



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 CS2015	Difference from CS High Performers
Leadership and managing change		33%	-1	-10 ✧	-19 ✧
My work		66%	-3 ✧	-8 ✧	-12 ✧
My manager		59%	0	-8 ✧	-12 ✧
Learning and development		37%	-6 ✧	-13 ✧	-19 ✧
Pay and benefits		25%	-1	-5 ✧	-11 ✧
Resources and workload		63%	-1	-10 ✧	-14 ✧
Organisational objectives and purpose		80%	-1	-2 ✧	-6 ✧
My team		74%	0	-6 ✧	-9 ✧
Inclusion and fair treatment		65%	-1	-9 ✧	-13 ✧

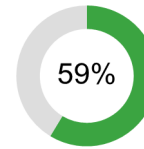


Strength of association with engagement

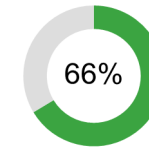


Statistically significant difference from comparison

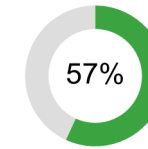
## Wellbeing



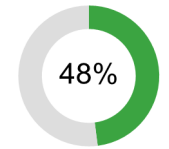
Overall, how satisfied are you with your life nowadays?



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

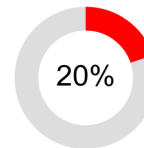


Overall, how happy did you feel yesterday?

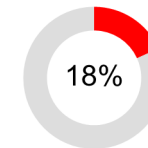


Overall, how anxious did you feel yesterday?

## Discrimination, bullying and harassment

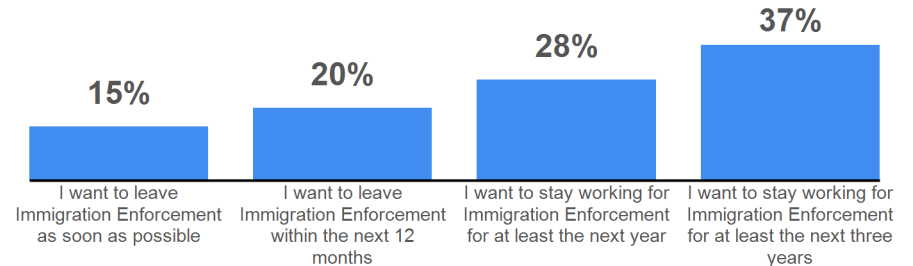


During the past 12 months have you personally experienced discrimination at work?



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  
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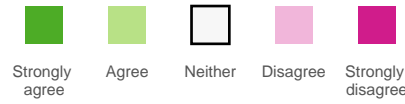
My work

66% -3

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B01 I am interested in my work	39	47	8			86%	-2 ◆	-3 ◆	-5 ◆
B02 I am sufficiently challenged by my work	30	43	13	10		73%	-2 ◆	-6 ◆	-9 ◆
B03 My work gives me a sense of personal accomplishment	22	44	16	13	5	66%	-4 ◆	-10 ◆	-13 ◆
B04 I feel involved in the decisions that affect my work	11	35	19	21	12	47%	-3 ◆	-9 ◆	-17 ◆
B05 I have a choice in deciding how I do my work	16	44	18	15	8	59%	-2 ◆	-14 ◆	-19 ◆

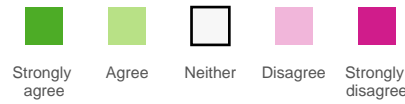
Organisational objectives and purpose

80% -1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B06 I have a clear understanding of Immigration Enforcement's purpose	26	55	10	5		82%	-1	-3 ◆	-8 ◆
B07 I have a clear understanding of Immigration Enforcement's objectives	23	55	12	7		78%	0	-1	-6 ◆
B08 I understand how my work contributes to Immigration Enforcement's objectives	27	53	12	5		81%	-2 ◆	-2 ◆	-6 ◆



All questions by theme

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My manager

59% 0

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B09	My manager motivates me to be more effective in my job	19	41	19	13	9	60%	0	-8 ◆	-12 ◆
B10	My manager is considerate of my life outside work	33	40	15	5	6	73%	+1	-9 ◆	-13 ◆
B11	My manager is open to my ideas	29	44	15	6	5	73%	+2	-7 ◆	-11 ◆
B12	My manager helps me to understand how I contribute to Immigration Enforcement's objectives	18	39	26	11	6	57%	-2	-6 ◆	-11 ◆
B13	Overall, I have confidence in the decisions made by my manager	23	40	19	10	8	63%	0	-10 ◆	-14 ◆
B14	My manager recognises when I have done my job well	27	45	13	8	5	73%	+2	-6 ◆	-8 ◆
B15	I receive regular feedback on my performance	19	39	19	15	8	59%	+2 ◆	-8 ◆	-11 ◆
B16	The feedback I receive helps me to improve my performance	17	36	27	13	8	53%	0	-8 ◆	-12 ◆
B17	I think that my performance is evaluated fairly	15	35	22	16	12	50%	0	-12 ◆	-18 ◆
B18	Poor performance is dealt with effectively in my team	9	24	32	18	17	33%	-2	-6 ◆	-10 ◆

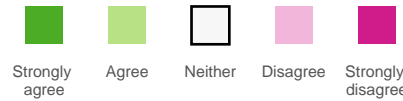
My team

74% 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 CS2015	Difference from CS High Performers
B19	The people in my team can be relied upon to help when things get difficult in my job	31	47	11	7	2	79%	-1	-6 ◆	-8 ◆
B20	The people in my team work together to find ways to improve the service we provide	28	46	14	8	6	74%	-1	-6 ◆	-10 ◆
B21	The people in my team are encouraged to come up with new and better ways of doing things	23	45	18	9	6	68%	+1	-6 ◆	-10 ◆



All questions by theme

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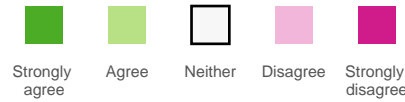
Learning and development

37% -6

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B22	I am able to access the right learning and development opportunities when I need to	9	43	24	16	8	52%	-3 ◆	-11 ◆	-16 ◆
B23	Learning and development activities I have completed in the past 12 months have helped to improve my performance	8	33	31	19	9	42%	-2 ◆	-10 ◆	-17 ◆
B24	There are opportunities for me to develop my career in Immigration Enforcement	5	21	28	25	21	26%	-14 ◆	-15 ◆	-23 ◆
B25	Learning and development activities I have completed while working for Immigration Enforcement are helping me to develop my career	5	23	33	23	16	28%	-6 ◆	-16 ◆	-22 ◆

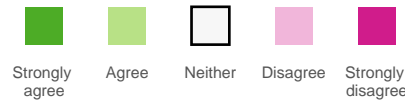
Inclusion and fair treatment

65% -1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B26	I am treated fairly at work	20	48	16	10	7	67%	-3 ◆	-11 ◆	-14 ◆
B27	I am treated with respect by the people I work with	24	54	13	5	5	77%	-1	-7 ◆	-9 ◆
B28	I feel valued for the work I do	14	39	21	15	11	53%	-2 ◆	-11 ◆	-16 ◆
B29	I think that Immigration Enforcement respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	19	45	19	9	7	64%	+1	-8 ◆	-13 ◆



All questions by theme

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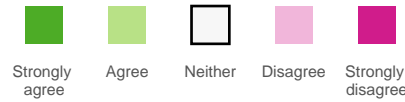
Resources and workload

63% -1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B30 In my job, I am clear what is expected of me	20	58	11	7	4	78%	+2 ◆	-5 ◆	-7 ◆
B31 I get the information I need to do my job well	11	44	22	17	6	55%	-2	-14 ◆	-18 ◆
B32 I have clear work objectives	14	52	17	12	5	66%	+2 ◆	-10 ◆	-14 ◆
B33 I have the skills I need to do my job effectively	22	60	11	6	1	82%	+1	-7 ◆	-9 ◆
B34 I have the tools I need to do my job effectively	10	41	20	21	8	50%	-6 ◆	-18 ◆	-24 ◆
B35 I have an acceptable workload	7	44	18	20	11	52%	-2	-8 ◆	-13 ◆
B36 I achieve a good balance between my work life and my private life	15	45	18	14	9	59%	-1	-7 ◆	-13 ◆

Pay and benefits

25% -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 CS2015	Difference from CS High Performers
B37 I feel that my pay adequately reflects my performance	23	20	30	24	3	26%	-2 ◆	-5 ◆	-11 ◆
B38 I am satisfied with the total benefits package	22	26	27	22	3	25%	-1	-7 ◆	-14 ◆
B39 Compared to people doing a similar job in other organisations I feel my pay is reasonable	20	21	30	27	2	23%	-1	-2 ◆	-9 ◆



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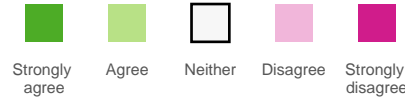
Leadership and  
managing change

33% -1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B40	I feel that Immigration Enforcement as a whole is managed well	31	27	23	16	34%	+2	-11 ◆	-22 ◆	
B41	Senior managers in Immigration Enforcement are sufficiently visible	9	38	23	18	12	47%	+1	-6 ◆	-19 ◆
B42	I believe the actions of senior managers are consistent with Immigration Enforcement's values	6	32	34	16	13	38%	0	-7 ◆	-18 ◆
B43	I believe that the Senior Management team has a clear vision for the future of Immigration Enforcement	6	30	31	18	15	36%	0	-6 ◆	-18 ◆
B44	Overall, I have confidence in the decisions made by Immigration Enforcement senior managers	6	26	31	20	17	32%	-1	-9 ◆	-20 ◆
B45	I feel that change is managed well in Immigration Enforcement	20	26	31	21	22%	0	-8 ◆	-17 ◆	
B46	When changes are made in Immigration Enforcement they are usually for the better	18	35	27	17	20%	-3 ◆	-7 ◆	-15 ◆	
B47	Immigration Enforcement keeps me informed about matters that affect me	38	29	18	11	42%	-3 ◆	-14 ◆	-22 ◆	
B48	I have the opportunity to contribute my views before decisions are made that affect me	22	27	29	20	25%	-1	-11 ◆	-19 ◆	
B49	I think it is safe to challenge the way things are done in Immigration Enforcement	29	27	21	18	34%	+1	-8 ◆	-17 ◆	



All questions by theme

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Engagement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B50 I am proud when I tell others I am part of Immigration Enforcement	10	32	33	15	10	42%	-4 ◆	-15 ◆	-24 ◆
B51 I would recommend Immigration Enforcement as a great place to work	7	27	32	19	15	34%	-4 ◆	-13 ◆	-25 ◆
B52 I feel a strong personal attachment to Immigration Enforcement	10	26	32	20	12	37%	-3 ◆	-10 ◆	-17 ◆
B53 Immigration Enforcement inspires me to do the best in my job	8	28	35	17	12	36%	-2	-8 ◆	-15 ◆
B54 Immigration Enforcement motivates me to help it achieve its objectives	7	27	34	20	12	34%	0	-8 ◆	-15 ◆

Taking action

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B55 I believe that senior managers in Immigration Enforcement will take action on the results from this survey	6	27	25	21	21	33%	0	-10 ◆	-22 ◆
B56 I believe that managers where I work will take action on the results from this survey	9	33	25	15	17	42%	-1	-13 ◆	-20 ◆
B57 Where I work, I think effective action has been taken on the results of the last survey	7	21	38	17	17	28%	+4 ◆	-6 ◆	-14 ◆





All questions by theme

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Organisational culture

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B58 I am trusted to carry out my job effectively	28	55	8	6		83%	+1	-5 ◆	-7 ◆
B59 I believe I would be supported if I try a new idea, even if it may not work	15	44	22	14	6	59%	+1	-9 ◆	-14 ◆
B60 My performance is evaluated based on whether I get things done, rather than solely follow processes	13	41	25	14	8	53%	-1	-12 ◆	-16 ◆
B61 When I talk about Immigration Enforcement I say "we" rather than "they"	16	47	24	8	5	63%	0	-6 ◆	-15 ◆
B62 I have some really good friendships at work	28	47	18	5		74%	0	-1 ◆	-5 ◆

Leadership statement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B63 My manager inspires my team to do our best	17	41	22	12	8	58%	--	-9 ◆	-13 ◆
B64 Senior managers inspire people across Immigration Enforcement to do their best	6	27	32	20	16	33%	--	-4 ◆	-13 ◆
B65 My manager leads our team with confidence	20	42	19	11	9	61%	--	-9 ◆	-15 ◆
B66 Senior managers lead Immigration Enforcement with confidence	8	32	32	15	13	40%	--	-7 ◆	-17 ◆
B67 My manager empowers me to do my job effectively	18	41	23	11	8	58%	--	-13 ◆	-17 ◆
B68 Immigration Enforcement senior managers empower teams to deliver	6	26	36	17	15	32%	--	-8 ◆	-16 ◆
B69 Senior managers in Immigration Enforcement actively role model the behaviours set out in the Civil Service Leadership Statement	5	24	41	15	15	29%	--	-6 ◆	-14 ◆
B70 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	13	36	32	9	9	50%	--	-7 ◆	-12 ◆



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Wellbeing

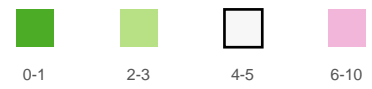


Unlike the questions B01-B70 which ask people to rate their agreement from strongly agree to strongly disagree, the four wellbeing questions use a 11-point scale. The scale ranges from 0 to 10 for each question, where 0 is equivalent to 'not at all' (e.g. 'not at all satisfied' or 'not at all worthwhile') 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.

Question	0-4	5-6	7-8	9-10	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
W01 Overall, how satisfied are you with your life nowadays?	18	24	43	15	59%	-1	-7 ◆	-10 ◆
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	14	19	42	24	66%	0	-5 ◆	-8 ◆
W03 Overall, how happy did you feel yesterday?	21	22	36	21	57%	-2	-5 ◆	-8 ◆

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



Question	0-1	2-3	4-5	6-10	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
W04 Overall, how anxious did you feel yesterday?	24	24	21	31	48%	-2	-2 ◆	-4 ◆



## 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 Immigration Enforcement?

			Difference from previous survey	Difference from CS2015	Difference from CS High Performers
I want to leave Immigration Enforcement as soon as possible		15%	+2 ◇	+6 ◇	+3 ◇
I want to leave Immigration Enforcement within the next 12 months		20%	+5 ◇	+5 ◇	0
I want to stay working for Immigration Enforcement for at least the next year		28%	-4 ◇	-4 ◇	-10 ◇
I want to stay working for Immigration Enforcement for at least the next three years		37%	-3 ◇	-5 ◇	-14 ◇

### The Civil Service Code

Differences are based on '% Yes' score

	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		14	86%	+1	-5 ◇	-9 ◇
D02. Are you aware of how to raise a concern under the Civil Service Code?		38	62%	0	-4 ◇	-10 ◇
D03. Are you confident that if you raised a concern under the Civil Service Code in Immigration Enforcement it would be investigated properly?		48	52%	-3 ◇	-16 ◇	-21 ◇

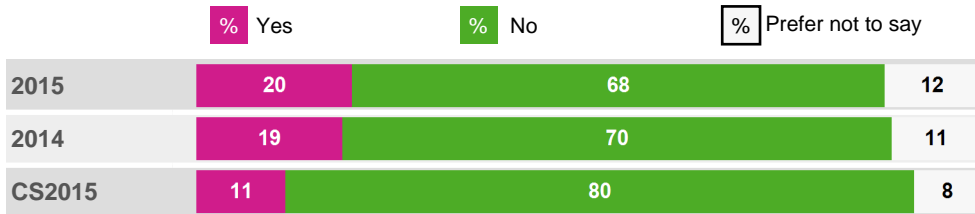


## All questions by theme

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### Discrimination, harassment and bullying

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



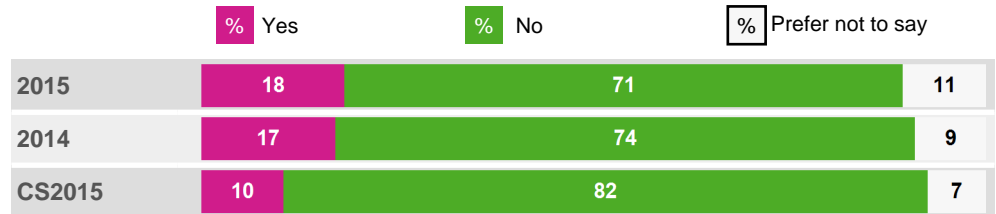
For respondents who selected 'Yes' to question E01.

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

Ground	Response Count
Age	63
Caring responsibilities	62
Disability	70
Ethnic background	80
Gender	68
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	134
Main spoken/written language or language ability	23
Religion or belief	33
Sexual orientation	18
Social or educational background	37
Working location	54
Working pattern	137
Any other grounds	161
Prefer not to say	51

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

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



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)

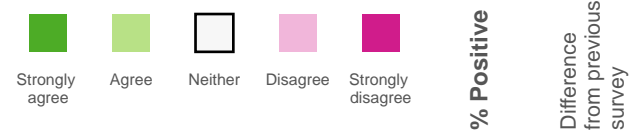
Who	Response Count
A colleague	150
Your manager	148
Another manager in my part of Immigration Enforcement	160
Someone you manage	45
Someone who works for another part of Immigration Enforcement	36
A member of the public	16
Someone else	14
Prefer not to say	47



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Immigration Enforcement questions



Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01	I understand why the Home Office needs to change to continue to deliver for the public						91%	--
F02	I understand what I need to do personally to help the Home Office improve						74%	--
F03	I understand how to raise concerns relating to bullying or harassment	25	58		11	5	83%	+2
F04	I am confident that if I raised a concern/complaint relating to bullying or harassment it would be dealt with appropriately	16	35	21	15	12	51%	-2
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						71%	+5 ◆
F06	Immigration Enforcement recognises and celebrates success	10	47	25	12	6	57%	+3 ◆
F07	I have contributed to Continuous Improvement activity in Immigration Enforcement	14	48	26	9		62%	--
F08	I understand why Immigration Enforcement has commenced a programme of transformation to deliver improved results and better value for money	13	57	20	6		70%	--
F09	I have the opportunity to contribute to this transformation	9	34	35	16	7	43%	+5 ◆
F10	Immigration Enforcement is committed to being a diverse organisation	15	53	24	5		68%	--
F11	I am actively contributing to making Immigration Enforcement a welcoming and diverse organisation	14	52	28			66%	--
F12	I believe that Immigration Enforcement works with partners effectively	8	39	32	14	7	47%	+1



## 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 2014 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.
CS2015	The CS2015 benchmark is the median percent positive across all organisations that participated in the 2015 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 2015 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, CS2015 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 2015 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.