

## Your engagement index

39%

Difference from previous survey

+3 ✧

Difference from CS2013

-19 ✧

Difference from CS High Performers

-23 ✧

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 CS2013
B50. I am proud when I tell others I am part of Border Force	29%	+5 ✧	-27 ✧
B51. I would recommend Border Force as a great place to work	19%	+3 ✧	-26 ✧

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

B52. I feel a strong personal attachment to Border Force	27%	+4 ✧	-18 ✧
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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	21%	+3 ✧	-22 ✧
B54. Border Force motivates me to help it achieve its objectives	19%	+4 ✧	-21 ✧

✧ = 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 CS2013	Difference from CS High Performers
Leadership and managing change		20%	+3 ✧	-22 ✧	-31 ✧
My work		58%	+3 ✧	-16 ✧	-20 ✧
My manager		54%	+2	-13 ✧	-16 ✧
Pay and benefits		23%	+1	-6 ✧	-11 ✧
Learning and development		32%	+7 ✧	-16 ✧	-23 ✧
Organisational objectives and purpose		70%	+9 ✧	-12 ✧	-17 ✧
Resources and workload		55%	+3 ✧	-18 ✧	-22 ✧
My team		65%	0	-14 ✧	-16 ✧
Inclusion and fair treatment		57%	+2	-17 ✧	-21 ✧




✧ = 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 a variation in question wording from your previous survey

◇ indicates statistically significant difference from comparison

	% Positive	Diff. from previous survey	Difference from CS2013
<b>Leadership and managing change</b> <span style="float: right;">Strength of association with engagement: </span>			
B48. I have the opportunity to contribute my views before decisions are made that affect me	18%	+3 ◇	-18 ◇
B45. I feel that change is managed well in Border Force	10%	+2 ◇	-19 ◇
B46. When changes are made in Border Force they are usually for the better	8%	0	-19 ◇
B43. I believe that Senior Management has a clear vision for the future of Border Force	23%	+4 ◇	-19 ◇
B42. I believe the actions of senior managers are consistent with Border Force's values	24%	+4 ◇	-20 ◇
B49. I think it is safe to challenge the way things are done in Border Force	18%	+1	-20 ◇
B47. Border Force keeps me informed about matters that affect me	36%	+4 ◇	-22 ◇
B41. Senior managers in Border Force are sufficiently visible	29%	+4 ◇	-22 ◇
B44. Overall, I have confidence in the decisions made by Border Force's senior managers	17%	+3 ◇	-24 ◇
B40. I feel that Border Force as a whole is managed well	17%	+4 ◇	-27 ◇
<b>My work</b> <span style="float: right;">Strength of association with engagement: </span>			
B01. I am interested in my work	85%	+3 ◇	-4 ◇
B02. I am sufficiently challenged by my work	68%	+4 ◇	-9 ◇
B03. My work gives me a sense of personal accomplishment	60%	+5 ◇	-14 ◇
B04. I feel involved in the decisions that affect my work	34%	+5 ◇	-20 ◇
B05. I have a choice in deciding how I do my work	42%	0	-31 ◇
<b>My manager</b> <span style="float: right;">Strength of association with engagement: </span>			
B18. Poor performance is dealt with effectively in my team	32%	+2	-7 ◇
B14. My manager recognises when I have done my job well	70%	+2	-7 ◇
B09. My manager motivates me to be more effective in my job	54%	+3 ◇	-11 ◇
B11. My manager is open to my ideas	67%	0	-12 ◇
B13. Overall, I have confidence in the decisions made by my manager	59%	+3	-12 ◇
B15. I receive regular feedback on my performance	52%	+2	-12 ◇
B12. My manager helps me to understand how I contribute to Border Force's objectives	49%	+6 ◇	-13 ◇
B16. The feedback I receive helps me to improve my performance	46%	+4 ◇	-14 ◇
B17. I think that my performance is evaluated fairly	49%	-1	-14 ◇
B10. My manager is considerate of my life outside work	65%	-1	-15 ◇

# 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

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

## My work

 :Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
B01. I am interested in my work	39	46	9	4		85%	+3 ◇	-4 ◇	-7 ◇
B02. I am sufficiently challenged by my work	26	42	15	12	5	68%	+4 ◇	-9 ◇	-13 ◇
B03. My work gives me a sense of personal accomplishment	20	40	17	14	8	60%	+5 ◇	-14 ◇	-18 ◇
B04. I feel involved in the decisions that affect my work	9	25	19	24	22	34%	+5 ◇	-20 ◇	-26 ◇
B05. I have a choice in deciding how I do my work	10	32	19	20	19	42%	0	-31 ◇	-35 ◇

## Organisational objectives and purpose

 :Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
B06. I have a clear understanding of Border Force's purpose	21	51	14	9	5	72%	+8 ◇	-13 ◇	-18 ◇
B07. I have a clear understanding of Border Force's objectives	19	49	17	10	6	68%	+9 ◇	-12 ◇	-17 ◇
B08. I understand how my work contributes to Border Force's objectives	21	50	15	8	6	71%	+10 ◇	-12 ◇	-15 ◇

# All questions by theme

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

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## My manager

:Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
B09. My manager motivates me to be more effective in my job	14	40	21	14	11	54%	+3 ◇	-11 ◇	-16 ◇
B10. My manager is considerate of my life outside work	25	40	17	9	9	65%	-1	-15 ◇	-19 ◇
B11. My manager is open to my ideas	22	45	18	8	7	67%	0	-12 ◇	-15 ◇
B12. My manager helps me to understand how I contribute to Border Force's objectives	12	37	30	13	9	49%	+6 ◇	-13 ◇	-17 ◇
B13. Overall, I have confidence in the decisions made by my manager	18	41	19	11	11	59%	+3	-12 ◇	-17 ◇
B14. My manager recognises when I have done my job well	23	47	15	8	6	70%	+2	-7 ◇	-10 ◇
B15. I receive regular feedback on my performance	14	38	21	18	10	52%	+2	-12 ◇	-17 ◇
B16. The feedback I receive helps me to improve my performance	12	33	30	15	10	46%	+4 ◇	-14 ◇	-19 ◇
B17. I think that my performance is evaluated fairly	11	37	23	15	13	49%	-1	-14 ◇	-18 ◇
B18. Poor performance is dealt with effectively in my team	6	25	31	19	19	32%	+2	-7 ◇	-10 ◇

## 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	47	13	7	7	77%	-1	-7 ◇	-9 ◇
B20. The people in my team work together to find ways to improve the service we provide	23	43	20	10	4	65%	-1	-15 ◇	-17 ◇
B21. The people in my team are encouraged to come up with new and better ways of doing things	18	36	22	14	10	54%	+1	-19 ◇	-23 ◇

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## Learning and development

:Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
B22. I am able to access the right learning and development opportunities when I need to	5	37	27	20	10	42%	+8 ◇	-18 ◇	-22 ◇
B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance	5	26	32	23	14	32%	+6 ◇	-16 ◇	-22 ◇
B24. There are opportunities for me to develop my career in Border Force	5	25	24	23	23	30%	+10 ◇	-8 ◇	-18 ◇
B25. Learning and development activities I have completed while working for Border Force are helping me to develop my career	4	19	31	26	21	23%	+6 ◇	-19 ◇	-26 ◇

## Inclusion and fair treatment

:Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
B26. I am treated fairly at work	13	48	17	12	9	62%	+1	-16 ◇	-19 ◇
B27. I am treated with respect by the people I work with	18	55	15	7	5	73%	0	-12 ◇	-14 ◇
B28. I feel valued for the work I do	9	33	22	20	15	43%	+5 ◇	-20 ◇	-25 ◇
B29. I think that Border Force respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	12	39	25	13	11	51%	+2	-21 ◇	-27 ◇

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

## Resources and workload

:Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
B30. In my job, I am clear what is expected of me	15	58	14	9	4	73%	+5 ◇	-10 ◇	-13 ◇
B31. I get the information I need to do my job well	8	40	24	19	8	48%	+5 ◇	-21 ◇	-25 ◇
B32. I have clear work objectives	10	49	22	12	6	59%	+7 ◇	-16 ◇	-20 ◇
B33. I have the skills I need to do my job effectively	17	57	15	8		74%	+2	-15 ◇	-16 ◇
B34. I have the tools I need to do my job effectively	7	34	22	24	13	41%	0	-30 ◇	-34 ◇
B35. I have an acceptable workload	5	42	22	18	13	47%	+2	-13 ◇	-18 ◇
B36. I achieve a good balance between my work life and my private life	7	37	19	19	18	44%	0	-24 ◇	-29 ◇

## Pay and benefits

:Strength of association with engagement

B37. I feel that my pay adequately reflects my performance	24	21	29	24		26%	0	-3 ◇	-9 ◇
B38. I am satisfied with the total benefits package	18	23	31	25		21%	+1	-12 ◇	-17 ◇
B39. Compared to people doing a similar job in other organisations I feel my pay is reasonable	20	25	27	25		23%	+2 ◇	-2 ◇	-9 ◇

# 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 CS2013	Difference from CS High Performers
B40. I feel that Border Force as a whole is managed well	15	21	29	34	17%	+4 ◇	-27 ◇	-40 ◇	
B41. Senior managers in Border Force are sufficiently visible	4	25	22	23	26	29%	+4 ◇	-22 ◇	-33 ◇
B42. I believe the actions of senior managers are consistent with Border Force's values	21	35	18	22	24%	+4 ◇	-20 ◇	-31 ◇	
B43. I believe that Senior Management has a clear vision for the future of Border Force	4	19	31	21	25	23%	+4 ◇	-19 ◇	-32 ◇
B44. Overall, I have confidence in the decisions made by Border Force's senior managers	14	26	24	33	17%	+3 ◇	-24 ◇	-34 ◇	
B45. I feel that change is managed well in Border Force	9	22	33	35	10%	+2 ◇	-19 ◇	-29 ◇	
B46. When changes are made in Border Force they are usually for the better	7	25	30	36	8%	0	-19 ◇	-27 ◇	
B47. Border Force keeps me informed about matters that affect me	33	30	18	16	36%	+4 ◇	-22 ◇	-29 ◇	
B48. I have the opportunity to contribute my views before decisions are made that affect me	16	22	28	31	18%	+3 ◇	-18 ◇	-26 ◇	
B49. I think it is safe to challenge the way things are done in Border Force	16	23	26	32	18%	+1	-20 ◇	-30 ◇	

# All questions by theme

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

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◇ indicates statistically significant difference from comparison

	 % Strongly agree	 % Agree	 % Neither	 % Disagree	 % Strongly disagree	% Positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
<b>Engagement</b>									
B50. I am proud when I tell others I am part of Border Force	6	23	27	23	20	29%	+5 ◇	-27 ◇	-36 ◇
B51. I would recommend Border Force as a great place to work	15	29	26	27	19%	+3 ◇	-26 ◇	-37 ◇	
B52. I feel a strong personal attachment to Border Force	7	20	27	23	23	27%	+4 ◇	-18 ◇	-25 ◇
B53. Border Force inspires me to do the best in my job	4	17	33	24	21	21%	+3 ◇	-22 ◇	-29 ◇
B54. Border Force motivates me to help it achieve its objectives	4	15	32	26	23	19%	+4 ◇	-21 ◇	-29 ◇
<b>Taking action</b>									
B55. I believe that senior managers in Border Force will take action on the results from this survey	20	22	23	32	23%	+6 ◇	-20 ◇	-29 ◇	
B56. I believe that managers where I work will take action on the results from this survey	7	24	22	20	27	31%	+7 ◇	-23 ◇	-28 ◇
B57. Where I work, I think effective action has been taken on the results of the last survey	4	13	33	20	30	17%	+5 ◇	-16 ◇	-23 ◇



# All questions 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 CS2013	Difference from CS High Performers
<b>Organisational Culture</b>									
B58. I am trusted to carry out my job effectively	17	52	14	10	6	70%	-3 ◇	-18 ◇	-20 ◇
B59. I believe I would be supported if I try a new idea, even if it may not work	8	37	25	19	10	45%	-2	-22 ◇	-26 ◇
B60. My performance is evaluated based on whether I get things done, rather than solely follow processes	8	35	30	16	11	43%	-4 ◇	-22 ◇	-27 ◇
B61. When I talk about Border Force I say "we" rather than "they"	11	37	27	14	12	48%	0	-20 ◇	-29 ◇
B62. I have some really good friendships at work	29	48	17	4		76%	+2 ◇	+1	-3 ◇

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.

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%	%	%	%	% Positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
0-4	5-6	7-8	9-10				

## 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?	26	23	41	11	51%	+2	-12 ◇	-15 ◇
W02. Overall, to what extent do you feel that the things you do in your life are worthwhile?	18	23	43	17	59%	+3 ◇	-10 ◇	-13 ◇
W03. Overall, how happy did you feel yesterday?	26	23	35	17	51%	0	-8 ◇	-12 ◇
	%	%	%	%				
	0-1	2-3	4-5	6-10				
W04. Overall, how anxious did you feel yesterday?	23	25	21	31	48%	0	-2 ◇	-6 ◇

# 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 CS2013	Difference from CS High Performers
I want to leave Border Force as soon as possible		17%	-2	+9 ^	+7 ^
I want to leave Border Force within the next 12 months		12%	0	-1	-4 ^
I want to stay working for Border Force for at least the next year		21%	0	-9 ^	-14 ^
I want to stay working for Border Force for at least the next three years		50%	+2	+2 ^	-8 ^

## The Civil Service Code

Differences are based on '% Yes' score

	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		15	85%	+4 ^	-4 ^	-8 ^
D02. Are you aware of how to raise a concern under the Civil Service Code?		42	58%	+5 ^	-6 ^	-12 ^
D03. Are you confident that if you raised a concern under the Civil Service Code in Border Force it would be investigated properly?		56	44%	+3 ^	-23 ^	-29 ^

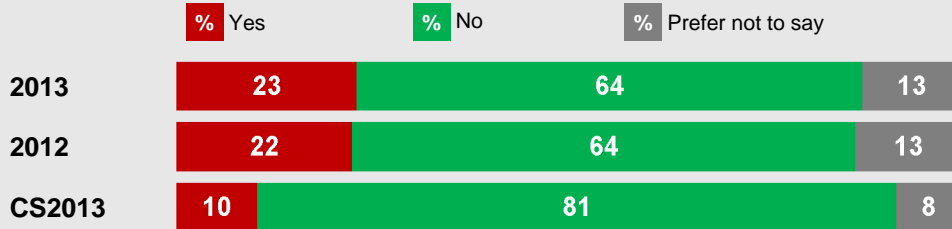
^ indicates a variation in question wording from your previous survey

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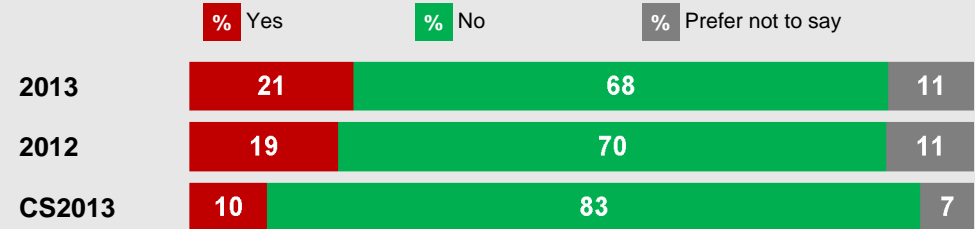
# All questions by theme

## Discrimination, harassment and bullying

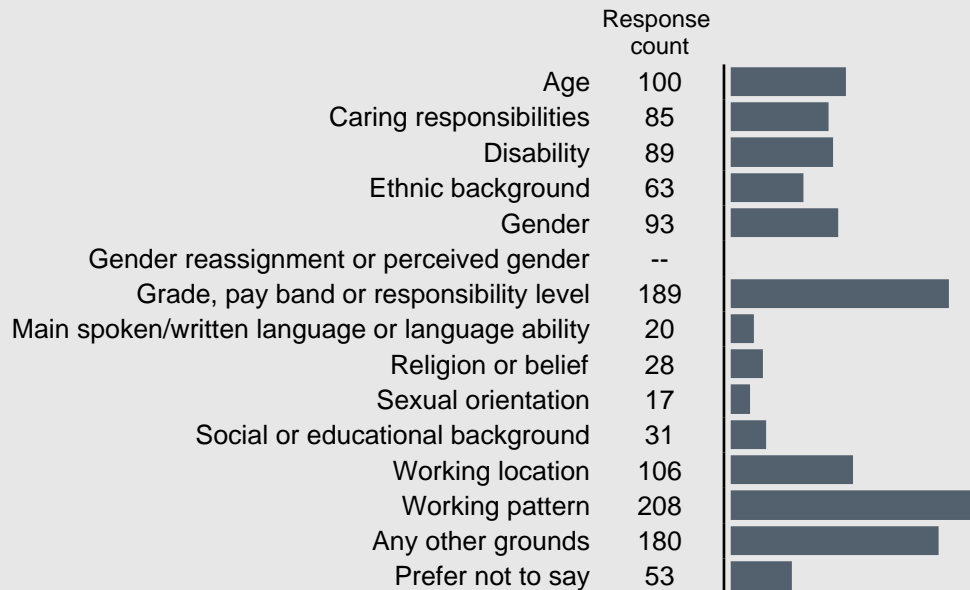
E01. During the past 12 months, have you personally experienced discrimination at work?



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

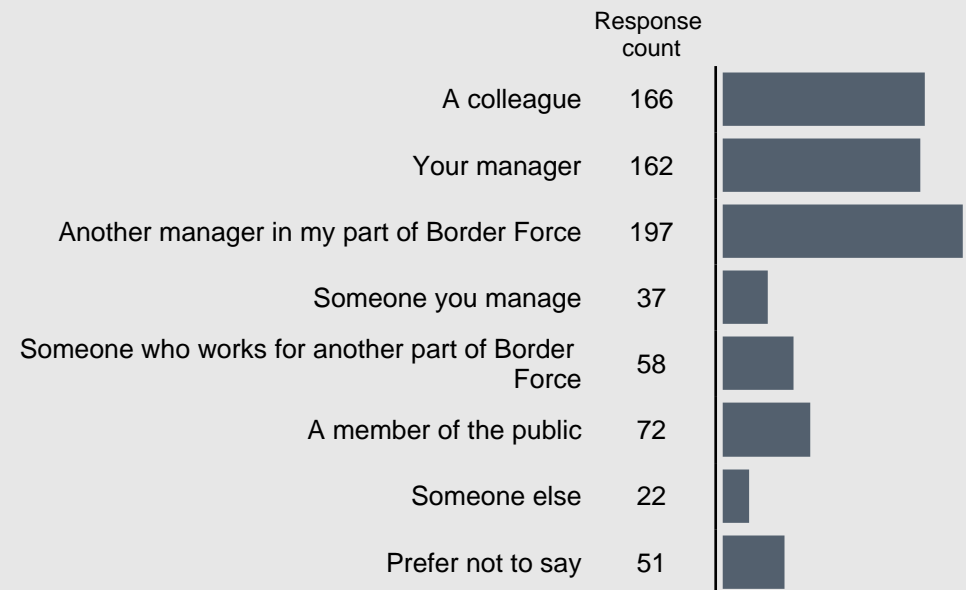


For respondents who selected 'Yes' to question E01.  
E02. On which of the following grounds have you personally experienced discrimination in the past 12 months? (multiple selection)



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

For respondents who selected 'Yes' to question E03.  
E04. Who were you bullied or harassed by at work in the past 12 months? (multiple selection)

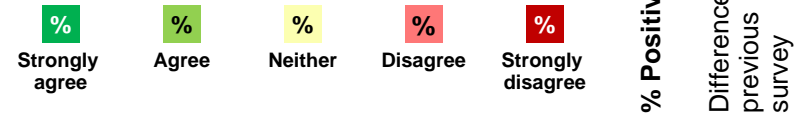


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## Border Force questions

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
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: 33%		No: 67%			33%	-
F02. Have you seen or heard communications about the Home Office Transformation Programme? <sup>^</sup>	Yes: 55%		No: 45%			55%	-12 ✦
F03. Have you seen changes in your area as a result of the Home Office Transformation Programme?	Yes: 14%		No: 86%			14%	-
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	5	16	27	29	23	21%	-
F05. I understand that the vision for Border Force is to become a 'World Class' organisation	11	42	26	11	10	53%	-
F06. I am proud of the service we deliver	5	25	28	23	19	29%	-
F07. I feel senior management in my region or directorate act upon the views and opinions staff contribute	4	19	26	23	28	23%	-
F08. I have a clear understanding of Border Force's priorities	10	45	22	12	10	56%	+6 ✦
F09. Do you feel that Border Force recognises and celebrates the successes of team members in a visible way?		28	29	23	17	31%	-
F10. Do you believe that colleagues in Border Force are encouraged to work across teams?		26	31	24	16	29%	-

# 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 2012 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>CS2013</b>	The CS2013 benchmark is the median percent positive across all organisations that participated in the 2013 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 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: ✦

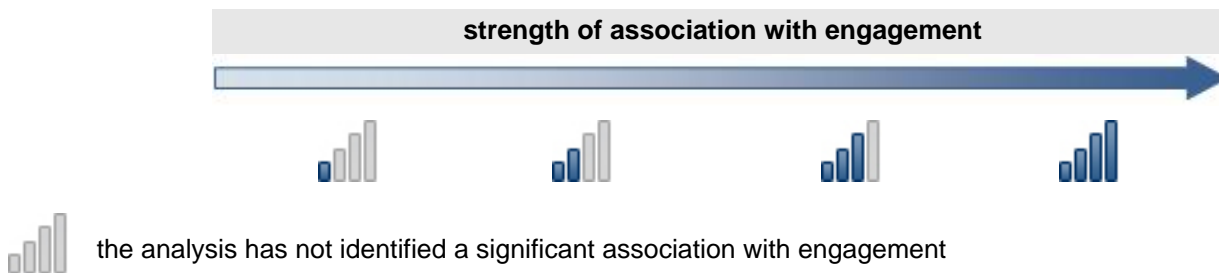
Statistical testing has been carried out on the comparisons between this year's results and your previous survey, CS2013 results and CS High Performers results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in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