



◇ 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

54%

Difference from previous survey	-1
Difference from CS2018	-8 ◇
Difference from CS High Performers	-12 ◇

My work

69%

Difference from previous survey	-1
Difference from CS2018	-8 ◇
Difference from CS High Performers	-11 ◇

Organisational objectives and purpose

81%

Difference from previous survey	-4 ◇
Difference from CS2018	-1 ◇
Difference from CS High Performers	-6 ◇

My manager

65%

Difference from previous survey	+1
Difference from CS2018	-6 ◇
Difference from CS High Performers	-9 ◇

My team

75%

Difference from previous survey	-1
Difference from CS2018	-6 ◇
Difference from CS High Performers	-10 ◇

Learning and development

47%

Difference from previous survey	+2 ◇
Difference from CS2018	-7 ◇
Difference from CS High Performers	-12 ◇

Inclusion and fair treatment

70%

Difference from previous survey	0
Difference from CS2018	-8 ◇
Difference from CS High Performers	-11 ◇

Resources and workload

67%

Difference from previous survey	+2 ◇
Difference from CS2018	-6 ◇
Difference from CS High Performers	-9 ◇

Pay and benefits

23%

Difference from previous survey	-1
Difference from CS2018	-9 ◇
Difference from CS High Performers	-15 ◇

Leadership and managing change

37%

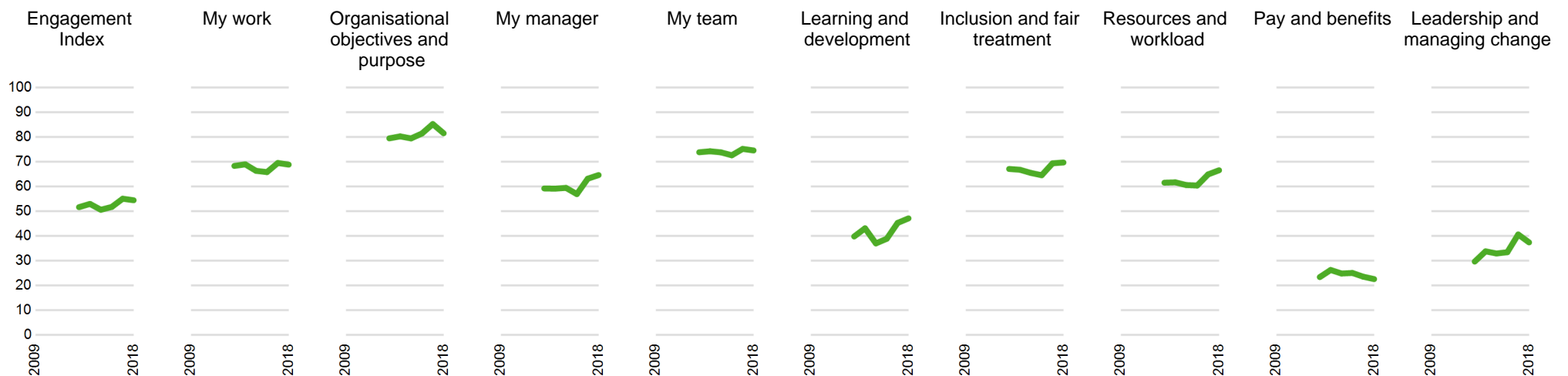
Difference from previous survey	-3 ◇
Difference from CS2018	-9 ◇
Difference from CS High Performers	-17 ◇



Civil Service People Survey 2009 to 2018: Employee engagement and theme scores over time

The Civil Service People Survey has run in October each year since 2009, meaning that 2018 marks our 10 year anniversary. The table and charts below tell you how your average Employee Engagement Index and theme scores have changed over time, for each year your organisation has participated in the survey.

	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Engagement Index	-	-	-	-	52%	53%	51%	52%	55%	54%
My work	-	-	-	-	68%	69%	66%	66%	69%	69%
Organisational objectives and purpose	-	-	-	-	79%	80%	79%	81%	85%	81%
My manager	-	-	-	-	59%	59%	59%	57%	63%	65%
My team	-	-	-	-	74%	74%	74%	73%	75%	75%
Learning and development	-	-	-	-	40%	43%	37%	39%	45%	47%
Inclusion and fair treatment	-	-	-	-	67%	67%	65%	65%	69%	70%
Resources and workload	-	-	-	-	61%	62%	61%	60%	65%	67%
Pay and benefits	-	-	-	-	23%	26%	25%	25%	23%	23%
Leadership and managing change	-	-	-	-	30%	34%	33%	33%	41%	37%
<i>Response rate</i>	-	-	-	-	43%	41%	46%	50%	56%	65%





◇ Statistically significant difference from comparison

Statistical analysis has been used to explore the questions that have the strongest impact on engagement. By concentrating efforts on the drivers of engagement you are more likely to improve it.

Drivers of Engagement

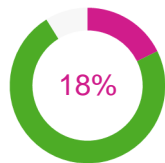
Rank			% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
1	B03	My work gives me a sense of personal accomplishment	68%	-1	-9 ◇	-12 ◇
2	B62	I understand how my work contributes to helping us become 'A Brilliant Civil Service'	36%	+4 ◇	-6 ◇	-15 ◇
3	B43	When changes are made in Immigration Enforcement they are usually for the better	23%	-2 ◇	-12 ◇	-19 ◇
4	B59	Senior managers in Immigration Enforcement actively role model the behaviours set out in the Civil Service Leadership Statement	38%	-4 ◇	-11 ◇	-20 ◇
5	B15	The feedback I receive helps me to improve my performance	60%	+2 ◇	-4 ◇	-9 ◇

Discrimination, bullying and harassment

■ % responding Yes
 ■ % responding No
 % responding Prefer not to say



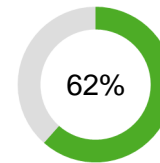
During the past 12 months have you personally experienced discrimination at work?



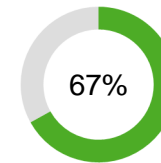
During the past 12 months have you personally experienced bullying or harassment at work?

Wellbeing

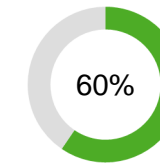
■ % responding positively (Answering 7,8,9 or 10 for W01 – W03)
 ■ % responding negatively (Answering 6,7,8,9 or 10 for W04)



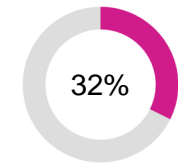
W01. Overall, how satisfied are you with your life nowadays?



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

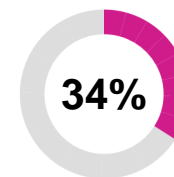


W03. Overall, how happy did you feel yesterday?

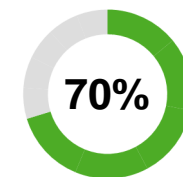


W04. Overall, how anxious did you feel yesterday?

Proxy Stress Index

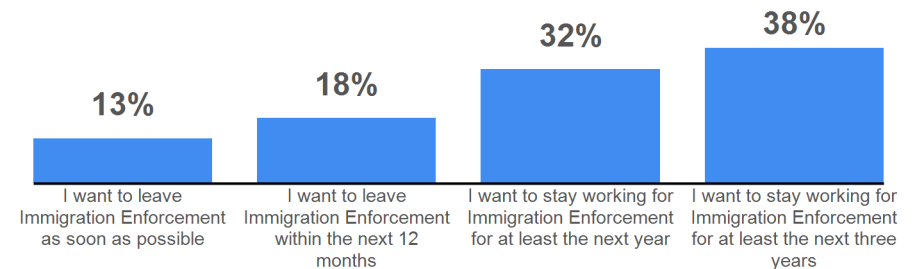


PERMA Index



For further information about these indices, please refer to page 17.

Your plans for the future





Headline scores

Highest positive scoring questions		% Positive	Highest neutral scoring questions		% Neutral	Highest negative scoring questions		% Negative
B01	I am interested in my work	87%	B43	When changes are made in Immigration Enforcement they are usually for the better	39%	B37	Compared to people doing a similar job in other organisations I feel my pay is reasonable	61%
F11	I actively contribute to making Immigration Enforcement "a great place to work" by promoting equality, diversity and inclusion	83%	B59	Senior managers in Immigration Enforcement actively role model the behaviours set out in the Civil Service Leadership Statement	39%	B35	I feel that my pay adequately reflects my performance	60%
B54	I am trusted to carry out my job effectively	83%	B53	Where I work, I think effective action has been taken on the results of the last survey	36%	B36	I am satisfied with the total benefits package	54%
B07	I understand how my work contributes to Immigration Enforcement's objectives	83%	B51	Immigration Enforcement motivates me to help it achieve its objectives	35%	F14	I have a coaching discussion on a monthly basis with my manager as part of the new performance management approach	48%
B31	I have the skills I need to do my job effectively	82%	B50	Immigration Enforcement inspires me to do the best in my job	34%	B42	I feel that change is managed well in Immigration Enforcement	46%



All questions by theme

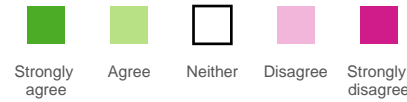
◆ indicates statistically significant difference from comparison
^ indicates a variation in question wording from your previous survey

My work

69%

-1

Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2018

Difference from CS High Performers

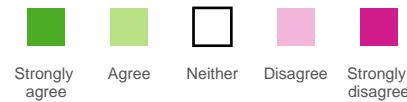
Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B01 I am interested in my work	39	47	7			87%	-1	-3 ◆	-5 ◆
B02 I am sufficiently challenged by my work	30	44	12	10		75%	-1	-6 ◆	-8 ◆
B03 My work gives me a sense of personal accomplishment	24	44	15	11	6	68%	-1	-9 ◆	-12 ◆
B04 I feel involved in the decisions that affect my work	15	37	19	18	11	52%	-1	-7 ◆	-12 ◆
B05 I have a choice in deciding how I do my work	20	43	17	12	9	63%	-1	-15 ◆	-18 ◆

Organisational objectives and purpose

81%

-4 ◆

Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2018

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B06 I have a clear understanding of Immigration Enforcement's objectives	25	56	11	6		80%	-4 ◆	-1 ◆	-6 ◆
B07 I understand how my work contributes to Immigration Enforcement's objectives	28	55	10	5		83%	-4 ◆	-1 ◆	-5 ◆



All questions by theme

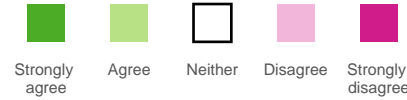
◆ indicates statistically significant difference from comparison
^ indicates a variation in question wording from your previous survey

My manager

65%

+1

Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2018

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B08	My manager motivates me to be more effective in my job	23	41	19	10	7	64%	+1	-7 ◆	-12 ◆
B09	My manager is considerate of my life outside work	38	41	11	5	5	79%	+3 ◆	-7 ◆	-10 ◆
B10	My manager is open to my ideas	32	44	14	6	5	76%	0	-7 ◆	-11 ◆
B11	My manager helps me to understand how I contribute to Immigration Enforcement's objectives	21	42	23	9	5	63%	-1	-4 ◆	-9 ◆
B12	Overall, I have confidence in the decisions made by my manager	26	42	16	8	7	69%	+2 ◆	-8 ◆	-12 ◆
B13	My manager recognises when I have done my job well	30	45	12	7	5	75%	+2 ◆	-4 ◆	-8 ◆
B14	I receive regular feedback on my performance	22	42	17	13	6	64%	+2 ◆	-3 ◆	-9 ◆
B15	The feedback I receive helps me to improve my performance	20	39	24	10	7	60%	+2 ◆	-4 ◆	-9 ◆
B16	I think that my performance is evaluated fairly	21	41	21	10	7	62%	+3 ◆	-5 ◆	-10 ◆
B17	Poor performance is dealt with effectively in my team	10	25	32	16	16	35%	+1	-5 ◆	-9 ◆



All questions by theme

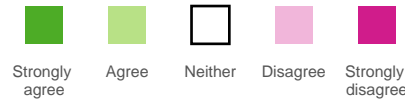
◆ indicates statistically significant difference from comparison
^ indicates a variation in question wording from your previous survey

My team

75%

-1

Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2018

Difference from CS High Performers

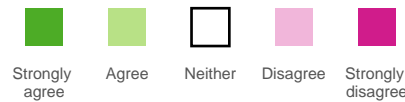
Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B18	The people in my team can be relied upon to help when things get difficult in my job	33	47	11	6	3	80%	-1	-5 ◆	-7 ◆
B19	The people in my team work together to find ways to improve the service we provide	28	48	14	7	3	76%	0	-6 ◆	-9 ◆
B20	The people in my team are encouraged to come up with new and better ways of doing things	26	42	18	9	5	67%	-1	-9 ◆	-13 ◆

Learning and development

47%

+2

◆ Difference from previous survey



Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B21	I am able to access the right learning and development opportunities when I need to	11	47	23	14	5	58%	+3 ◆	-6 ◆	-10 ◆
B22	Learning and development activities I have completed in the past 12 months have helped to improve my performance	11	37	29	16	7	48%	+2 ◆	-5 ◆	-11 ◆
B23	There are opportunities for me to develop my career in Immigration Enforcement	10	34	24	18	14	44%	+1	-4 ◆	-13 ◆
B24	Learning and development activities I have completed while working for Immigration Enforcement are helping me to develop my career	9	29	31	19	11	39%	+2 ◆	-9 ◆	-15 ◆



All questions by theme

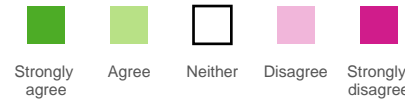
◆ indicates statistically significant difference from comparison
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Inclusion and fair treatment

70%

0

Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2018

Difference from CS High Performers

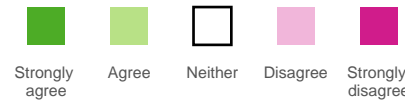
Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B25	I am treated fairly at work	23	50	13	9	6	73%	+1	-8 ◆	-11 ◆
B26	I am treated with respect by the people I work with	27	53	12	5	5	79%	0	-6 ◆	-9 ◆
B27	I feel valued for the work I do	18	40	19	14	9	59%	0	-9 ◆	-14 ◆
B28	I think that Immigration Enforcement respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc.)	22	45	18	8	6	68%	0	-9 ◆	-12 ◆

Resources and workload

67%

+2 ◆

Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2018

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B29	I get the information I need to do my job well	10	52	20	14	6	62%	+2 ◆	-8 ◆	-13 ◆
B30	I have clear work objectives	14	56	17	9	6	70%	-1	-6 ◆	-10 ◆
B31	I have the skills I need to do my job effectively	22	60	12	6	0	82%	0	-6 ◆	-9 ◆
B32	I have the tools I need to do my job effectively	12	48	18	17	6	59%	+6 ◆	-12 ◆	-17 ◆
B33	I have an acceptable workload	10	50	19	14	7	60%	+2 ◆	0	-6 ◆
B34	I achieve a good balance between my work life and my private life	17	48	16	12	8	65%	+1	-4 ◆	-9 ◆



All questions by theme

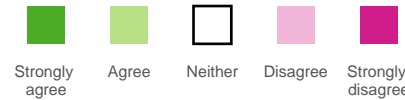
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Pay and benefits

23%

-1

Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2018

Difference from CS High Performers

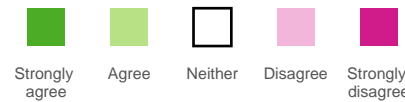
Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B35 I feel that my pay adequately reflects my performance	20	17	31	29	23%	-1	-8 ◆	-15 ◆	
B36 I am satisfied with the total benefits package	21	22	29	25	24%	0	-12 ◆	-19 ◆	
B37 Compared to people doing a similar job in other organisations I feel my pay is reasonable	17	19	29	32	21%	-1 ◆	-6 ◆	-12 ◆	

Leadership and managing change

37%

-3 ◆

Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2018

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B38 Senior managers in Immigration Enforcement are sufficiently visible	10	43	19	17	10	54%	-3 ◆	-8 ◆	-17 ◆
B39 I believe the actions of senior managers are consistent with Immigration Enforcement's values	7	36	32	14	11	43%	-5 ◆	-9 ◆	-19 ◆
B40 I believe that the Senior Management team has a clear vision for the future of Immigration Enforcement	7	32	31	17	12	40%	-7 ◆	-8 ◆	-17 ◆
B41 Overall, I have confidence in the decisions made by Immigration Enforcement senior managers	7	30	31	17	15	37%	-6 ◆	-12 ◆	-22 ◆
B42 I feel that change is managed well in Immigration Enforcement	21	30	29	17	25%	-4 ◆	-8 ◆	-17 ◆	
B43 When changes are made in Immigration Enforcement they are usually for the better	20	39	24	14	23%	-2 ◆	-12 ◆	-19 ◆	
B44 Immigration Enforcement keeps me informed about matters that affect me	5	42	28	16	9	48%	-1	-12 ◆	-18 ◆
B45 I have the opportunity to contribute my views before decisions are made that affect me	5	26	28	25	16	31%	0	-10 ◆	-18 ◆
B46 I think it is safe to challenge the way things are done in Immigration Enforcement	6	31	28	19	16	37%	-2 ◆	-10 ◆	-17 ◆



All questions by theme

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Engagement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B47 I am proud when I tell others I am part of Immigration Enforcement	12	35	31	14	9	47%	-3 ◆	-18 ◆	-23 ◆
B48 I would recommend Immigration Enforcement as a great place to work	9	32	30	18	10	42%	-1	-16 ◆	-24 ◆
B49 I feel a strong personal attachment to Immigration Enforcement	12	31	31	17	9	43%	+1	-9 ◆	-14 ◆
B50 Immigration Enforcement inspires me to do the best in my job	10	31	34	16	9	41%	-2 ◆	-9 ◆	-16 ◆
B51 Immigration Enforcement motivates me to help it achieve its objectives	8	30	35	17	10	39%	-2 ◆	-9 ◆	-16 ◆

Taking action

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B52 I believe that senior managers in Immigration Enforcement will take action on the results from this survey	9	31	24	18	18	40%	0	-9 ◆	-19 ◆
B53 Where I work, I think effective action has been taken on the results of the last survey	9	25	36	15	15	34%	+4 ◆	-1 ◆	-10 ◆



All questions by theme

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Organisational culture

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B54 I am trusted to carry out my job effectively	28	55	9	6		83%	-1	-6 ◆	-8 ◆
B55 I believe I would be supported if I try a new idea, even if it may not work	17	44	21	13	5	61%	0	-11 ◆	-15 ◆
B56 In Immigration Enforcement, people are encouraged to speak up when they identify a serious policy or delivery risk	13	44	23	12	8	57%	-1	-11 ◆	-17 ◆
B57 I feel able to challenge inappropriate behaviour in the workplace	14	46	18	13	9	60%	-1	-5 ◆	-9 ◆
B58 Immigration Enforcement is committed to creating a diverse and inclusive workplace	18	49	21	6	6	67%	0	-8 ◆	-12 ◆

Leadership statement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B59 Senior managers in Immigration Enforcement actively role model the behaviours set out in the Civil Service Leadership Statement	6	31	39	13	11	38%	-4 ◆	-11 ◆	-20 ◆
B60 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	18	44	24	8	7	62%	+3 ◆	-6 ◆	-11 ◆

Civil Service vision

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B61 I am aware of the Civil Service vision for 'A Brilliant Civil Service'	7	34	26	25	9	41%	+7 ◆	-10 ◆	-25 ◆
B62 I understand how my work contributes to helping us become 'A Brilliant Civil Service'	6	29	32	23	9	36%	+4 ◆	-6 ◆	-15 ◆



All questions by theme

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Wellbeing

Unlike the questions B01-B62 which ask people to rate their agreement from strongly agree to strongly disagree, the four wellbeing questions use a 11-point scale. The scale ranges from 0 to 10 for each question, where 0 is equivalent to 'not at all' (e.g. 'not at all satisfied' or 'not at all worthwhile') and where 10 is equivalent to 'completely' (e.g. 'completely satisfied' or 'completely anxious').

For questions W01, W02 and W03 the percent positive is the proportion answering 7, 8, 9 or 10 to each question.

	0-4	5-6	7-8	9-10	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
W01 Overall, how satisfied are you with your life nowadays?	16	22	45	17	62%	+1	-5 ◆	-7 ◆
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	13	20	44	23	67%	+1	-4 ◆	-7 ◆
W03 Overall, how happy did you feel yesterday?	18	22	39	20	60%	0	-3 ◆	-6 ◆

For question W04 the percent negative is the proportion answering 6, 7, 8, 9 or 10 to the question.

	0-1	2-3	4-5	6-10	% Negative	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
W04 Overall, how anxious did you feel yesterday?	24	24	19	32	32%	0	0	+3 ◆



All questions by theme

◇ indicates statistically significant difference from comparison
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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 CS2018	Difference from CS High Performers
I want to leave Immigration Enforcement as soon as possible		13%	0	+5 ◇	+1
I want to leave Immigration Enforcement within the next 12 months		18%	0	+4 ◇	-1 ◇
I want to stay working for Immigration Enforcement for at least the next year		32%	+3 ◇	-3 ◇	-8 ◇
I want to stay working for Immigration Enforcement for at least the next three years		38%	-2 ◇	-6 ◇	-15 ◇

The Civil Service Code

Differences are based on '% Yes' score

	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		9	91%	+2 ◇	-1 ◇	-4 ◇
D02. Are you aware of how to raise a concern under the Civil Service Code?		33	67%	+1	0	-6 ◇
D03. Are you confident that if you raised a concern under the Civil Service Code in Immigration Enforcement it would be investigated properly?		43	57%	0	-14 ◇	-19 ◇

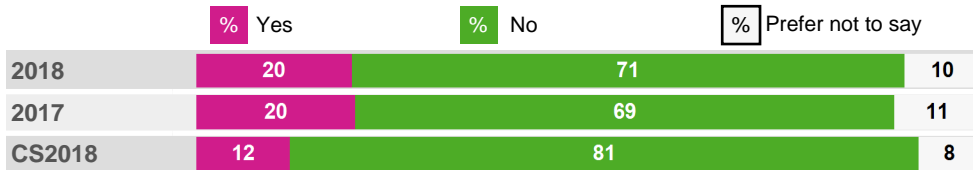


All questions by theme

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

Discrimination, harassment and bullying

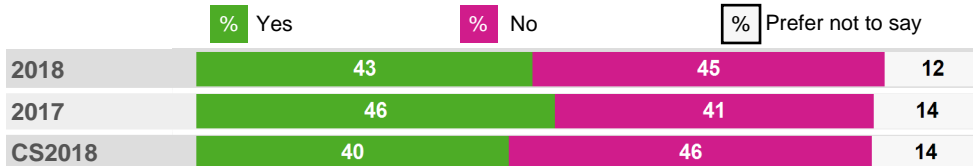
E01. During the past 12 months have you personally experienced discrimination at work?



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



For respondents who selected 'Yes' to question 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)

	Response Count
Age	123
Caring responsibilities	99
Disability	110
Ethnic background	111
Gender	127
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	182
Main spoken/written language or language ability	19
Marital status	29
Pregnancy, maternity or paternity	20
Religion or belief	37
Sexual orientation	20
Social or educational background	43
Working location	87
Working pattern	178
Any other grounds	180
Prefer not to say	67

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)

	Response Count
A colleague	201
Your manager	207
Another manager in my part of IE	184
Someone you manage	51
Someone who works for another part of IE	48
A member of the public	25
Someone else	23
Prefer not to say	61

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



All questions by theme

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

Immigration Enforcement questions

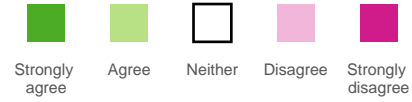
		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01	I understand how the Home Office needs to change to continue to deliver for the public						81%	-1
F02	I understand what I need to do personally to help the Home Office improve						71%	-1
F03	I feel empowered by my manager to do my job	22	42	20	10	6	64%	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?						73%	0
F05	Investing time in learning and development activities is given priority in my area	10	35	28	19	8	45%	+1
F06	My manager recognises and celebrates the successes of team members in a visible way	16	43	21	14	7	59%	+1
F07	I feel well informed about Immigration Enforcement's Transformation	11	38	28	15	8	49%	+1
F08	I understand how Immigration Enforcement's Transformation will improve the work I do	9	32	32	17	10	41%	+1
F09	I am given the opportunity to participate in activities so I am empowered to lead and contribute to the organisation's success						64%	+1
F10	My line manager encourages my participation in at least one of the following: Culture Call, Leaders in Action, Transformation projects	15	31	29	17	8	46%	0
F11	I actively contribute to making Immigration Enforcement "a great place to work" by promoting equality, diversity and inclusion						83%	0
F12	My coaching conversations with my manager identify training and development opportunities to help me to achieve my potential	14	41	24	12	8	55%	+2 ◆
F13	I feel a shared responsibility, with my manager, for my development	19	53	16	7	5	72%	+3 ◆



All questions by theme

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

Immigration Enforcement questions



% Positive

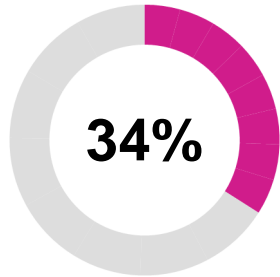
Difference from previous survey

Question ID	Question Text	Yes	No	% Positive	Difference from previous survey
F14	I have a coaching discussion on a monthly basis with my manager as part of the new performance management approach	52%	48%	52%	-3 ◆

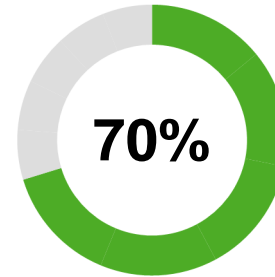


Proxy Stress Index and PERMA Index

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



Difference from previous survey	0
Difference from CS2018	+5 ◆
Difference from CS High Performers	+7 ◆



Difference from previous survey	0
Difference from CS2018	-3 ◆
Difference from CS High Performers	-5 ◆

Proxy Stress Index

This index aligns to the Health and Safety Executive's stress management tool, using the 8 questions from the People Survey shown below. We calculate it in the same way as the Employee Engagement Index.

We have 'inverted' the final index so that it is a measure of conditions which can add to stress rather than alleviate stress, i.e. a higher index score represents a more stressful environment.

PERMA Index

This index measures the extent to which employees are 'flourishing' in the workplace around the 5 dimensions: Positive emotion, Engagement, Relationships, Meaning and Accomplishment.

The index is computed using the questions from the People Survey shown below and combining them in the same way as the Employee Engagement Index. A high score represents a greater proportion of employees agreeing with the statements below or rating the two wellbeing questions as high.

% positive

B05	I have a choice in deciding how I do my work	63%
B08	My manager motivates me to be more effective in my job	64%
B18	The people in my team can be relied upon to help when things get difficult in my job	80%
B26	I am treated with respect by the people I work with	79%
B30	I have clear work objectives	70%
B33	I have an acceptable workload	60%
B45	I have the opportunity to contribute my views before decisions are made that affect me	31%
E03	During the past 12 months have you personally experienced bullying or harassment at work?	73%

% positive

B01	I am interested in my work	87%
B03	My work gives me a sense of personal accomplishment	68%
B18	The people in my team can be relied upon to help when things get difficult in my job	80%
W01	Overall, how satisfied are you with your life nowadays?	62%
W02	Overall, to what extent do you feel that the things you do in your life are worthwhile?	67%



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 2017 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.
CS2018	The CS2018 benchmark is the median percent positive across all organisations that participated in the 2018 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 2018 Civil Service People Survey. The 'CS High Performer' comparator for the Proxy Stress Index has been corrected (reissued 23/11/2018).

Rounding

Results are presented as whole numbers for ease of reading, with rounding performed at the last stage of calculation for maximum accuracy. Therefore in some instances, the differences presented in this report will not match the rounded figures of the scores being compared. For example, if your unrounded Engagement Index score is 75.43647583%, your organisation overall's score is 74.63572484% and the difference between the two is +0.800751%, in this report these scores would appear as 75%, 75% and +1.

Statistical significance: ✨

Statistical testing has been carried out to identify statistically significant* differences between your results and a number of comparators. You can therefore be confident that the difference represents a real difference in opinion between the results.

*Note, there needs to be 30 responses at question level, 20 responses at theme level or 10 responses at index level for statistical testing to be carried out on the corresponding scores.

The employee engagement index

The survey includes five questions that make up the engagement index (B47-B51). 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. A statistical technique (a form of regression) is used to identify the extent to which each question in the survey has an association with engagement. Questions identified as having an association are called 'Drivers of engagement': page 3 of this report shows the questions that had the strongest association with engagement in this unit.

Confidentiality

The survey was carried out as part of the 2018 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.

ORC's Privacy Policy (www.orcinternational.co.uk/privacy) tells you how they keep personal data safe and who to contact to exercise your rights of control under the new GDPR regulations.