



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		25%	+5 ✧	-19 ✧	-25 ✧
My work		58%	0	-17 ✧	-21 ✧
My manager		53%	-1	-15 ✧	-18 ✧
Pay and benefits		24%	+1	-3 ✧	-11 ✧
Learning and development		34%	+2 ✧	-15 ✧	-21 ✧
Resources and workload		55%	-1	-20 ✧	-22 ✧
Organisational objectives and purpose		74%	+3 ✧	-9 ✧	-14 ✧
Inclusion and fair treatment		58%	+1	-18 ✧	-21 ✧
My team		65%	0	-14 ✧	-18 ✧

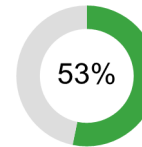


Strength of association with engagement

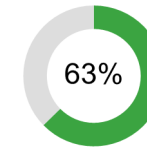


Statistically significant difference from comparison

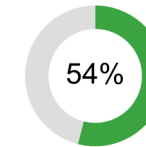
## Wellbeing



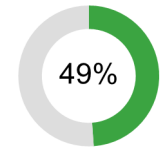
Overall, how satisfied are you with your life nowadays?



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

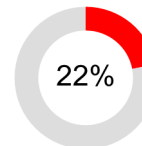


Overall, how happy did you feel yesterday?

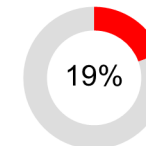


No or low anxiety yesterday

## Discrimination, bullying and harassment

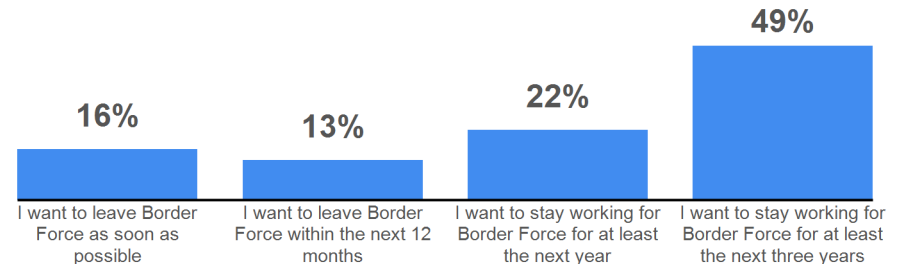


During the past 12 months have you personally experienced discrimination at work?



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

58% 0

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	42	43	8			85%	0	-4 ◆	-7 ◆
B02 I am sufficiently challenged by my work	27	41	14	13	5	68%	-1	-11 ◆	-14 ◆
B03 My work gives me a sense of personal accomplishment	21	41	16	14	9	61%	+1	-14 ◆	-17 ◆
B04 I feel involved in the decisions that affect my work	10	25	17	24	24	35%	+1	-22 ◆	-27 ◆
B05 I have a choice in deciding how I do my work	12	28	17	22	21	40%	-1	-34 ◆	-39 ◆

Organisational objectives and purpose

74% +3

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 Border Force's purpose	26	49	12	8		76%	+4 ◆	-10 ◆	-15 ◆
B07 I have a clear understanding of Border Force's objectives	23	48	14	9		72%	+4 ◆	-9 ◆	-14 ◆
B08 I understand how my work contributes to Border Force's objectives	25	48	14	8		73%	+3 ◆	-10 ◆	-15 ◆



All questions by theme

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

My manager

53% -1

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
B09	My manager motivates me to be more effective in my job	16	38	20	15	11	54%	0	-14 ◆	-18 ◆
B10	My manager is considerate of my life outside work	24	39	17	9	10	63%	-2	-18 ◆	-22 ◆
B11	My manager is open to my ideas	24	42	18	8	8	65%	-2	-15 ◆	-19 ◆
B12	My manager helps me to understand how I contribute to Border Force's objectives	15	35	28	12	10	50%	+1	-15 ◆	-19 ◆
B13	Overall, I have confidence in the decisions made by my manager	20	38	20	11	11	58%	-1	-16 ◆	-19 ◆
B14	My manager recognises when I have done my job well	23	44	17	9	7	67%	-3 ◆	-10 ◆	-13 ◆
B15	I receive regular feedback on my performance	15	35	20	19	11	50%	-2	-15 ◆	-19 ◆
B16	The feedback I receive helps me to improve my performance	14	33	27	15	11	46%	0	-15 ◆	-20 ◆
B17	I think that my performance is evaluated fairly	13	33	24	15	15	46%	-3 ◆	-17 ◆	-21 ◆
B18	Poor performance is dealt with effectively in my team	8	22	34	18	19	29%	-3 ◆	-10 ◆	-14 ◆

My team

65% 0

Difference from previous survey



Strength of association with engagement



Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from 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	46	13	8	8	75%	-1	-8 ◆	-11 ◆
B20	The people in my team work together to find ways to improve the service we provide	23	42	20	10	5	65%	-1	-15 ◆	-18 ◆
B21	The people in my team are encouraged to come up with new and better ways of doing things	20	35	22	14	10	54%	+1	-20 ◆	-24 ◆



All questions by theme

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

Learning and development

34% +2

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	6	36	25	21	12	42%	-1	-20 ◆	-25 ◆
B23	Learning and development activities I have completed in the past 12 months have helped to improve my performance	8	30	29	20	13	37%	+6 ◆	-14 ◆	-19 ◆
B24	There are opportunities for me to develop my career in Border Force	6	25	24	23	22	31%	+1	-11 ◆	-18 ◆
B25	Learning and development activities I have completed while working for Border Force are helping me to develop my career	5	21	30	24	20	26%	+3 ◆	-17 ◆	-24 ◆

Inclusion and fair treatment

58% +1

Difference from previous survey



Strength of association with engagement



Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B26	I am treated fairly at work	16	45	16	13	10	61%	-1	-18 ◆	-21 ◆
B27	I am treated with respect by the people I work with	19	54	15	7	5	73%	0	-12 ◆	-14 ◆
B28	I feel valued for the work I do	12	32	22	19	16	44%	+1	-21 ◆	-25 ◆
B29	I think that Border Force respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	14	40	23	11	12	54%	+2	-20 ◆	-24 ◆



All questions by theme

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

Resources and workload **55%** -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	17	56	15	9	8	73%	-1	-11 ◆	-14 ◆
B31 I get the information I need to do my job well	9	40	24	19	8	49%	+1	-21 ◆	-25 ◆
B32 I have clear work objectives	11	46	22	13	7	58%	-2	-18 ◆	-21 ◆
B33 I have the skills I need to do my job effectively	18	55	15	8	8	73%	-1	-16 ◆	-18 ◆
B34 I have the tools I need to do my job effectively	8	35	20	24	13	43%	+2	-29 ◆	-33 ◆
B35 I have an acceptable workload	6	39	22	20	13	45%	-2	-14 ◆	-21 ◆
B36 I achieve a good balance between my work life and my private life	7	34	19	19	20	41%	-2 ◆	-25 ◆	-33 ◆

Pay and benefits

**24%** +1

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	25	20	28	25	2	28%	+2	-1	-8 ◆
B38 I am satisfied with the total benefits package	18	22	31	27	2	21%	0	-11 ◆	-19 ◆
B39 Compared to people doing a similar job in other organisations I feel my pay is reasonable	21	22	27	27	3	25%	+1	0	-7 ◆



All questions by theme

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

Leadership and Managing Change

25% +5 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
B40 I feel that Border Force as a whole is managed well	19	22	28	29	21%	+5 ◆	-24 ◆	-35 ◆	
B41 Senior managers in Border Force are sufficiently visible	6	28	20	21	25	34%	+5 ◆	-19 ◆	-29 ◆
B42 I believe the actions of senior managers are consistent with Border Force's values	5	24	31	18	22	29%	+5 ◆	-18 ◆	-26 ◆
B43 I believe that Senior Management has a clear vision for the future of Border Force	6	24	29	18	23	30%	+8 ◆	-14 ◆	-23 ◆
B44 Overall, I have confidence in the decisions made by Border Force's senior managers	17	26	23	30	22%	+5 ◆	-22 ◆	-29 ◆	
B45 I feel that change is managed well in Border Force	13	24	32	30	15%	+5 ◆	-17 ◆	-24 ◆	
B46 When changes are made in Border Force they are usually for the better	11	28	28	31	13%	+5 ◆	-17 ◆	-24 ◆	
B47 Border Force keeps me informed about matters that affect me	36	28	18	15	39%	+3 ◆	-19 ◆	-25 ◆	
B48 I have the opportunity to contribute my views before decisions are made that affect me	17	22	29	29	20%	+2 ◆	-15 ◆	-23 ◆	
B49 I think it is safe to challenge the way things are done in Border Force	20	23	24	31	23%	+5 ◆	-18 ◆	-25 ◆	



All questions by theme

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

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 Border Force	10	28	28	18	16	38%	+9 ◆	-21 ◆	-28 ◆
B51 I would recommend Border Force as a great place to work	6	18	30	23	23	24%	+5 ◆	-25 ◆	-36 ◆
B52 I feel a strong personal attachment to Border Force	9	23	29	20	19	32%	+5 ◆	-16 ◆	-22 ◆
B53 Border Force inspires me to do the best in my job	6	21	32	22	19	27%	+6 ◆	-18 ◆	-24 ◆
B54 Border Force motivates me to help it achieve its objectives	5	19	31	24	21	25%	+5 ◆	-18 ◆	-25 ◆

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 Border Force will take action on the results from this survey	5	20	24	22	30	25%	+2	-20 ◆	-29 ◆
B56 I believe that managers where I work will take action on the results from this survey	8	24	22	18	27	32%	+1	-23 ◆	-29 ◆
B57 Where I work, I think effective action has been taken on the results of the last survey	5	14	34	19	28	19%	+2 ◆	-16 ◆	-21 ◆





## All questions by theme

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

### 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	19	53	13	10	6	72%	+2 ◆	-17 ◆	-19 ◆
B59 I believe I would be supported if I try a new idea, even if it may not work	10	35	24	20	11	45%	0	-23 ◆	-27 ◆
B60 My performance is evaluated based on whether I get things done, rather than solely follow processes	9	32	30	16	13	42%	-1	-23 ◆	-29 ◆
B61 When I talk about Border Force I say "we" rather than "they"	14	40	24	12	10	54%	+6 ◆	-15 ◆	-25 ◆
B62 I have some really good friendships at work	29	47	17			76%	0	+1	-3 ◆



All questions by theme

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

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.

W01 Overall, how satisfied are you with your life nowadays?	23	24	42	11	53%	+2	-11 ◆	-13 ◆
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	16	21	45	18	63%	+3 ◆	-7 ◆	-10 ◆
W03 Overall, how happy did you feel yesterday?	24	22	37	17	54%	+3 ◆	-6 ◆	-9 ◆
W04 Overall, how anxious did you feel yesterday?	24	25	21	30	49%	+1	-1	-4 ◆





### All questions by theme

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

#### 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 CS2014	Difference from CS High Performers
I want to leave Border Force as soon as possible		16%	-1	+9 ◇	+6 ◇
I want to leave Border Force within the next 12 months		13%	+1	-1	-5 ◇
I want to stay working for Border Force for at least the next year		22%	+1	-9 ◇	-15 ◇
I want to stay working for Border Force for at least the next three years		49%	-1	+2 ◇	-5 ◇

#### 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?		15	85%	0	-4 ◇	-8 ◇
D02. Are you aware of how to raise a concern under the Civil Service Code?		42	58%	0	-6 ◇	-13 ◇
D03. Are you confident that if you raised a concern under the Civil Service Code in Border Force it would be investigated properly?		54	46%	+2	-23 ◇	-28 ◇

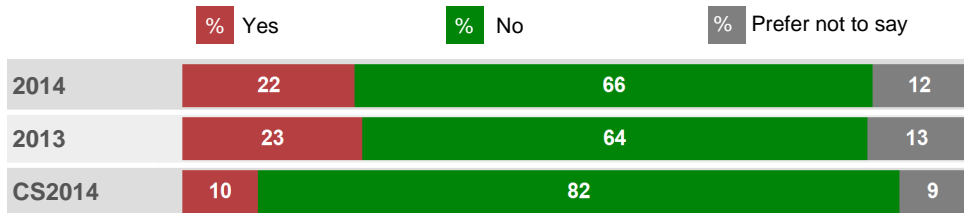


### All questions by theme

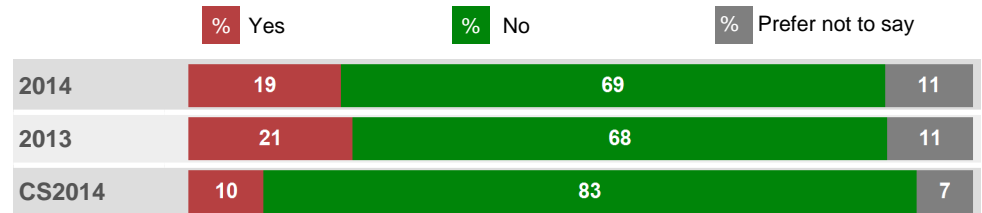
◆ indicates statistically significant difference from comparison  
^ indicates a variation in question wording from your previous survey

#### 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	92
Caring responsibilities	93
Disability	85
Ethnic background	68
Gender	95
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	172
Main spoken/written language or language ability	24
Religion or belief	32
Sexual orientation	23
Social or educational background	26
Working location	104
Working pattern	195
Any other grounds	167
Prefer not to say	40

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	163
Your manager	142
Another manager in my part of Border Force	208
Someone you manage	27
Someone who works for another part of Border Force	39
A member of the public	67
Someone else	12
Prefer not to say	56



All questions by theme

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

Border Force questions



% Positive  
Difference from previous survey

Question ID	Question Text	Yes: %	No: %	% Positive	Difference from previous survey
F01	Have you seen or heard communications about the Home Office Transformation Programme	76%	24%	76%	+21 ◆
F02	Have you seen changes in your area as a result of the Home Office Transformation Programme	35%	65%	35%	+21 ◆
F03	I understand how to raise concerns relating to bullying or harassment	78%		78%	--
F04	I am confident that if I raised a concern/complaint relating to bullying or harassment it would be dealt with appropriately	48%		48%	--
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	66%	34%	66%	--
F06	I have a clear understanding of the Border Force Vision	52%		52%	--
F07	I am proud to be part of a professional and unified Border Force	40%		40%	--
F08	I have seen changes in the last year which will enable Border Force to become the best Border Force in the World	18%		18%	--
F09	I am aware of the Border Force Values	77%		77%	--
F10	I have opportunities to meet with local Border Force senior managers (SO and above) to understand and discuss business critical issues	45%		45%	--
F11	Since the last People Survey in October 2013 have you been given the opportunity to discuss with managers and colleagues the answers to the questions on Bullying, Harassment and Discrimination	30%	70%	30%	--
F12	I have been active in raising money for the charity of the year this year	32%	68%	32%	--



## 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.