

Returns : 4,592

Response rate : 64%

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.



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		40%	+3 ✧	-3 ✧	-12 ✧
My work		65%	+1 ✧	-10 ✧	-14 ✧
My manager		61%	+1	-7 ✧	-10 ✧
Resources and workload		71%	+1 ✧	-3 ✧	-6 ✧
Pay and benefits		29%	+1	-2 ✧	-9 ✧
Learning and development		40%	+2 ✧	-10 ✧	-15 ✧
Organisational objectives and purpose		82%	+1	-1 ✧	-6 ✧
My team		74%	-1	-6 ✧	-9 ✧
Inclusion and fair treatment		69%	+1 ✧	-6 ✧	-10 ✧



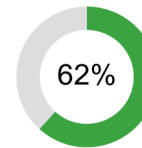
Strength of association with engagement



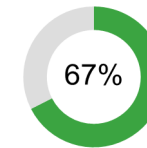
Statistically significant difference from comparison

Wellbeing

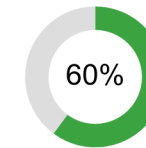
% responding positively (Answering 7,8, 9 or 10 for W01 – W03; Answering 0,1,2 or 3 for W04)



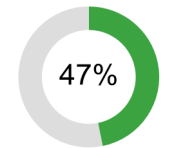
W01. Overall, how satisfied are you with your life nowadays?



W02. Overall, to what extent do you feel that the things you do in your life are worthwhile?



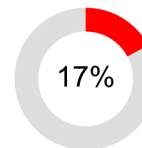
W03. Overall, how happy did you feel yesterday?



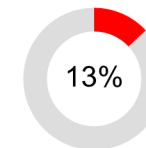
W04. Overall, how anxious did you feel yesterday?

Discrimination, bullying and harassment

% responding Yes

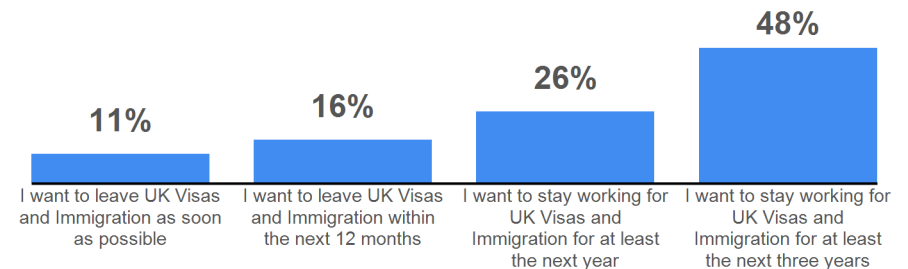


During the past 12 months have you personally experienced discrimination at work?



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

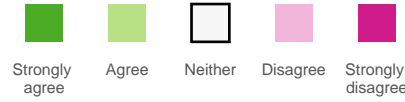
My work

65% +1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

Question	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	32	52	10	5	5	83%	0	-6 ◆	-8 ◆
B02 I am sufficiently challenged by my work	27	44	15	10	5	71%	0	-9 ◆	-12 ◆
B03 My work gives me a sense of personal accomplishment	19	45	19	12	5	65%	+1	-10 ◆	-14 ◆
B04 I feel involved in the decisions that affect my work	13	36	21	20	10	49%	+3 ◆	-8 ◆	-12 ◆
B05 I have a choice in deciding how I do my work	15	40	20	17	8	55%	+3 ◆	-19 ◆	-23 ◆

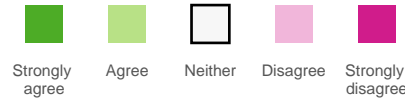
Organisational objectives and purpose

82% +1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

Question	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 UK Visas and Immigration's purpose	26	57	12	5	5	83%	+1	-3 ◆	-7 ◆
B07 I have a clear understanding of UK Visas and Immigration's objectives	23	55	15	5	5	78%	0	-1 ◆	-6 ◆
B08 I understand how my work contributes to UK Visas and Immigration's objectives	27	56	12	5	5	84%	+1	+1 ◆	-4 ◆

All questions by theme

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

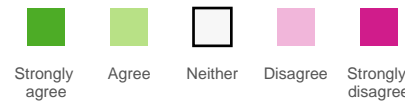
My manager

61% +1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

Question ID	Question Text	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	19	44	20	11	6	62%	+1	-6 ◆	-11 ◆
B10	My manager is considerate of my life outside work	29	42	17	7	5	72%	+2 ◆	-11 ◆	-14 ◆
B11	My manager is open to my ideas	25	46	18	7	5	71%	0	-10 ◆	-13 ◆
B12	My manager helps me to understand how I contribute to UK Visas and Immigration's objectives	16	43	27	10	5	59%	0	-6 ◆	-10 ◆
B13	Overall, I have confidence in the decisions made by my manager	22	44	19	9	6	66%	+1	-7 ◆	-13 ◆
B14	My manager recognises when I have done my job well	26	45	16	9	5	71%	0	-7 ◆	-10 ◆
B15	I receive regular feedback on my performance	17	43	19	16	6	60%	+3 ◆	-6 ◆	-9 ◆
B16	The feedback I receive helps me to improve my performance	17	40	26	12	5	57%	+1	-6 ◆	-9 ◆
B17	I think that my performance is evaluated fairly	15	38	23	16	9	53%	0	-10 ◆	-15 ◆
B18	Poor performance is dealt with effectively in my team	10	28	34	17	12	38%	0	-1 ◆	-5 ◆

My team

74% -1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

Question ID	Question Text	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	29	51	12	6	2	80%	0	-4 ◆	-7 ◆
B20	The people in my team work together to find ways to improve the service we provide	26	49	16	7	2	74%	-1 ◆	-7 ◆	-10 ◆
B21	The people in my team are encouraged to come up with new and better ways of doing things	23	45	19	9	4	68%	-2 ◆	-7 ◆	-11 ◆



All questions by theme

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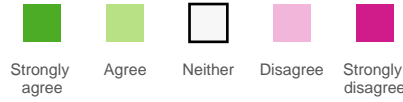
Learning and development

40% +2

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

Question ID	Question Text	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	9	43	27	16	6	51%	+2 ◆	-9 ◆	-16 ◆
B23	Learning and development activities I have completed in the past 12 months have helped to improve my performance	8	31	33	19	9	39%	+1	-12 ◆	-18 ◆
B24	There are opportunities for me to develop my career in UK Visas and Immigration	8	32	26	20	14	39%	+6 ◆	-4 ◆	-12 ◆
B25	Learning and development activities I have completed while working for UK Visas and Immigration are helping me to develop my career	7	25	34	22	12	32%	+1 ◆	-11 ◆	-19 ◆

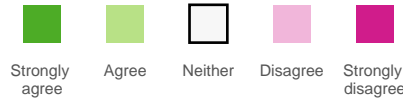
Inclusion and fair treatment

69% +1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

Question ID	Question Text	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	50	15	9	5	71%	+1	-8 ◆	-12 ◆
B27	I am treated with respect by the people I work with	24	56	13	5	5	80%	+1	-4 ◆	-7 ◆
B28	I feel valued for the work I do	16	40	22	14	8	56%	+2 ◆	-9 ◆	-14 ◆
B29	I think that UK Visas and Immigration respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	23	48	17	7	5	71%	+2 ◆	-3 ◆	-7 ◆

All questions by theme

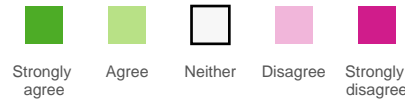
◆ indicates statistically significant difference from comparison
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Resources and workload **71%** +1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

Question	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	23	62	9	1	1	85%	0	+3 ◆	-1 ◆
B31 I get the information I need to do my job well	14	51	19	13	1	65%	+3 ◆	-4 ◆	-9 ◆
B32 I have clear work objectives	18	57	15	8	1	75%	+2 ◆	0	-5 ◆
B33 I have the skills I need to do my job effectively	26	58	10	1	1	84%	+1	-4 ◆	-7 ◆
B34 I have the tools I need to do my job effectively	14	47	19	15	5	61%	+2 ◆	-9 ◆	-15 ◆
B35 I have an acceptable workload	11	45	19	18	8	56%	+1	-2 ◆	-9 ◆
B36 I achieve a good balance between my work life and my private life	18	49	17	10	5	67%	+1	+1	-4 ◆

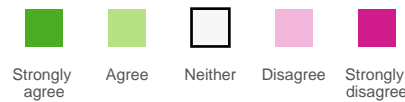
Pay and benefits

29% +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 CS2016	Difference from CS High Performers
B37 I feel that my pay adequately reflects my performance	26	21	28	21	1	30%	+1 ◆	-2 ◆	-9 ◆
B38 I am satisfied with the total benefits package	25	28	25	18	1	29%	0	-5 ◆	-12 ◆
B39 Compared to people doing a similar job in other organisations I feel my pay is reasonable	5	22	23	27	23	27%	0	0	-7 ◆



All questions by theme

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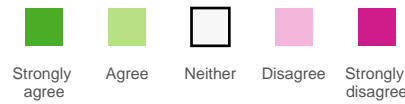
Leadership and managing change

40% +3

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

Question ID	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B40 I feel that UK Visas and Immigration as a whole is managed well	6	35	29	20	10	41%	+3 ◆	-6 ◆	-17 ◆
B41 Senior managers in UK Visas and Immigration are sufficiently visible	10	43	22	16	9	53%	+2 ◆	-2 ◆	-13 ◆
B42 I believe the actions of senior managers are consistent with UK Visas and Immigration's values	8	36	34	14	8	44%	+2 ◆	-4 ◆	-13 ◆
B43 I believe that the Senior Leadership team has a clear vision for the future of UK Visas and Immigration	8	35	34	15	8	44%	+2 ◆	+1	-11 ◆
B44 Overall, I have confidence in the decisions made by UK Visas and Immigration's senior managers	8	32	33	18	10	39%	+3 ◆	-5 ◆	-15 ◆
B45 I feel that change is managed well in UK Visas and Immigration	5	28	28	26	12	33%	+3 ◆	+3 ◆	-8 ◆
B46 When changes are made in UK Visas and Immigration they are usually for the better	5	26	37	23	10	30%	+3 ◆	0	-8 ◆
B47 UK Visas and Immigration keeps me informed about matters that affect me	6	43	27	16	7	50%	+4 ◆	-6 ◆	-15 ◆
B48 I have the opportunity to contribute my views before decisions are made that affect me	5	26	29	26	14	31%	+4 ◆	-6 ◆	-16 ◆
B49 I think it is safe to challenge the way things are done in UK Visas and Immigration	6	33	30	19	12	38%	+3 ◆	-5 ◆	-11 ◆



All questions by theme

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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 UK Visas and Immigration	13	35	33	12	7	48%	+2 ◆	-11 ◆	-18 ◆
B51 I would recommend UK Visas and Immigration as a great place to work	11	32	34	14	9	43%	+3 ◆	-8 ◆	-18 ◆
B52 I feel a strong personal attachment to UK Visas and Immigration	11	29	34	17	9	40%	+1	-8 ◆	-16 ◆
B53 UK Visas and Immigration inspires me to do the best in my job	10	31	36	16	8	40%	+3 ◆	-5 ◆	-12 ◆
B54 UK Visas and Immigration motivates me to help it achieve its objectives	9	30	37	16	9	38%	+1 ◆	-5 ◆	-12 ◆

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 UK Visas and Immigration will take action on the results from this survey	9	31	28	18	14	40%	+2 ◆	-6 ◆	-14 ◆
B56 I believe that managers where I work will take action on the results from this survey	13	35	25	14	12	48%	+2 ◆	-7 ◆	-16 ◆
B57 Where I work, I think effective action has been taken on the results of the last survey	10	25	38	14	12	35%	0	0	-6 ◆



All questions by theme

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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	28	58	8			86%	+1	-2 ◆	-4 ◆
B59 I believe I would be supported if I try a new idea, even if it may not work	15	43	26	13		57%	+2 ◆	-11 ◆	-16 ◆
B60 When I talk about UK Visas and Immigration I say "we" rather than "they"	17	47	23	8		65%	+2 ◆	-7 ◆	-14 ◆
B61 I have some really good friendships at work	29	50	16			78%	+1 ◆	+2 ◆	-2 ◆

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 UK Visas and Immigration actively role model the behaviours set out in the Civil Service Leadership Statement	7	34	41	12	7	40%	+5 ◆	-3 ◆	-9 ◆
B63 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	14	42	30	8	6	56%	+4 ◆	-6 ◆	-12 ◆



All questions by theme

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Wellbeing

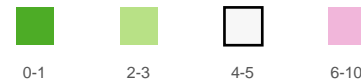


Unlike the questions B01-B63 which ask people to rate their agreement from strongly agree to strongly disagree, the four wellbeing questions use a 11-point scale. The scale ranges from 0 to 10 for each question, where 0 is equivalent to 'not at all' (e.g. 'not at all satisfied' or 'not at all worthwhile') 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.

Question	0-4	5-6	7-8	9-10	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
W01 Overall, how satisfied are you with your life nowadays?	14	24	45	17	62%	+1	-5 ◆	-8 ◆
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	11	21	44	24	67%	+1 ◆	-4 ◆	-6 ◆
W03 Overall, how happy did you feel yesterday?	17	23	39	22	60%	+2 ◆	-4 ◆	-6 ◆

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 CS2016	Difference from CS High Performers
W04 Overall, how anxious did you feel yesterday?	23	24	21	33	47%	0	-3 ◆	-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 CS2016	Difference from CS High Performers
I want to leave UK Visas and Immigration as soon as possible		11%	-1 ◇	+2 ◇	0
I want to leave UK Visas and Immigration within the next 12 months		16%	-1	+1	-3 ◇
I want to stay working for UK Visas and Immigration for at least the next year		26%	+1	-6 ◇	-13 ◇
I want to stay working for UK Visas and Immigration for at least the next three years		48%	+1	+5 ◇	-3 ◇

The Civil Service Code

Differences are based on '% Yes' score

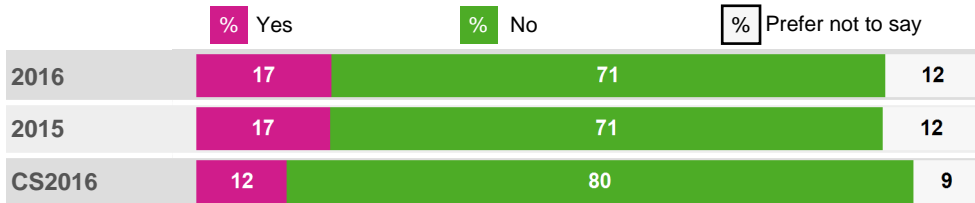
	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		16	84%	0	-7 ◇	-11 ◇
D02. Are you aware of how to raise a concern under the Civil Service Code?		38	62%	+2 ◇	-5 ◇	-13 ◇
D03. Are you confident that if you raised a concern under the Civil Service Code in UK Visas and Immigration it would be investigated properly?		41	59%	+2 ◇	-8 ◇	-16 ◇

All questions by theme

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Discrimination, harassment and bullying

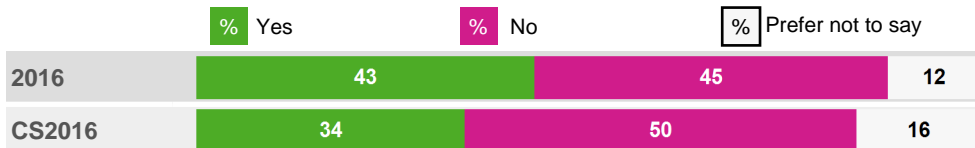
E01. During the past 12 months, have you personally experienced discrimination at work?



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



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



For respondents who selected 'Yes' to question E03.
 E06. In your opinion, has this issue been resolved?



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	104
Caring responsibilities	112
Disability	121
Ethnic background	98
Gender	83
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	234
Main spoken/written language or language ability	42
Religion or belief	33
Sexual orientation	18
Social or educational background	45
Working location	79
Working pattern	193
Any other grounds	229
Prefer not to say	71

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)

Person	Response Count
A colleague	209
Your manager	187
Another manager in my part of UKVI	191
Someone you manage	46
Someone who works for another part of UKVI	40
A member of the public	12
Someone else	22
Prefer not to say	70

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



All questions by theme

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UK Visas and Immigration questions

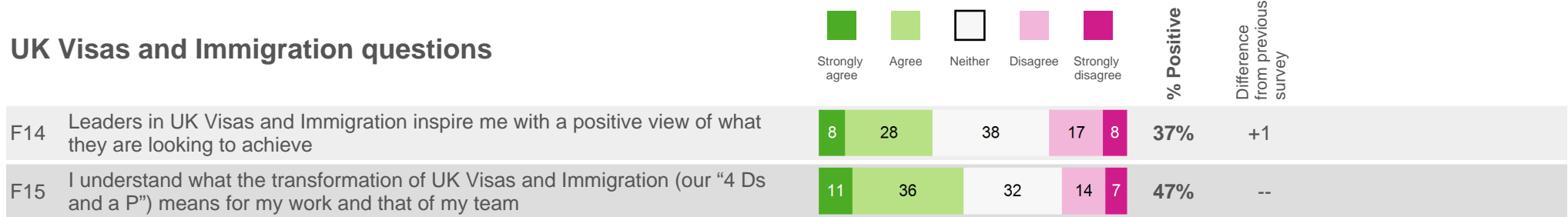
		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01	I understand how the Home Office needs to change to continue to deliver for the public						84%	--
F02	I understand what I need to do personally to help the Home Office improve						75%	-2 ◆
F03	I understand how to raise concerns relating to bullying or harassment	26	56	12	5		82%	0
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						70%	+4 ◆
F05	Investing time in learning and development activities is given priority in my area	7	29	30	23	11	36%	--
F06	I strive to keep the UK Safe and Secure (and controlling immigration abuse) through my work	29	54	15			82%	-5 ◆
F07	To what extent do you agree that UK Visas and Immigration is successful in achieving our aim to be Consistently Competent, High Performing and Customer Focused	9	44	30	12	5	53%	0
F08	My manager recognises and celebrates the successes of team members in a visible way	16	39	23	15	6	56%	-1
F09	I feel that, as a UK Visas and Immigration member of staff, I can make my voice heard to UK Visas and Immigration leaders	9	30	31	20	9	39%	+1
F10	I have access to the training necessary to carry out my duties effectively	9	44	27	13	6	53%	+1
F11	I feel UK Visas and Immigration are actively addressing concerns around BHD	10	37	39	8	5	47%	-3 ◆
F12	I have been involved with activity directly relating to Continuous Improvement (or activities such as Appreciative Inquiry and Customer Service Excellence)						56%	-5 ◆
F13	I feel able to tell my manager about new and innovative ideas that would change current operational practice in my work area	20	49	20	7		69%	-1



All questions by theme

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

UK Visas and Immigration questions



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.