Immigration Enforcement

Returns : 2,509   Response rate : 50%   Civil Service People Survey 2016

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.

Engagement Index

52%

Difference from previous survey	+1 ✧
Difference from CS2016	-8 ✧
Difference from CS High Performers	-12 ✧

My work

66%

Difference from previous survey	-1
Difference from CS2016	-9 ✧
Difference from CS High Performers	-13 ✧

Organisational objectives and purpose

82%

Difference from previous survey	+2 ✧
Difference from CS2016	0
Difference from CS High Performers	-5 ✧

My manager

57%

Difference from previous survey	-3 ✧
Difference from CS2016	-11 ✧
Difference from CS High Performers	-14 ✧

My team

73%

Difference from previous survey	-1
Difference from CS2016	-7 ✧
Difference from CS High Performers	-11 ✧

Learning and development

39%

Difference from previous survey	+2
Difference from CS2016	-12 ✧
Difference from CS High Performers	-16 ✧

Inclusion and fair treatment

65%

Difference from previous survey	-1
Difference from CS2016	-11 ✧
Difference from CS High Performers	-15 ✧

Resources and workload

63%

Difference from previous survey	0
Difference from CS2016	-11 ✧
Difference from CS High Performers	-14 ✧

Pay and benefits

25%

Difference from previous survey	0
Difference from CS2016	-6 ✧
Difference from CS High Performers	-13 ✧

Leadership and managing change

33%

Difference from previous survey	0
Difference from CS2016	-10 ✧
Difference from CS High Performers	-19 ✧

📊 Strength of association with engagement   ✧ Statistically significant difference from comparison

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 CS2016	Difference from CS High Performers
Leadership and managing change	📊	33%	0	-10 ✧	-19 ✧
My work	📊	66%	-1	-9 ✧	-13 ✧
My manager	📊	57%	-3 ✧	-11 ✧	-14 ✧
Learning and development	📊	39%	+2	-12 ✧	-16 ✧
Organisational objectives and purpose	📊	82%	+2 ✧	0	-5 ✧
Pay and benefits	📊	25%	0	-6 ✧	-13 ✧
Resources and workload	📊	63%	0	-11 ✧	-14 ✧
My team	📊	73%	-1	-7 ✧	-11 ✧
Inclusion and fair treatment	📊	65%	-1	-11 ✧	-15 ✧

Wellbeing

🟩 *% responding positively (Answering 7,8, 9 or 10 for W01 – W03; Answering 0,1,2 or 3 for W04)*
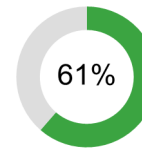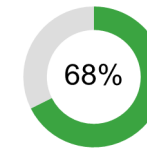
61% W01. Overall, how satisfied are you with your life nowadays?

68% W02. Overall, to what extent do you feel that the things you do in your life are worthwhile?
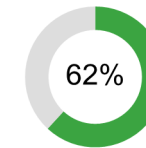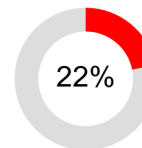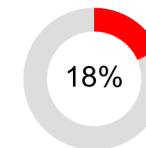
62% W03. Overall, how happy did you feel yesterday?
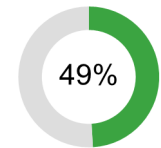
49% W04. Overall, how anxious did you feel yesterday?

Discrimination, bullying and harassment

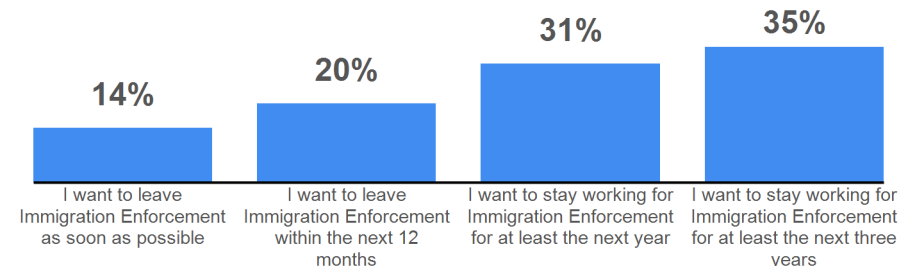🟥 *% responding Yes*

22% During the past 12 months have you personally experienced discrimination at work?

18% During the past 12 months have you personally experienced bullying or harassment at work?

Your plans for the future

14% I want to leave Immigration Enforcement as soon as possible

20% I want to leave Immigration Enforcement within the next 12 months

31% I want to stay working for Immigration Enforcement for at least the next year

35% I want to stay working for Immigration Enforcement for at least the next three years

All questions by theme

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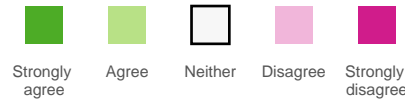^ indicates a variation in question wording from your previous survey

My work — 66% -1

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B01 I am interested in my work	39	47	8			86%	0	-4 ◇	-5 ◇
B02 I am sufficiently challenged by my work	30	44	13	10		73%	0	-7 ◇	-9 ◇
B03 My work gives me a sense of personal accomplishment	22	43	17	13	6	64%	-1	-11 ◇	-15 ◇
B04 I feel involved in the decisions that affect my work	12	34	19	22	13	46%	-1	-11 ◇	-16 ◇
B05 I have a choice in deciding how I do my work	17	42	18	15	9	59%	0	-15 ◇	-20 ◇

Organisational objectives and purpose — 82% +2
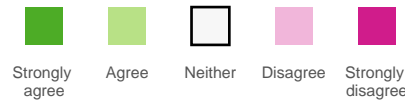
	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B06 I have a clear understanding of Immigration Enforcement's purpose	27	57	9	5		84%	+3 ◇	-1 ◇	-6 ◇
B07 I have a clear understanding of Immigration Enforcement's objectives	24	55	11	6		80%	+2	0	-5 ◇
B08 I understand how my work contributes to Immigration Enforcement's objectives	27	56	11			83%	+2 ◇	0	-4 ◇

All questions by theme

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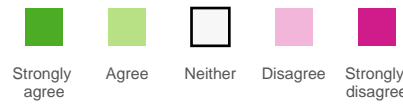^ indicates a variation in question wording from your previous survey

My manager — 57% -3

Difference from previous survey — Strength of association with engagement

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B09	My manager motivates me to be more effective in my job	18	38	20	14	10	56%	-4 ✧	-13 ✧	-17 ✧
B10	My manager is considerate of my life outside work	31	40	15	7	6	72%	-1	-11 ✧	-14 ✧
B11	My manager is open to my ideas	27	44	15	8	5	71%	-2 ✧	-10 ✧	-13 ✧
B12	My manager helps me to understand how I contribute to Immigration Enforcement's objectives	17	39	26	11	6	56%	-1	-8 ✧	-13 ✧
B13	Overall, I have confidence in the decisions made by my manager	22	39	19	11	9	60%	-2 ✧	-13 ✧	-18 ✧
B14	My manager recognises when I have done my job well	25	45	14	10	6	70%	-3 ✧	-8 ✧	-11 ✧
B15	I receive regular feedback on my performance	17	37	20	19	7	54%	-5 ✧	-12 ✧	-15 ✧
B16	The feedback I receive helps me to improve my performance	16	34	26	16	8	49%	-4 ✧	-13 ✧	-17 ✧
B17	I think that my performance is evaluated fairly	14	33	22	17	13	48%	-2 ✧	-16 ✧	-20 ✧
B18	Poor performance is dealt with effectively in my team	8	25	30	19	18	32%	-1	-7 ✧	-10 ✧

My team — 73% -1

Difference from previous survey — Strength of association with engagement

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B19	The people in my team can be relied upon to help when things get difficult in my job	30	49	11	7		79%	0	-5 ✧	-8 ✧
B20	The people in my team work together to find ways to improve the service we provide	26	48	15	7		74%	0	-7 ✧	-10 ✧
B21	The people in my team are encouraged to come up with new and better ways of doing things	21	43	19	10	6	64%	-4 ✧	-10 ✧	-14 ✧

All questions by theme

⬦ indicates statistically significant difference from comparison
^ indicates a variation in question wording from your previous survey
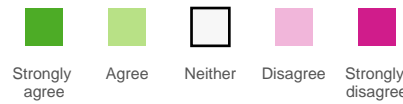
Learning and development

39% **+2** Difference from previous survey   Strength of association with engagement

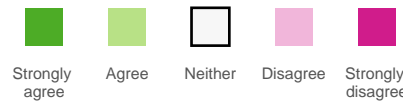|		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B22	I am able to access the right learning and development opportunities when I need to	10	42	25	17	7	51%	-1	-10 ⬦	-17 ⬦
B23	Learning and development activities I have completed in the past 12 months have helped to improve my performance	9	32	31	19	9	41%	-1	-10 ⬦	-16 ⬦
B24	There are opportunities for me to develop my career in Immigration Enforcement	6	26	25	23	19	33%	+6 ⬦	-10 ⬦	-18 ⬦
B25	Learning and development activities I have completed while working for Immigration Enforcement are helping me to develop my career	6	24	31	22	16	31%	+3 ⬦	-13 ⬦	-20 ⬦

Inclusion and fair treatment

65% **-1** Difference from previous survey   Strength of association with engagement

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B26	I am treated fairly at work	20	47	15	11	7	67%	-1	-12 ⬦	-16 ⬦
B27	I am treated with respect by the people I work with	23	54	14	5		77%	-1	-8 ⬦	-11 ⬦
B28	I feel valued for the work I do	15	36	21	17	11	51%	-1	-13 ⬦	-19 ⬦
B29	I think that Immigration Enforcement respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	18	45	20	9	8	64%	-1	-10 ⬦	-15 ⬦

All questions by theme

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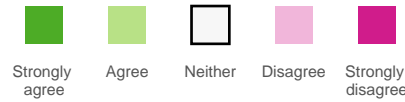^ indicates a variation in question wording from your previous survey

Resources and workload   63%   0

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B30	In my job, I am clear what is expected of me	20	57	13	8		77%	-1	-5 ✧	-9 ✧
B31	I get the information I need to do my job well	11	45	22	16	5	56%	+1	-13 ✧	-18 ✧
B32	I have clear work objectives	14	50	19	12	5	64%	-1	-11 ✧	-15 ✧
B33	I have the skills I need to do my job effectively	23	58	11	5		81%	0	-7 ✧	-10 ✧
B34	I have the tools I need to do my job effectively	11	41	19	21	9	52%	+1	-18 ✧	-24 ✧
B35	I have an acceptable workload	9	43	19	19	11	52%	0	-7 ✧	-13 ✧
B36	I achieve a good balance between my work life and my private life	14	43	19	15	9	57%	-2 ✧	-10 ✧	-15 ✧

Pay and benefits   25%   0
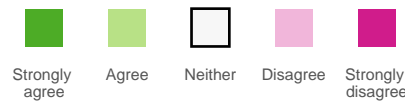
		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B37	I feel that my pay adequately reflects my performance		23	20	30	23	27%	+1	-5 ✧	-12 ✧
B38	I am satisfied with the total benefits package		21	25	30	21	24%	-1	-9 ✧	-16 ✧
B39	Compared to people doing a similar job in other organisations I feel my pay is reasonable		21	21	30	25	24%	+1	-3 ✧	-11 ✧

Returns : 2,509   Response rate : 50%   Civil Service People Survey 2016

All questions by theme

Leadership and managing change

33% 0 Difference from previous survey   Strength of association with engagement

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B40	I feel that Immigration Enforcement as a whole is managed well		30	28	24	14	34%	0	-13 ✧	-24 ✧
B41	Senior managers in Immigration Enforcement are sufficiently visible	8	38	21	21	13	45%	-1	-10 ✧	-20 ✧
B42	I believe the actions of senior managers are consistent with Immigration Enforcement's values	6	33	34	16	12	38%	0	-10 ✧	-19 ✧
B43	I believe that the Senior Management team has a clear vision for the future of Immigration Enforcement	6	31	34	16	13	37%	+1	-6 ✧	-17 ✧
B44	Overall, I have confidence in the decisions made by Immigration Enforcement senior managers	6	27	32	20	15	33%	+1	-11 ✧	-22 ✧
B45	I feel that change is managed well in Immigration Enforcement		21	28	32	16	23%	+1	-6 ✧	-18 ✧
B46	When changes are made in Immigration Enforcement they are usually for the better		19	38	27	14	21%	+1	-9 ✧	-17 ✧
B47	Immigration Enforcement keeps me informed about matters that affect me		39	31	17	9	43%	+1	-13 ✧	-21 ✧
B48	I have the opportunity to contribute my views before decisions are made that affect me		23	27	28	18	26%	+1	-11 ✧	-21 ✧
B49	I think it is safe to challenge the way things are done in Immigration Enforcement	5	28	29	20	17	33%	-1	-10 ✧	-16 ✧

Returns : 2,509   Response rate : 50%   Civil Service People Survey 2016

All questions by theme

Engagement

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B50	I am proud when I tell others I am part of Immigration Enforcement	11	34	32	15	8	45%	+2 ✧	-14 ✧	-22 ✧
B51	I would recommend Immigration Enforcement as a great place to work	7	27	35	19	12	34%	0	-17 ✧	-27 ✧
B52	I feel a strong personal attachment to Immigration Enforcement	11	28	32	19	11	38%	+2	-9 ✧	-17 ✧
B53	Immigration Enforcement inspires me to do the best in my job	9	27	35	18	11	36%	0	-10 ✧	-17 ✧
B54	Immigration Enforcement motivates me to help it achieve its objectives	7	26	35	19	12	34%	0	-10 ✧	-17 ✧

Taking action

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	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	27	20	20	34%	+1	-13 ✧	-21 ✧
B56	I believe that managers where I work will take action on the results from this survey	10	32	24	17	18	41%	-1	-14 ✧	-23 ✧
B57	Where I work, I think effective action has been taken on the results of the last survey	7	21	35	19	18	28%	0	-7 ✧	-13 ✧

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 CS2016	Difference from CS High Performers
B58	I am trusted to carry out my job effectively	26	56	9	6		82%	-1	-6 ✧	-8 ✧
B59	I believe I would be supported if I try a new idea, even if it may not work	15	42	23	14	6	57%	-2	-12 ✧	-17 ✧
B60	When I talk about Immigration Enforcement I say "we" rather than "they"	19	48	22	8		66%	+3 ✧	-5 ✧	-12 ✧
B61	I have some really good friendships at work	30	45	18	5		75%	+1	-2 ✧	-6 ✧

Leadership statement

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B62	Senior managers in Immigration Enforcement actively role model the behaviours set out in the Civil Service Leadership Statement	6	28	41	15	11	34%	+5 ✧	-10 ✧	-16 ✧
B63	My manager actively role models the behaviours set out in the Civil Service Leadership Statement	13	39	28	11	9	52%	+2 ✧	-9 ✧	-15 ✧

Returns : 2,509   Response rate : 50%   Civil Service People Survey 2016

All questions by theme

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

Wellbeing

0-4	5-6	7-8	9-10

Unlike the questions B01-B63 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.

		% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
W01	Overall, how satisfied are you with your life nowadays?	15 / 23 / 46 / 16 — **61%**	+3 ✧	-5 ✧	-8 ✧
W02	Overall, to what extent do you feel that the things you do in your life are worthwhile?	12 / 20 / 44 / 24 — **68%**	+1	-3 ✧	-6 ✧
W03	Overall, how happy did you feel yesterday?	17 / 21 / 40 / 22 — **62%**	+5 ✧	-2 ✧	-4 ✧

0-1	2-3	4-5	6-10

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

		% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
W04	Overall, how anxious did you feel yesterday?	25 / 24 / 20 / 31 — **49%**	+1	-1	-4 ✧

Returns : 2,509   Response rate : 50%   Civil Service People Survey 2016

All questions by theme

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 CS2016	Difference from CS High Performers
I want to leave Immigration Enforcement as soon as possible	14%	-1	+6 ✧	+3 ✧
I want to leave Immigration Enforcement within the next 12 months	20%	0	+5 ✧	+2 ✧
I want to stay working for Immigration Enforcement for at least the next year	31%	+3 ✧	-2 ✧	-9 ✧
I want to stay working for Immigration Enforcement for at least the next three years	35%	-2 ✧	-8 ✧	-16 ✧

The Civil Service Code

Differences are based on '% Yes' score

■ % Yes   ■ % No

	% Yes	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?	89%	+3 ✧	-2 ✧	-6 ✧
D02. Are you aware of how to raise a concern under the Civil Service Code?	66%	+4 ✧	-1	-8 ✧
D03. Are you confident that if you raised a concern under the Civil Service Code in Immigration Enforcement it would be investigated properly?	53%	+1	-14 ✧	-22 ✧

Returns : 2,509   Response rate : 50%   Civil Service People Survey 2016

All questions by theme

Discrimination, harassment and bullying

E01. During the past 12 months, have you personally experienced discrimination at work?
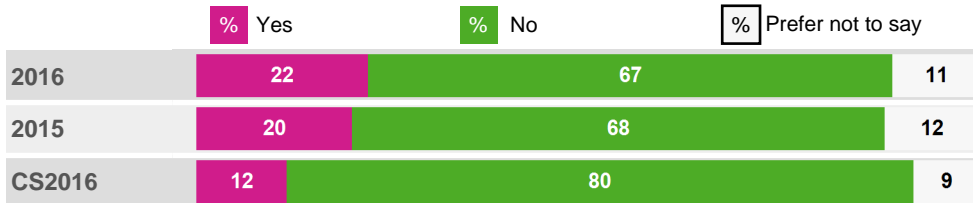
	% Yes	% No	% Prefer not to say
2016	22	67	11
2015	20	68	12
CS2016	12	80	9

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

	Yes	No	Prefer not to say
2016	18	72	9
2015	18	71	11
CS2016	11	82	7

For respondents who selected 'Yes' to question E03.
E05. Did you report the bullying and harassment you experienced?

	% Yes	% No	% Prefer not to say
2016	42	47	11
CS2016	34	50	16
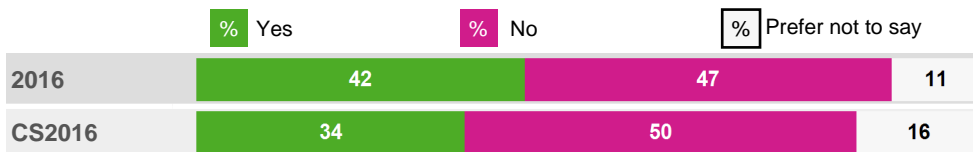
For respondents who selected 'Yes' to question E03.
E06. In your opinion, has this issue been resolved?

	Yes	No	Prefer not to say
2016	16	68	16
CS2016	20	60	20

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)

	Response Count	
Age	93	
Caring responsibilities	81	
Disability	78	
Ethnic background	74	
Gender	90	
Gender reassignment or perceived gender	--	
Grade, pay band or responsibility level	161	
Main spoken/written language or language ability	19	
Religion or belief	21	
Sexual orientation	13	
Social or educational background	26	
Working location	82	
Working pattern	146	
Any other grounds	155	
Prefer not to say	51	

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)

A colleague	145	
Your manager	147	
Another manager in my part of IE	171	
Someone you manage	34	
Someone who works for another part of IE	26	
A member of the public	10	
Someone else	15	
Prefer not to say	59	

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

Immigration Enforcement

Returns : 2,509   Response rate : 50%   Civil Service People Survey 2016

All questions by theme

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

Immigration Enforcement questions

| | Strongly agree | Agree | Neither | Disagree | Strongly disagree |

ID	Question	Responses		% Positive	Difference from previous survey
F01	I understand how the Home Office needs to change to continue to deliver for the public	Yes: 83% No: 17%		83%	--
F02	I understand what I need to do personally to help the Home Office improve	Yes: 70% No: 30%		70%	-4 ✧
F03	I understand how to raise concerns relating to bullying or harassment	25 / 58 / 12		82%	-1
F04	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: 70% No: 30%		70%	0
F05	Investing time in learning and development activities is given priority in my area	7 / 31 / 29 / 22 / 10		39%	--
F06	Immigration Enforcement recognises and celebrates success	9 / 43 / 27 / 15 / 7		51%	-6 ✧
F07	I have contributed to Continuous Improvement activity in Immigration Enforcement	11 / 45 / 30 / 12		56%	-6 ✧
F08	I understand why Immigration Enforcement is undergoing a programme of transformation to deliver improved results and better value for money	12 / 58 / 19 / 7		71%	0
F09	I have the opportunity to contribute to this transformation	8 / 36 / 33 / 16 / 6		44%	+1
F10	Immigration Enforcement is committed to being a diverse organisation	13 / 54 / 23 / 6		67%	0
F11	I am actively contributing to making Immigration Enforcement a welcoming and diverse organisation	13 / 52 / 29		66%	-1
F12	I believe that Immigration Enforcement works with partners effectively	8 / 41 / 32 / 14 / 6		48%	+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 **Theme score % positive**).
Previous survey	Comparisons to the previous survey relate to the results from the 2015 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.
CS2016	The CS2016 benchmark is the median percent positive across all organisations that participated in the 2016 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 2016 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, CS2016 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 2016 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 fewer 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.