



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 CS2014	Difference from CS High Performers
Leadership and Managing Change		39%	+5	-4	-11
My work		65%	+1	-10	-13
My manager		61%	+2	-7	-10
Resources and workload		70%	+1	-4	-7
Pay and benefits		30%	+4	+2	-5
Learning and development		42%	+3	-8	-13
Organisational objectives and purpose		82%	+4	-1	-6
Inclusion and fair treatment		70%	0	-5	-9
My team		75%	+2	-4	-8

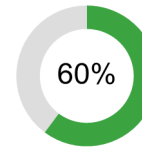


Strength of association with engagement

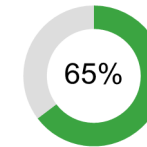


Statistically significant difference from comparison

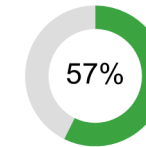
## Wellbeing



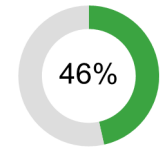
Overall, how satisfied are you with your life nowadays?



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

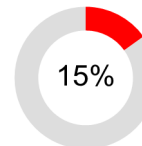


Overall, how happy did you feel yesterday?

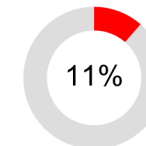


No or low anxiety yesterday

## Discrimination, bullying and harassment

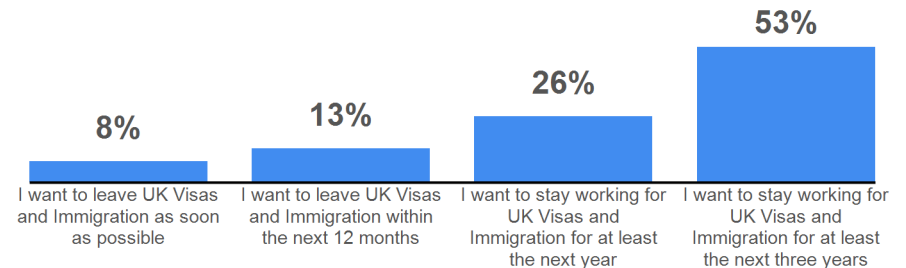


During the past 12 months have you personally experienced discrimination at work?



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

## Your plans for the future





All questions by theme

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

My work

65% +1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B01 I am interested in my work	37	49	9			86%	+1	-4 ◆	-7 ◆
B02 I am sufficiently challenged by my work	27	45	14	11		72%	+1	-7 ◆	-10 ◆
B03 My work gives me a sense of personal accomplishment	21	46	17	12		67%	+1	-8 ◆	-11 ◆
B04 I feel involved in the decisions that affect my work	13	35	21	20	11	48%	+2 ◆	-9 ◆	-14 ◆
B05 I have a choice in deciding how I do my work	14	39	21	18	9	53%	0	-22 ◆	-27 ◆

Organisational objectives and purpose

82% +4

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B06 I have a clear understanding of UK Visas and Immigration's purpose	27	56	11	5		83%	+4 ◆	-3 ◆	-8 ◆
B07 I have a clear understanding of UK Visas and Immigration's objectives	24	55	14	6		79%	+6 ◆	-2 ◆	-7 ◆
B08 I understand how my work contributes to UK Visas and Immigration's objectives	29	56	10			85%	+3 ◆	+1 ◆	-3 ◆



## All questions by theme

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### My manager

**61%** +2  
Difference from previous survey



Strength of association with engagement



	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B09 My manager motivates me to be more effective in my job	19	44	20	12	5	63%	+2 ◆	-5 ◆	-9 ◆
B10 My manager is considerate of my life outside work	26	43	19	8	6	69%	+1	-12 ◆	-17 ◆
B11 My manager is open to my ideas	25	47	19	6	6	71%	+2 ◆	-9 ◆	-13 ◆
B12 My manager helps me to understand how I contribute to UK Visas and Immigration's objectives	16	43	27	10	5	59%	+2 ◆	-5 ◆	-10 ◆
B13 Overall, I have confidence in the decisions made by my manager	23	44	19	8	6	67%	+2 ◆	-7 ◆	-10 ◆
B14 My manager recognises when I have done my job well	26	46	16	8	6	72%	+2 ◆	-6 ◆	-9 ◆
B15 I receive regular feedback on my performance	16	42	20	16	7	57%	+3 ◆	-8 ◆	-11 ◆
B16 The feedback I receive helps me to improve my performance	17	40	26	12	6	57%	+1	-4 ◆	-9 ◆
B17 I think that my performance is evaluated fairly	14	39	24	13	9	54%	+1	-9 ◆	-13 ◆
B18 Poor performance is dealt with effectively in my team	9	31	33	15	12	40%	+2 ◆	0	-4 ◆

### My team

**75%** +2  
Difference from previous survey



Strength of association with engagement



	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B19 The people in my team can be relied upon to help when things get difficult in my job	29	52	12	5	4	82%	+2 ◆	-2 ◆	-5 ◆
B20 The people in my team work together to find ways to improve the service we provide	26	50	16	6	6	76%	+2 ◆	-4 ◆	-7 ◆
B21 The people in my team are encouraged to come up with new and better ways of doing things	23	45	20	9	5	68%	+3 ◆	-6 ◆	-10 ◆



## All questions by theme

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### Learning and development

**42%** +3

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B22	I am able to access the right learning and development opportunities when I need to	9	44	25	16	6	53%	+4 ◆	-9 ◆	-14 ◆
B23	Learning and development activities I have completed in the past 12 months have helped to improve my performance	8	32	33	19	8	40%	+2 ◆	-11 ◆	-17 ◆
B24	There are opportunities for me to develop my career in UK Visas and Immigration	8	32	26	20	14	40%	+6 ◆	-2 ◆	-9 ◆
B25	Learning and development activities I have completed while working for UK Visas and Immigration are helping me to develop my career	7	26	33	21	12	34%	+1	-10 ◆	-16 ◆

### Inclusion and fair treatment

**70%** 0

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B26	I am treated fairly at work	20	53	14	8	5	73%	+1	-7 ◆	-10 ◆
B27	I am treated with respect by the people I work with	25	56	12	5	5	81%	0	-3 ◆	-6 ◆
B28	I feel valued for the work I do	16	40	23	14	8	56%	+1	-9 ◆	-14 ◆
B29	I think that UK Visas and Immigration respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	23	48	18	7	5	71%	0	-3 ◆	-7 ◆



## All questions by theme

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### Resources and workload **70%** +1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B30 In my job, I am clear what is expected of me	24	61	9	5		85%	+2 ◆	+1 ◆	-2 ◆
B31 I get the information I need to do my job well	14	50	18	13		64%	+2 ◆	-6 ◆	-10 ◆
B32 I have clear work objectives	17	56	15	9		73%	+2 ◆	-3 ◆	-6 ◆
B33 I have the skills I need to do my job effectively	27	58	10			84%	+1	-5 ◆	-7 ◆
B34 I have the tools I need to do my job effectively	14	48	17	15	6	62%	+1	-10 ◆	-14 ◆
B35 I have an acceptable workload	10	47	19	16	8	57%	+2 ◆	-2 ◆	-9 ◆
B36 I achieve a good balance between my work life and my private life	17	50	18	9	5	67%	0	+1 ◆	-7 ◆

### Pay and benefits **30%** +4

Difference from previous survey



Strength of association with engagement



Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B37 I feel that my pay adequately reflects my performance	5	27	22	27	19	32%	+4 ◆	+3 ◆	-4 ◆
B38 I am satisfied with the total benefits package		23	29	25	18	27%	+2 ◆	-4 ◆	-12 ◆
B39 Compared to people doing a similar job in other organisations I feel my pay is reasonable	6	24	23	26	21	29%	+6 ◆	+5 ◆	-2 ◆



All questions by theme

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Leadership and  
Managing Change

39% +5

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question ID	Statement	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B40	I feel that UK Visas and Immigration as a whole is managed well	5	34	28	21	12	39%	+7 ◆	-6 ◆	-17 ◆
B41	Senior managers in UK Visas and Immigration are sufficiently visible	11	42	21	16	10	53%	+7 ◆	0	-10 ◆
B42	I believe the actions of senior managers are consistent with UK Visas and Immigration's values	8	36	34	13	9	44%	+5 ◆	-3 ◆	-12 ◆
B43	I believe that the Senior Leadership team has a clear vision for the future of UK Visas and Immigration	8	35	34	12	10	43%	+7 ◆	-1 ◆	-9 ◆
B44	Overall, I have confidence in the decisions made by UK Visas and Immigration's senior managers	8	31	32	16	13	39%	+6 ◆	-5 ◆	-12 ◆
B45	I feel that change is managed well in UK Visas and Immigration		27	27	27	15	31%	+4 ◆	-1	-8 ◆
B46	When changes are made in UK Visas and Immigration they are usually for the better		25	36	23	12	28%	+4 ◆	-1 ◆	-9 ◆
B47	UK Visas and Immigration keeps me informed about matters that affect me	5	44	27	16	8	49%	+4 ◆	-9 ◆	-15 ◆
B48	I have the opportunity to contribute my views before decisions are made that affect me	5	25	27	27	16	30%	+2 ◆	-6 ◆	-13 ◆
B49	I think it is safe to challenge the way things are done in UK Visas and Immigration	5	31	30	20	14	36%	+2 ◆	-5 ◆	-12 ◆



## All questions by theme

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### Engagement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B50 I am proud when I tell others I am part of UK Visas and Immigration	14	35	32	13	7	48%	+5 ◆	-10 ◆	-17 ◆
B51 I would recommend UK Visas and Immigration as a great place to work	11	33	32	15	9	45%	+6 ◆	-4 ◆	-15 ◆
B52 I feel a strong personal attachment to UK Visas and Immigration	11	30	33	18	8	41%	+2 ◆	-6 ◆	-13 ◆
B53 UK Visas and Immigration inspires me to do the best in my job	10	32	34	15	8	42%	+4 ◆	-3 ◆	-9 ◆
B54 UK Visas and Immigration motivates me to help it achieve its objectives	9	31	35	16	9	40%	+4 ◆	-3 ◆	-10 ◆

### Taking action

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	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	31	28	18	15	39%	+5 ◆	-6 ◆	-14 ◆
B56 I believe that managers where I work will take action on the results from this survey	11	36	26	16	12	47%	+3 ◆	-9 ◆	-14 ◆
B57 Where I work, I think effective action has been taken on the results of the last survey	7	23	42	15	13	30%	+5 ◆	-5 ◆	-10 ◆





All questions by theme

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Organisational Culture

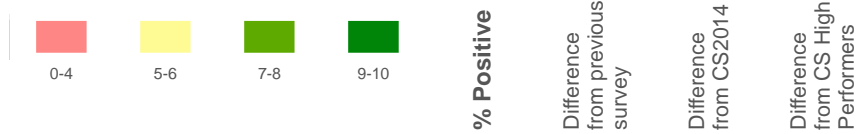
	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B58 I am trusted to carry out my job effectively	27	60	8			87%	+1	-2 ◆	-4 ◆
B59 I believe I would be supported if I try a new idea, even if it may not work	14	43	26	13		56%	+1	-12 ◆	-16 ◆
B60 My performance is evaluated based on whether I get things done, rather than solely follow processes	13	46	27	10	5	59%	+2 ◆	-7 ◆	-12 ◆
B61 When I talk about UK Visas and Immigration I say "we" rather than "they"	16	49	22	9		65%	+3 ◆	-4 ◆	-14 ◆
B62 I have some really good friendships at work	30	49	16			79%	+1	+3 ◆	-1 ◆



## All questions by theme

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### 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. 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. For question W04 the percent positive is the proportion answering 0, 1, 2 or 3 to the question.

Question	0-4	5-6	7-8	9-10	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
W01 Overall, how satisfied are you with your life nowadays?	15	25	44	16	60%	+1 ◆	-4 ◆	-6 ◆
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	12	24	43	22	65%	0	-5 ◆	-8 ◆
W03 Overall, how happy did you feel yesterday?	18	24	36	21	57%	+1	-3 ◆	-6 ◆
W04 Overall, how anxious did you feel yesterday?	23	24	22	31	46%	0	-4 ◆	-6 ◆



## 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 CS2014	Difference from CS High Performers
I want to leave UK Visas and Immigration as soon as possible		8%	-1 ◇	+1 ◇	-2 ◇
I want to leave UK Visas and Immigration within the next 12 months		13%	0	0	-4 ◇
I want to stay working for UK Visas and Immigration for at least the next year		26%	+1	-6 ◇	-12 ◇
I want to stay working for UK Visas and Immigration for at least the next three years		53%	0	+6 ◇	-1 ◇

### The Civil Service Code

Differences are based on '% Yes' score

	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?			77%	+4 ◇	-13 ◇	-17 ◇
D02. Are you aware of how to raise a concern under the Civil Service Code?			53%	0	-11 ◇	-18 ◇
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?			56%	+1	-13 ◇	-18 ◇

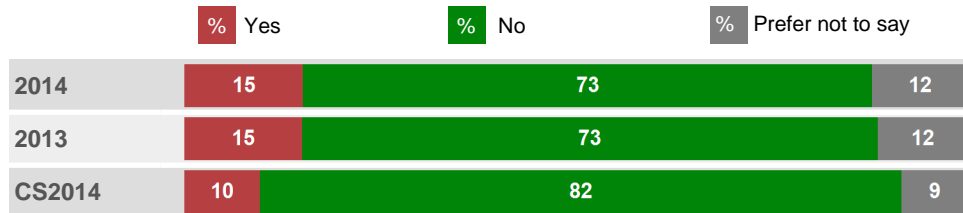


## All questions by theme

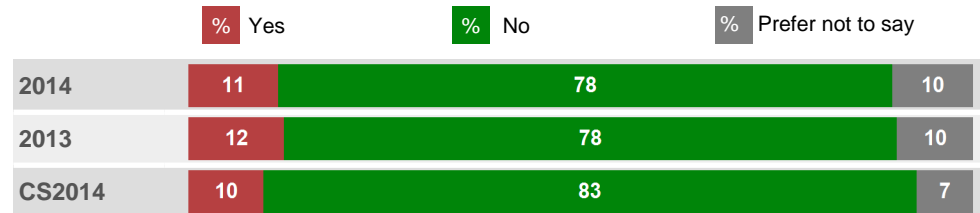
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### Discrimination, harassment and bullying

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



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)

Ground	Response Count
Age	85
Caring responsibilities	68
Disability	76
Ethnic background	68
Gender	58
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	192
Main spoken/written language or language ability	35
Religion or belief	27
Sexual orientation	16
Social or educational background	37
Working location	63
Working pattern	178
Any other grounds	225
Prefer not to say	77

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)

Who	Response Count
A colleague	174
Your manager	155
Another manager in my part of UK Visas and Immigration	151
Someone you manage	19
Someone who works for another part of UK Visas and Immigration	34
A member of the public	11
Someone else	25
Prefer not to say	75



## 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	Have you seen or heard communications about the Home Office Transformation Programme	Yes: 39%		No: 61%			39%	+5 ◆
F02	Have you seen changes in your area as a result of the Home Office Transformation Programme	Yes: 23%		No: 77%			23%	+2 ◆
F03	I understand how to raise concerns relating to bullying or harassment	19	60	13	6	79%	--	
F04	I am confident that if I raised a concern/complaint relating to bullying or harassment it would be dealt with appropriately	16	44	22	11	7	60%	--
F05	If you answered yes to the question 'During the past 12 months, have you personally experienced bullying or harassment at work', did you know where to go for support	Yes: 63%		No: 37%			63%	--
F06	I am proud of the service we deliver to our customers	12	46	26	12		58%	+10 ◆
F07	I feel able to tell my manager about new and innovative ideas that would change current operational practice in my work area	16	51	21	9		67%	+4 ◆
F08	I am encouraged to use customer feedback to improve customer services	12	39	31	14		51%	+6 ◆
F09	Senior Managers in UK Visas and Immigration inspire me with a positive view of what they are looking to achieve	8	29	33	19	11	37%	+6 ◆
F10	I feel my manager values my contribution	19	49	19	8	5	68%	+2 ◆
F11	I am aware of how the UK Visas and Immigration principles (consistently competent, high performing, customer focused) apply to my role	18	55	19	5		73%	--

## 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 2013 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.
CS2014	The CS2014 benchmark is the median percent positive across all organisations that participated in the 2014 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 2014 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, CS2014 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 2014 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.