%	-10 ✧
B45. I feel that change is managed well in Immigration Enforcement	17%	-11 ✧
B48. I have the opportunity to contribute my views before decisions are made that affect me	25%	-12 ✧
B44. Overall, I have confidence in the decisions made by Immigration Enforcement senior managers	29%	-12 ✧
B40. I feel that Immigration Enforcement as a whole is managed well	29%	-14 ✧
B47. Immigration Enforcement keeps me informed about matters that affect me	41%	-17 ✧
My work Strength of association with engagement: 		
B01. I am interested in my work	88%	-2 ✧
B02. I am sufficiently challenged by my work	76%	-2 ✧
B03. My work gives me a sense of personal accomplishment	70%	-5 ✧
B04. I feel involved in the decisions that affect my work	48%	-6 ✧
B05. I have a choice in deciding how I do my work	60%	-13 ✧
My manager Strength of association with engagement: 		
B12. My manager helps me to understand how I contribute to Immigration Enforcement's objectives	59%	-3 ✧
B18. Poor performance is dealt with effectively in my team	34%	-5 ✧
B14. My manager recognises when I have done my job well	72%	-5 ✧
B11. My manager is open to my ideas	73%	-6 ✧
B16. The feedback I receive helps me to improve my performance	53%	-7 ✧
B13. Overall, I have confidence in the decisions made by my manager	64%	-7 ✧
B09. My manager motivates me to be more effective in my job	58%	-7 ✧
B10. My manager is considerate of my life outside work	72%	-8 ✧
B15. I receive regular feedback on my performance	55%	-9 ✧
B17. I think that my performance is evaluated fairly	53%	-10 ✧

All questions by theme

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

✧ indicates statistically significant difference from comparison

	 % Strongly agree	 % Agree	 % Neither	 % Disagree	 % Strongly disagree	% Positive	Difference from CS2013	Difference from CS High Performers
My work								
 :Strength of association with engagement								
B01. I am interested in my work	42	45	7	4	88%	-2 ✧	-4 ✧	
B02. I am sufficiently challenged by my work	34	42	12	9	76%	-2 ✧	-5 ✧	
B03. My work gives me a sense of personal accomplishment	25	45	14	11	70%	-5 ✧	-9 ✧	
B04. I feel involved in the decisions that affect my work	13	35	19	20	48%	-6 ✧	-12 ✧	
B05. I have a choice in deciding how I do my work	17	42	20	14	60%	-13 ✧	-17 ✧	
Organisational objectives and purpose								
 :Strength of association with engagement								
B06. I have a clear understanding of Immigration Enforcement's purpose	27	56	11	5	83%	-2 ✧	-7 ✧	
B07. I have a clear understanding of Immigration Enforcement's objectives	23	54	14	7	77%	-3 ✧	-8 ✧	
B08. I understand how my work contributes to Immigration Enforcement's objectives	28	54	12	5	82%	-1	-5 ✧	

All questions by theme

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








✧ indicates statistically significant difference from comparison

	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Difference from CS2013	Difference from CS High Performers
My manager								
:Strength of association with engagement								
B09. My manager motivates me to be more effective in my job	19	39	22	13	7	58%	-7 ✧	-12 ✧
B10. My manager is considerate of my life outside work	31	41	17	6	5	72%	-8 ✧	-12 ✧
B11. My manager is open to my ideas	28	44	18	6	4	73%	-6 ✧	-10 ✧
B12. My manager helps me to understand how I contribute to Immigration Enforcement's objectives	18	40	26	10	5	59%	-3 ✧	-7 ✧
B13. Overall, I have confidence in the decisions made by my manager	23	41	20	9	6	64%	-7 ✧	-12 ✧
B14. My manager recognises when I have done my job well	27	45	15	9	5	72%	-5 ✧	-9 ✧
B15. I receive regular feedback on my performance	17	38	22	16	7	55%	-9 ✧	-14 ✧
B16. The feedback I receive helps me to improve my performance	16	36	28	12	7	53%	-7 ✧	-12 ✧
B17. I think that my performance is evaluated fairly	15	39	25	12	9	53%	-10 ✧	-14 ✧
B18. Poor performance is dealt with effectively in my team	8	26	36	16	15	34%	-5 ✧	-8 ✧
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	31	48	14	6		79%	-5 ✧	-7 ✧
B20. The people in my team work together to find ways to improve the service we provide	26	49	15	7		76%	-4 ✧	-7 ✧
B21. The people in my team are encouraged to come up with new and better ways of doing things	22	44	20	9	5	67%	-6 ✧	-9 ✧

All questions by theme

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






✧ indicates statistically significant difference from comparison

	 % Strongly agree	 % Agree	 % Neither	 % Disagree	 % Strongly disagree	% Positive	Difference from CS2013	Difference from CS High Performers
Learning and development								
 :Strength of association with engagement								
B22. I am able to access the right learning and development opportunities when I need to	10	42	26	16	6	52%	-9 ✧	-13 ✧
B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance	8	31	34	18	8	39%	-8 ✧	-14 ✧
B24. There are opportunities for me to develop my career in Immigration Enforcement	7	29	27	21	15	37%	-1	-11 ✧
B25. Learning and development activities I have completed while working for Immigration Enforcement are helping me to develop my career	6	25	35	21	12	31%	-10 ✧	-17 ✧
Inclusion and fair treatment								
 :Strength of association with engagement								
B26. I am treated fairly at work	20	51	15	8	5	71%	-7 ✧	-10 ✧
B27. I am treated with respect by the people I work with	24	55	14	5		79%	-6 ✧	-8 ✧
B28. I feel valued for the work I do	15	37	23	15	9	53%	-10 ✧	-15 ✧
B29. I think that Immigration Enforcement respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	18	47	22	8	6	65%	-7 ✧	-13 ✧

All questions by theme

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

✦ indicates statistically significant difference from comparison

	 % Strongly agree	 % Agree	 % Neither	 % Disagree	 % Strongly disagree	% Positive	Difference from CS2013	Difference from CS High Performers
Resources and workload								
 :Strength of association with engagement								
B30. In my job, I am clear what is expected of me	19	57	13	8	76%	-7 ✦	-10 ✦	
B31. I get the information I need to do my job well	12	44	23	16	56%	-13 ✦	-17 ✦	
B32. I have clear work objectives	13	49	20	13	63%	-13 ✦	-17 ✦	
B33. I have the skills I need to do my job effectively	22	58	13	5	80%	-8 ✦	-10 ✦	
B34. I have the tools I need to do my job effectively	11	43	21	18	54%	-17 ✦	-22 ✦	
B35. I have an acceptable workload	9	45	21	17	54%	-6 ✦	-12 ✦	
B36. I achieve a good balance between my work life and my private life	14	48	19	13	62%	-6 ✦	-11 ✦	
Pay and benefits								
 :Strength of association with engagement								
B37. I feel that my pay adequately reflects my performance	22	22	31	22	25%	-4 ✦	-10 ✦	
B38. I am satisfied with the total benefits package	21	27	29	20	24%	-8 ✦	-14 ✦	
B39. Compared to people doing a similar job in other organisations I feel my pay is reasonable	18	23	30	26	21%	-4 ✦	-11 ✦	

All questions by theme

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

✧ indicates statistically significant difference from comparison

% Strongly agree
 % Agree
 % Neither
 % Disagree
 % Strongly disagree
 % Positive
 Difference from CS2013
 Difference from CS High Performers

Leadership and managing change

 :Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from CS2013	Difference from CS High Performers
B40. I feel that Immigration Enforcement as a whole is managed well	26	30	25	16	29%	-14 ✧	-27 ✧	
B41. Senior managers in Immigration Enforcement are sufficiently visible	7	34	24	21	14	41%	-10 ✧	-21 ✧
B42. I believe the actions of senior managers are consistent with Immigration Enforcement's values	5	29	40	14	11	34%	-9 ✧	-21 ✧
B43. I believe that the Senior Management team has a clear vision for the future of Immigration Enforcement	6	27	36	17	14	33%	-9 ✧	-22 ✧
B44. Overall, I have confidence in the decisions made by Immigration Enforcement senior managers	5	24	34	20	17	29%	-12 ✧	-22 ✧
B45. I feel that change is managed well in Immigration Enforcement	15	29	32	23	17%	-11 ✧	-22 ✧	
B46. When changes are made in Immigration Enforcement they are usually for the better	15	37	27	19	17%	-9 ✧	-18 ✧	
B47. Immigration Enforcement keeps me informed about matters that affect me	4	37	31	17	11	41%	-17 ✧	-23 ✧
B48. I have the opportunity to contribute my views before decisions are made that affect me	22	30	26	19	25%	-12 ✧	-19 ✧	
B49. I think it is safe to challenge the way things are done in Immigration Enforcement	5	24	34	21	16	29%	-9 ✧	-19 ✧

All questions by theme

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

✧ indicates statistically significant difference from comparison

	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Difference from CS2013	Difference from CS High Performers
Engagement								
B50. I am proud when I tell others I am part of Immigration Enforcement	10	31	35	15	10	41%	-15 ✧	-24 ✧
B51. I would recommend Immigration Enforcement as a great place to work	7	26	37	18	12	33%	-11 ✧	-22 ✧
B52. I feel a strong personal attachment to Immigration Enforcement	10	26	34	19	11	36%	-10 ✧	-16 ✧
B53. Immigration Enforcement inspires me to do the best in my job	8	28	37	17	10	36%	-7 ✧	-14 ✧
B54. Immigration Enforcement motivates me to help it achieve its objectives	8	26	38	17	11	34%	-6 ✧	-14 ✧
Taking action								
B55. I believe that senior managers in Immigration Enforcement will take action on the results from this survey	5	22	30	23	20	27%	-16 ✧	-25 ✧
B56. I believe that managers where I work will take action on the results from this survey	8	31	28	18	16	39%	-15 ✧	-20 ✧
B57. Where I work, I think effective action has been taken on the results of the last survey	14		45	19	18	18%	-16 ✧	-22 ✧

All questions by theme

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

✧ indicates statistically significant difference from comparison

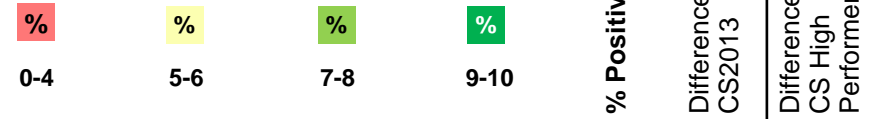
	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Difference from CS2013	Difference from CS High Performers
Organisational Culture								
B58. I am trusted to carry out my job effectively	27	58	9	5	85%	-3 ✧	-5 ✧	
B59. I believe I would be supported if I try a new idea, even if it may not work	15	45	24	11	59%	-8 ✧	-11 ✧	
B60. My performance is evaluated based on whether I get things done, rather than solely follow processes	12	43	30	10	54%	-10 ✧	-16 ✧	
B61. When I talk about Immigration Enforcement I say "we" rather than "they"	16	45	26	9	61%	-6 ✧	-15 ✧	
B62. I have some really good friendships at work	25	50	18	5	75%	-1	-5 ✧	

Please note these questions were not asked on paper surveys in 2012.

All questions by theme

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

✧ indicates statistically significant difference from comparison



Wellbeing

Unlike the questions B01-B62 which ask people to rate their agreement from strongly agree to strongly disagree, the four wellbeing questions use a 11-point scale. This 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. For question W04 the percent positive is the proportion answering 0, 1, 2 or 3 to the question.

W01. Overall, how satisfied are you with your life nowadays?	17	25	44	14	58%	-5 ✧	-9 ✧
W02. Overall, to what extent do you feel that the things you do in your life are worthwhile?	13	22	42	22	64%	-5 ✧	-8 ✧
W03. Overall, how happy did you feel yesterday?	22	23	36	20	55%	-4 ✧	-8 ✧
	0-1	2-3	4-5	6-10			
W04. Overall, how anxious did you feel yesterday?	25	24	20	31	49%	-1	-4 ✧

All questions by theme

Your plans for the future

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

			Difference from CS2013	Difference from CS High Performers
I want to leave Immigration Enforcement as soon as possible		12%	+4 ✧	+2 ✧
I want to leave Immigration Enforcement within the next 12 months		17%	+4 ✧	0
I want to stay working for Immigration Enforcement for at least the next year		30%	-1	-5 ✧
I want to stay working for Immigration Enforcement for at least the next three years		42%	-6 ✧	-16 ✧

The Civil Service Code

Differences are based on '% Yes' score

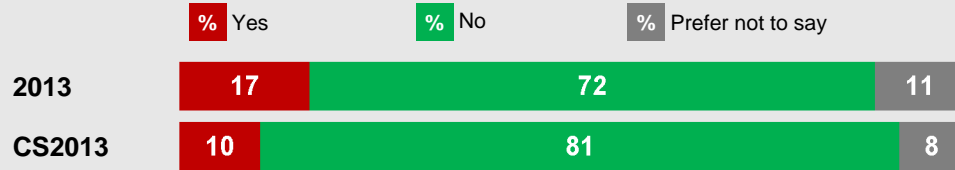
	% Yes	% No	% Yes	Difference from CS2013	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		16	84%	-5 ✧	-10 ✧
D02. Are you aware of how to raise a concern under the Civil Service Code?		39	61%	-3 ✧	-9 ✧
D03. Are you confident that if you raised a concern under the Civil Service Code in Immigration Enforcement it would be investigated properly?		46	54%	-13 ✧	-19 ✧

✧ indicates statistically significant difference from comparison

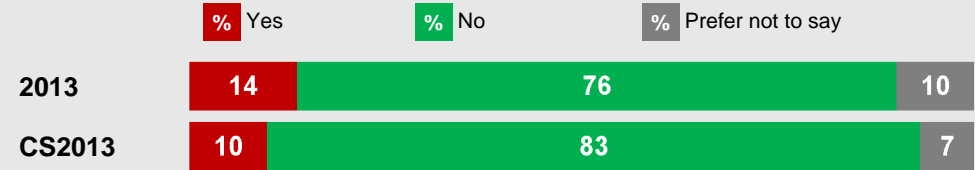
All questions by theme

Discrimination, harassment and bullying

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

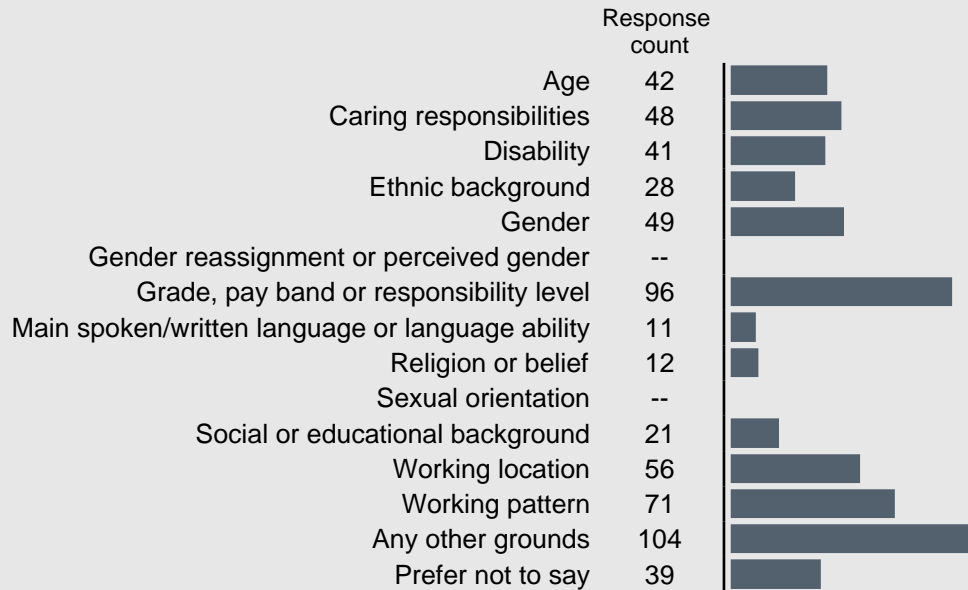


E03. During the past 12 months, have you personally experienced bullying or harassment at work?



For respondents who selected 'Yes' to question E01.

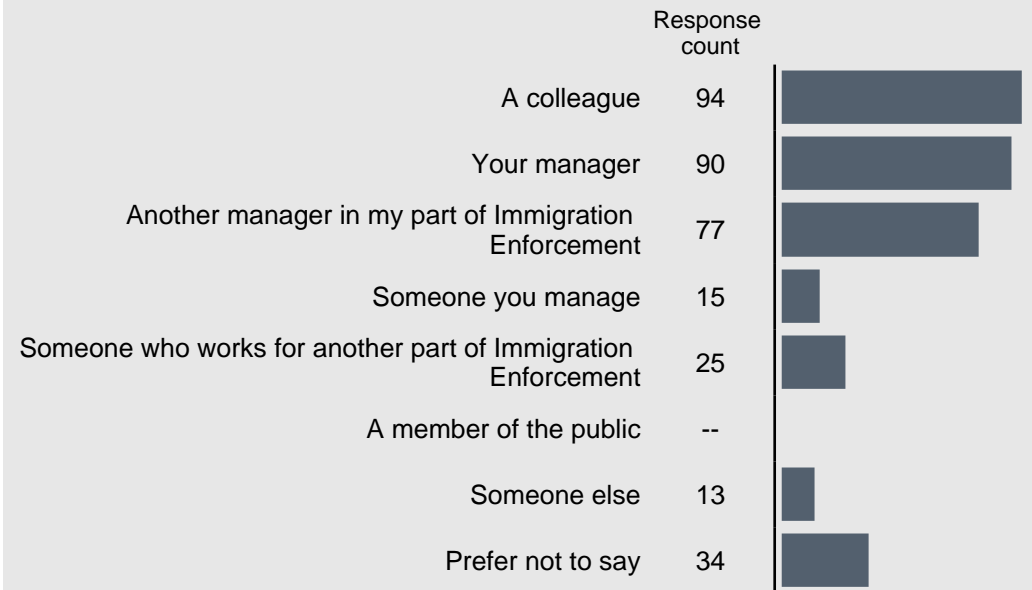
E02. On which of the following grounds have you personally experienced discrimination in the past 12 months? (multiple selection)



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)



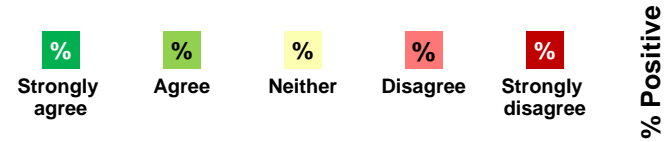
Please note: Counts of fewer than ten responses are suppressed and replaced with '--'

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



Immigration Enforcement questions

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive
F01. 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%
F02. Have you seen or heard communications about the Home Office Transformation Programme?	Yes: 58%		No: 42%			58%
F03. Have you seen changes in your area as a result of the Home Office Transformation Programme?	Yes: 29%		No: 71%			29%
F04. During the past 12 months, I have personally experienced bullying or harassment at work and was able to use the available channels to report it	9	19	25	30	17	28%
F05. I feel senior management in Immigration Enforcement act upon the views and opinions staff contribute	22	39	23	13		25%
F06. I feel able to tell my manager about new and innovative ideas that would change current operational practice in my work area	14	51	21	9	5	66%
F07. Do you feel that Immigration Enforcement recognises and celebrates the successes of team members in a visible way?	5	31	32	22	11	35%
F08. My manager takes an active interest in my L&D needs and allows me time to undertake developmental activities	12	39	30	12	7	51%
F09. I feel my manager values my contribution	19	48	19	8	5	67%

Appendix

Glossary of key terms

% positive	The proportion who selected either "agree" or "strongly agree" for a question (or all questions within a theme in the case of Theme score % positive).
CS2013	The CS2013 benchmark is the median percent positive across all organisations that participated in the 2013 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 2013 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: ✧

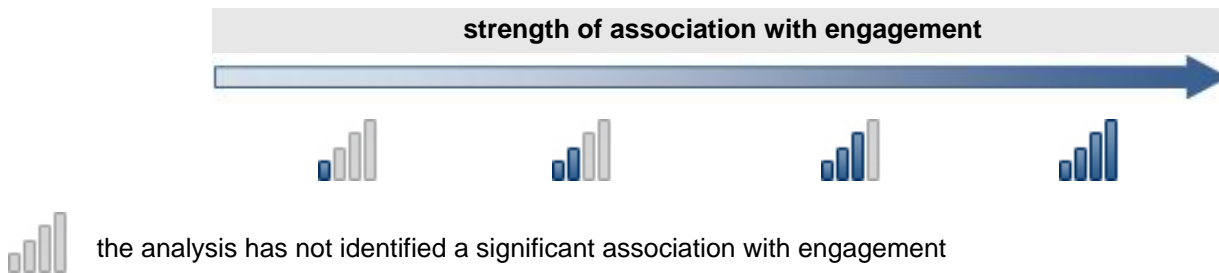
Statistical testing has been carried out on the comparisons between this year's results and CS2013 results and CS High Performers results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in opinion between the 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 2013 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.