



## Your engagement index

# 53%

Difference from CS2013

-5 ✧

Difference from CS High Performers

-9 ✧

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 UK Visas and Immigration	43%	-13 ✧
B51. I would recommend UK Visas and Immigration as a great place to work	39%	-6 ✧

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

B52. I feel a strong personal attachment to UK Visas and Immigration	40%	-6 ✧
--	-----	------

**Strive: motivated to do the best for the organisation...**

B53. UK Visas and Immigration inspires me to do the best in my job	38%	-5 ✧
B54. UK Visas and Immigration motivates me to help it achieve its objectives	36%	-4 ✧

✧ = 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		34%	-7 ✧	-17 ✧
My work		64%	-9 ✧	-14 ✧
Resources and workload		69%	-5 ✧	-8 ✧
My manager		59%	-8 ✧	-11 ✧
Pay and benefits		26%	-4 ✧	-9 ✧
Learning and development		38%	-9 ✧	-16 ✧
Organisational objectives and purpose		78%	-5 ✧	-10 ✧
My team		73%	-6 ✧	-9 ✧
Inclusion and fair treatment		70%	-5 ✧	-8 ✧

✧ = 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.

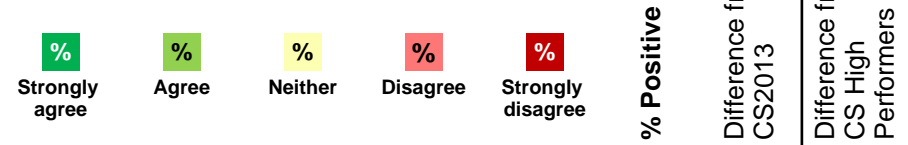
✧ indicates statistically significant difference from comparison

	% Positive	Difference from CS2013
<b>Leadership and managing change</b> <span style="float: right;">Strength of association with engagement: </span>		
B45. I feel that change is managed well in UK Visas and Immigration	27%	-2 ✧
B46. When changes are made in UK Visas and Immigration they are usually for the better	25%	-2 ✧
B42. I believe the actions of senior managers are consistent with UK Visas and Immigration's values	39%	-5 ✧
B49. I think it is safe to challenge the way things are done in UK Visas and Immigration	34%	-5 ✧
B41. Senior managers in UK Visas and Immigration are sufficiently visible	46%	-5 ✧
B43. I believe that the Senior Leadership team has a clear vision for the future of UK Visas and Immigration	36%	-5 ✧
B44. Overall, I have confidence in the decisions made by UK Visas and Immigration's senior managers	33%	-8 ✧
B48. I have the opportunity to contribute my views before decisions are made that affect me	28%	-9 ✧
B40. I feel that UK Visas and Immigration as a whole is managed well	32%	-11 ✧
B47. UK Visas and Immigration keeps me informed about matters that affect me	45%	-13 ✧
<b>My work</b> <span style="float: right;">Strength of association with engagement: </span>		
B01. I am interested in my work	85%	-4 ✧
B02. I am sufficiently challenged by my work	71%	-7 ✧
B04. I feel involved in the decisions that affect my work	46%	-8 ✧
B03. My work gives me a sense of personal accomplishment	66%	-8 ✧
B05. I have a choice in deciding how I do my work	53%	-19 ✧
<b>Resources and workload</b> <span style="float: right;">Strength of association with engagement: </span>		
B36. I achieve a good balance between my work life and my private life	68%	0
B30. In my job, I am clear what is expected of me	82%	-1 ✧
B32. I have clear work objectives	71%	-4 ✧
B35. I have an acceptable workload	55%	-5 ✧
B33. I have the skills I need to do my job effectively	83%	-5 ✧
B31. I get the information I need to do my job well	62%	-7 ✧
B34. I have the tools I need to do my job effectively	61%	-10 ✧

# All questions by theme

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

✦ indicates statistically significant difference from comparison



## My work

:Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from CS2013	Difference from CS High Performers
B01. I am interested in my work	37	49	9	4		85%	-4 ✦	-7 ✦
B02. I am sufficiently challenged by my work	27	44	14	11	4	71%	-7 ✦	-10 ✦
B03. My work gives me a sense of personal accomplishment	21	46	17	11	5	66%	-8 ✦	-12 ✦
B04. I feel involved in the decisions that affect my work	12	34	21	20	12	46%	-8 ✦	-14 ✦
B05. I have a choice in deciding how I do my work	13	40	22	17	9	53%	-19 ✦	-24 ✦

## Organisational objectives and purpose

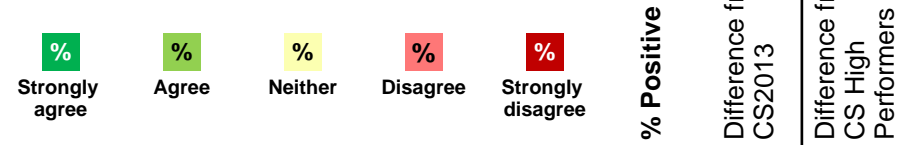
:Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from CS2013	Difference from CS High Performers
B06. I have a clear understanding of UK Visas and Immigration's purpose	23	55	13	6		79%	-6 ✦	-11 ✦
B07. I have a clear understanding of UK Visas and Immigration's objectives	21	52	17	8		73%	-7 ✦	-12 ✦
B08. I understand how my work contributes to UK Visas and Immigration's objectives	26	56	12	4		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



## My manager

:Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from CS2013	Difference from CS High Performers
B09. My manager motivates me to be more effective in my job	18	42	22	11	7	60%	-5 ✦	-9 ✦
B10. My manager is considerate of my life outside work	26	42	18	8	5	68%	-12 ✦	-16 ✦
B11. My manager is open to my ideas	24	45	20	7	4	69%	-10 ✦	-13 ✦
B12. My manager helps me to understand how I contribute to UK Visas and Immigration's objectives	15	42	27	10	5	57%	-5 ✦	-9 ✦
B13. Overall, I have confidence in the decisions made by my manager	22	43	21	9	6	64%	-7 ✦	-12 ✦
B14. My manager recognises when I have done my job well	24	46	17	8	5	70%	-7 ✦	-10 ✦
B15. I receive regular feedback on my performance	15	40	21	16	8	55%	-9 ✦	-13 ✦
B16. The feedback I receive helps me to improve my performance	16	40	26	12	7	56%	-4 ✦	-9 ✦
B17. I think that my performance is evaluated fairly	13	39	26	12	9	52%	-11 ✦	-14 ✦
B18. Poor performance is dealt with effectively in my team	9	29	34	16	13	38%	0	-4 ✦

## 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	28	52	13	5		80%	-4 ✦	-6 ✦
B20. The people in my team work together to find ways to improve the service we provide	25	49	17	7		74%	-6 ✦	-9 ✦
B21. The people in my team are encouraged to come up with new and better ways of doing things	22	43	21	10	4	65%	-8 ✦	-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
<b>Learning and development</b>								
 :Strength of association with engagement								
B22. I am able to access the right learning and development opportunities when I need to	8	41	27	17	7	48%	-12 ✧	-16 ✧
B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance	7	32	34	19	9	38%	-9 ✧	-15 ✧
B24. There are opportunities for me to develop my career in UK Visas and Immigration	6	28	28	21	17	34%	-4 ✧	-13 ✧
B25. Learning and development activities I have completed while working for UK Visas and Immigration are helping me to develop my career	6	27	33	21	14	32%	-9 ✧	-16 ✧
<b>Inclusion and fair treatment</b>								
 :Strength of association with engagement								
B26. I am treated fairly at work	20	52	15	8	5	72%	-6 ✧	-10 ✧
B27. I am treated with respect by the people I work with	25	57	12	5		81%	-3 ✧	-5 ✧
B28. I feel valued for the work I do	15	40	22	14	9	55%	-8 ✧	-12 ✧
B29. I think that UK Visas and Immigration respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	22	48	19	6	5	70%	-2 ✧	-8 ✧


# 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

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from CS2013	Difference from CS High Performers
B30. In my job, I am clear what is expected of me	22	60	9	6		82%	-1 ✧	-4 ✧
B31. I get the information I need to do my job well	14	48	19	14	5	62%	-7 ✧	-11 ✧
B32. I have clear work objectives	18	53	15	9	4	71%	-4 ✧	-9 ✧
B33. I have the skills I need to do my job effectively	27	56	11	4		83%	-5 ✧	-7 ✧
B34. I have the tools I need to do my job effectively	15	46	18	15	6	61%	-10 ✧	-15 ✧
B35. I have an acceptable workload	11	44	19	17	9	55%	-5 ✧	-10 ✧
B36. I achieve a good balance between my work life and my private life	17	51	17	9	6	68%	0	-5 ✧

## Pay and benefits







 :Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from CS2013	Difference from CS High Performers
B37. I feel that my pay adequately reflects my performance	4	24	24	29	20	28%	-1 ✧	-8 ✧
B38. I am satisfied with the total benefits package	22	31	26	18		26%	-7 ✧	-12 ✧
B39. Compared to people doing a similar job in other organisations I feel my pay is reasonable	4	20	26	28	23	24%	-1 ✧	-8 ✧

# 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
<b>Leadership and managing change</b>								
 :Strength of association with engagement								
B40. I feel that UK Visas and Immigration as a whole is managed well	5	27	29	22	17	32%	-11 ✧	-24 ✧
B41. Senior managers in UK Visas and Immigration are sufficiently visible	8	38	23	19	12	46%	-5 ✧	-16 ✧
B42. I believe the actions of senior managers are consistent with UK Visas and Immigration's values	7	32	37	13	11	39%	-5 ✧	-16 ✧
B43. I believe that the Senior Leadership team has a clear vision for the future of UK Visas and Immigration	7	29	36	14	14	36%	-5 ✧	-19 ✧
B44. Overall, I have confidence in the decisions made by UK Visas and Immigration's senior managers	6	26	34	18	16	33%	-8 ✧	-18 ✧
B45. I feel that change is managed well in UK Visas and Immigration	4	23	27	26	20	27%	-2 ✧	-12 ✧
B46. When changes are made in UK Visas and Immigration they are usually for the better	4	21	35	24	17	25%	-2 ✧	-10 ✧
B47. UK Visas and Immigration keeps me informed about matters that affect me	6	39	28	16	11	45%	-13 ✧	-19 ✧
B48. I have the opportunity to contribute my views before decisions are made that affect me	4	24	30	26	17	28%	-9 ✧	-16 ✧
B49. I think it is safe to challenge the way things are done in UK Visas and Immigration	5	29	33	19	14	34%	-5 ✧	-15 ✧

# All questions by theme

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

✧ indicates statistically significant difference from comparison

	<b>%</b> Strongly agree	<b>%</b> Agree	<b>%</b> Neither	<b>%</b> Disagree	<b>%</b> Strongly disagree	<b>% Positive</b>	Difference from CS2013	Difference from CS High Performers
<b>Engagement</b>								
B50. I am proud when I tell others I am part of UK Visas and Immigration	13	30	31	15	10	43%	-13 ✧	-22 ✧
B51. I would recommend UK Visas and Immigration as a great place to work	10	28	33	17	11	39%	-6 ✧	-17 ✧
B52. I feel a strong personal attachment to UK Visas and Immigration	11	29	32	18	10	40%	-6 ✧	-13 ✧
B53. UK Visas and Immigration inspires me to do the best in my job	10	27	34	17	10	38%	-5 ✧	-12 ✧
B54. UK Visas and Immigration motivates me to help it achieve its objectives	9	26	36	17	11	36%	-4 ✧	-12 ✧
<b>Taking action</b>								
B55. I believe that senior managers in UK Visas and Immigration will take action on the results from this survey	7	28	29	18	18	34%	-9 ✧	-18 ✧
B56. I believe that managers where I work will take action on the results from this survey	10	34	28	14	14	44%	-10 ✧	-15 ✧
B57. Where I work, I think effective action has been taken on the results of the last survey	6	19	45	16	15	25%	-8 ✧	-15 ✧



# All questions by theme

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

✧ indicates statistically significant difference from comparison

	<b>%</b> Strongly agree	<b>%</b> Agree	<b>%</b> Neither	<b>%</b> Disagree	<b>%</b> Strongly disagree	<b>% Positive</b>	Difference from CS2013	Difference from CS High Performers
<b>Organisational Culture</b>								
B58. I am trusted to carry out my job effectively	27	59	8	4	86%	-2 ✧	-4 ✧	
B59. I believe I would be supported if I try a new idea, even if it may not work	13	43	27	12	56%	-11 ✧	-15 ✧	
B60. My performance is evaluated based on whether I get things done, rather than solely follow processes	13	45	28	10	57%	-8 ✧	-13 ✧	
B61. When I talk about UK Visas and Immigration I say "we" rather than "they"	16	45	25	9	62%	-6 ✧	-14 ✧	
B62. I have some really good friendships at work	29	49	16	4	78%	+2 ✧	-1 ✧	

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

%	%	%	%	<b>% Positive</b>	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?	16	25	44	15	<b>59%</b>	-4 ✧	-8 ✧
W02. Overall, to what extent do you feel that the things you do in your life are worthwhile?	12	23	43	22	<b>65%</b>	-4 ✧	-8 ✧
W03. Overall, how happy did you feel yesterday?	19	24	36	21	<b>56%</b>	-3 ✧	-7 ✧
	%	%	%	%			
	0-1	2-3	4-5	6-10			
W04. Overall, how anxious did you feel yesterday?	25	21	21	32	<b>47%</b>	-3 ✧	-6 ✧

# All questions by theme

## 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 CS2013	Difference from CS High Performers
I want to leave UK Visas and Immigration as soon as possible		9%	+1 ✧	-1 ✧
I want to leave UK Visas and Immigration within the next 12 months		14%	0	-3 ✧
I want to stay working for UK Visas and Immigration for at least the next year		24%	-6 ✧	-11 ✧
I want to stay working for UK Visas and Immigration for at least the next three years		53%	+5 ✧	-5 ✧

## The Civil Service Code

Differences are based on '% Yes' score

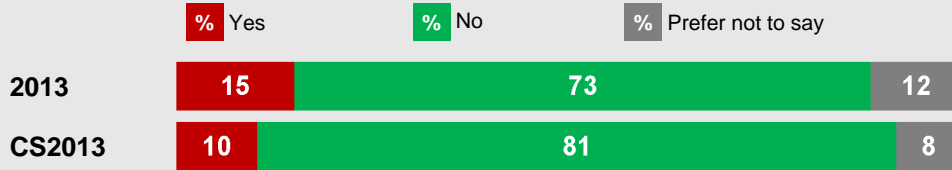
	% Yes	% No	% Yes	Difference from CS2013	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		26	74%	-16 ✧	-20 ✧
D02. Are you aware of how to raise a concern under the Civil Service Code?		47	53%	-12 ✧	-17 ✧
D03. Are you confident that if you raised a concern under the Civil Service Code in UK Visas and Immigration it would be investigated properly?		45	55%	-12 ✧	-18 ✧

✧ indicates statistically significant difference from comparison

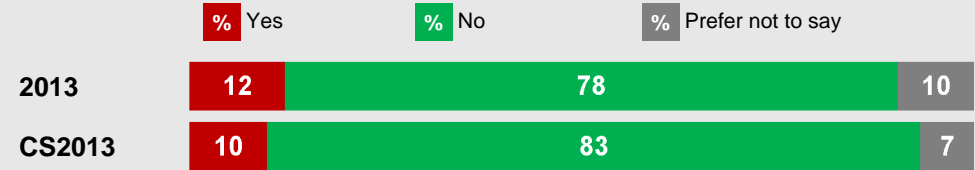
# All questions by theme

## Discrimination, harassment and bullying

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

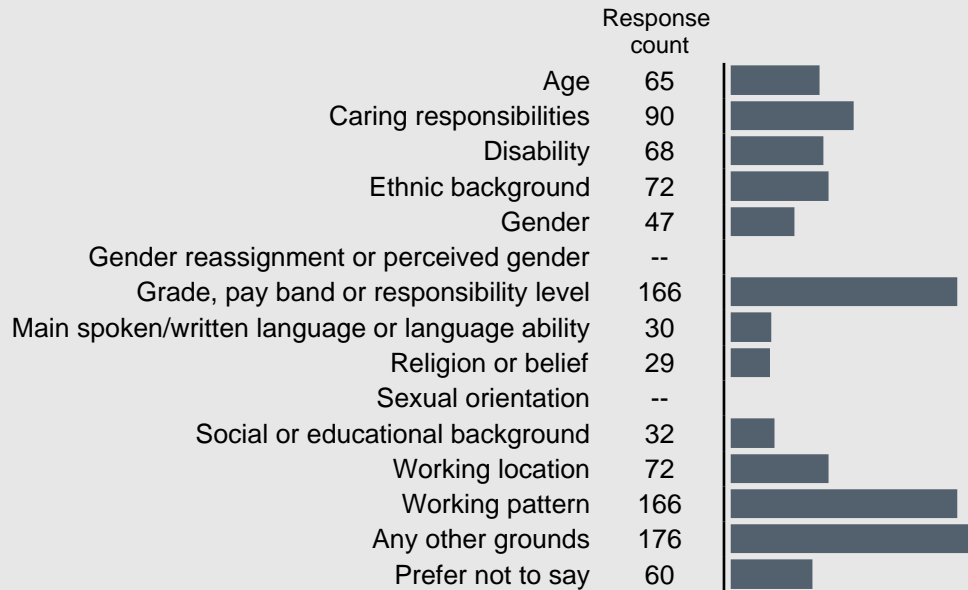


E03. During the past 12 months, have you personally experienced bullying or harassment at work?



For respondents who selected 'Yes' to question E01.

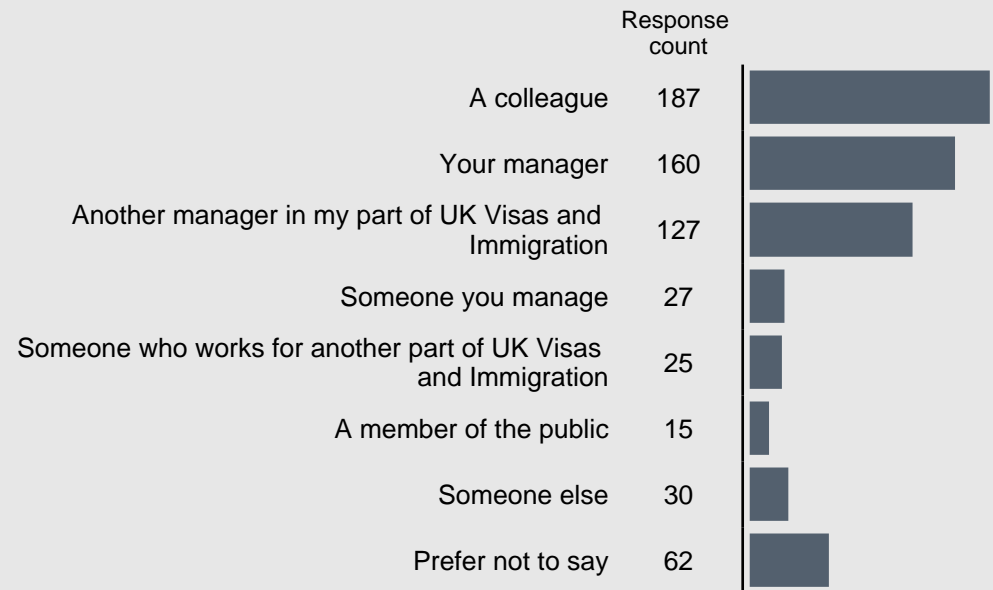
E02. On which of the following grounds have you personally experienced discrimination in the past 12 months? (multiple selection)



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

For respondents who selected 'Yes' to question E03.

E04. Who were you bullied or harassed by at work in the past 12 months? (multiple selection)

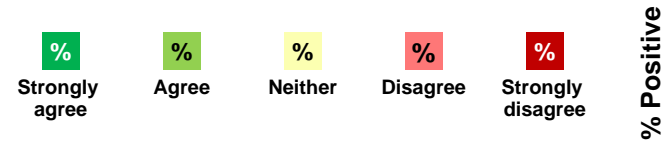


# All questions by theme

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



## UK Visas and Immigration 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: 28%		No: 72%			28%
F02. Have you seen or heard communications about the Home Office Transformation Programme?	Yes: 34%		No: 66%			34%
F03. Have you seen changes in your area as a result of the Home Office Transformation Programme?	Yes: 21%		No: 79%			21%
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	19	31	28	17	24%
F05. I am proud of the service we deliver to our customers	11	37	28	17	7	48%
F06. I feel able to tell my manager about new and innovative ideas that would change current operational practice in my work area	13	50	23	10	4	63%
F07. I am encouraged to use customer feedback to improve customer services	10	35	36	14	6	45%
F08. Senior Managers in UK Visas and Immigration inspire me with a positive view of what they are looking to achieve	6	25	35	19	15	31%
F09. I feel my manager values my contribution	18	48	19	8	6	66%

# 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>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: ✧

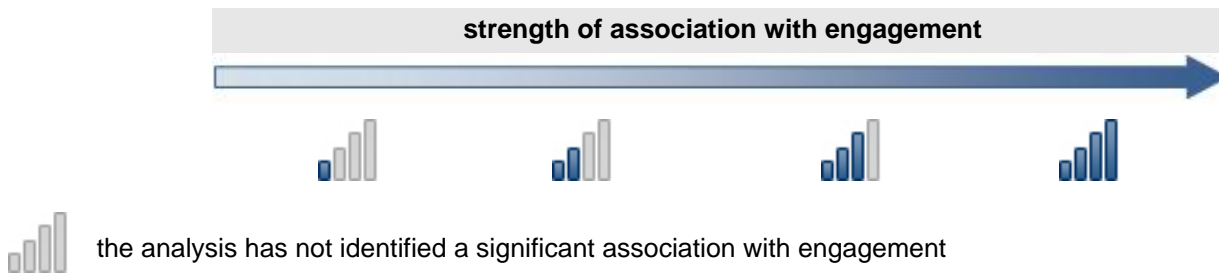
Statistical testing has been carried out on the comparisons between this year's results and CS2013 results and CS High Performers results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in opinion between the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