

Your engagement index

46%

Difference from previous survey

+2 ✧

Difference from CS2011

-10 ✧

Difference from CS High Performers

-16 ✧

See the appendix for further details

The three elements of engagement and their component questions are:

Say: speaks positively of the organisation...

	% Positive	Difference from previous survey	Difference from CS2011
B50. I am proud when I tell others I am part of UKBA	37%	+4 ✧	-15 ✧
B51. I would recommend UKBA as a great place to work	26%	+2 ✧	-17 ✧

Stay: emotionally attached and committed to the organisation...

B52. I feel a strong personal attachment to UKBA	34%	+4 ✧	-12 ✧
--	------------	------	-------

Strive: motivated to do the best for the organisation...










B53. UKBA inspires me to do the best in my job	27%	+2 ✧	-12 ✧
B54. UKBA motivates me to help it achieve its objectives	25%	+3 ✧	-10 ✧

✧ = Statistically significant difference from comparison

The results for the engagement questions are shown in detail on page 8

Drivers of engagement

Employee engagement is shaped by experiences at work, as measured by nine themes in the survey. The table below shows how you performed on each of these 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.

	Strength of association with engagement	Theme score % positive	Difference from previous survey	Difference from CS2011	Difference from CS High Performers
Leadership and managing change		26%	+3 ✧	-12 ✧	-21 ✧
My work		60%	+2 ✧	-11 ✧	-16 ✧
My line manager		59%	+1	-5 ✧	-9 ✧
Learning and development		32%	+1	-10 ✧	-18 ✧
Resources and workload		65%	+1	-8 ✧	-11 ✧
Pay and benefits		24%	-1	-8 ✧	-16 ✧
Organisational objectives and purpose		73%	+4 ✧	-8 ✧	-13 ✧
My team		70%	+1	-7 ✧	-10 ✧
Inclusion and fair treatment		64%	+1 ✧	-9 ✧	-13 ✧


✧ = Statistically significant difference from comparison


Top three key driver themes in more detail


The three themes which have the strongest association with engagement are shown below. Questions are ranked by difference from CS2011.

^ indicates a variation in question wording from your previous survey

◇ indicates statistically significant difference from comparison

	% Positive	Diff. from previous survey	Difference from CS2011
Leadership and managing change		Strength of association with engagement: 	
B46. When changes are made in UKBA they are usually for the better	16%	+3 ◇	-6 ◇
B45. I feel that change is managed well in UKBA	18%	+2 ◇	-9 ◇
B41. Senior managers in UKBA are sufficiently visible	35%	+3 ◇	-10 ◇
B42. I believe the actions of senior managers are consistent with UKBA's values	28%	+3 ◇	-10 ◇
B49. I think it is safe to challenge the way things are done in UKBA	27%	+3 ◇	-11 ◇
B48. I have the opportunity to contribute my views before decisions are made that affect me	24%	+4 ◇	-12 ◇
B43. I believe that the UKBA board has a clear vision for the future of UKBA	26%	+4 ◇	-13 ◇
B47. UKBA keeps me informed about matters that affect me	41%	+4 ◇	-14 ◇
B44. Overall, I have confidence in the decisions made by UKBA's senior managers	22%	+3 ◇	-14 ◇
B40. I feel that UKBA as a whole is managed well	24%	+3 ◇	-16 ◇

	% Positive	Diff. from previous survey	Difference from CS2011
My work		Strength of association with engagement: 	
B01. I am interested in my work	81%	0	-8 ◇
B04. I feel involved in the decisions that affect my work	41%	+4 ◇	-8 ◇
B02. I am sufficiently challenged by my work	65%	+1 ◇	-10 ◇
B03. My work gives me a sense of personal accomplishment	59%	+1 ◇	-13 ◇
B05. I have a choice in deciding how I do my work	54%	+3 ◇	-17 ◇

	% Positive	Diff. from previous survey	Difference from CS2011
My line manager		Strength of association with engagement: 	
B18. Poor performance is dealt with effectively in my team	37%	+1	0
B15. I receive regular feedback on my performance	57%	-1	-3 ◇
B14. My manager recognises when I have done my job well	72%	-1	-4 ◇
B16. The feedback I receive helps me to improve my performance	54%	+1	-4 ◇
B12. My manager helps me to understand how I contribute to UKBA's objectives	53%	+2 ◇	-5 ◇
B17. I think that my performance is evaluated fairly	57%	0	-5 ◇
B09. My manager motivates me to be more effective in my job	57%	+1	-6 ◇
B11. My manager is open to my ideas	71%	+1	-8 ◇
B10. My manager is considerate of my life outside work	70%	+1	-9 ◇
B13. Overall, I have confidence in the decisions made by my manager	62%	+1 ◇	-9 ◇

All questions by theme

This section shows the results for each question in the survey, by theme.

^ indicates a variation in question wording from your previous survey

◇ indicates statistically significant difference from comparison



	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2011	Difference from CS High Performers
My work									
:Strength of association with engagement									
B01. I am interested in my work	34	47	11	5		81%	0	-8 ◇	-10 ◇
B02. I am sufficiently challenged by my work	23	42	16	13	6	65%	+1 ◇	-10 ◇	-14 ◇
B03. My work gives me a sense of personal accomplishment	17	42	19	14	8	59%	+1 ◇	-13 ◇	-18 ◇
B04. I feel involved in the decisions that affect my work	10	32	20	22	17	41%	+4 ◇	-8 ◇	-18 ◇
B05. I have a choice in deciding how I do my work	13	40	19	15	11	54%	+3 ◇	-17 ◇	-23 ◇
Organisational objectives and purpose									
:Strength of association with engagement									
B06. I have a clear understanding of UKBA's purpose	20	54	14	7	4	75%	+4 ◇	-9 ◇	-14 ◇
B07. I have a clear understanding of UKBA's objectives	18	53	16	9	4	71%	+4 ◇	-8 ◇	-14 ◇
B08. I understand how my work contributes to UKBA's objectives	21	54	15	7	4	75%	+3 ◇	-7 ◇	-11 ◇

All questions by theme

This section shows the results for each question in the survey, by theme.

^ indicates a variation in question wording from your previous survey

◇ indicates statistically significant difference from comparison



My line manager

:Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2011	Difference from CS High Performers
B09. My manager motivates me to be more effective in my job	16	41	22	13	9	57%	+1	-6 ◇	-10 ◇
B10. My manager is considerate of my life outside work	27	43	17	7	6	70%	+1	-9 ◇	-12 ◇
B11. My manager is open to my ideas	24	47	17	7	5	71%	+1	-8 ◇	-10 ◇
B12. My manager helps me to understand how I contribute to UKBA's objectives	13	40	29	11	7	53%	+2 ◇	-5 ◇	-11 ◇
B13. Overall, I have confidence in the decisions made by my manager	19	42	21	9	8	62%	+1 ◇	-9 ◇	-13 ◇
B14. My manager recognises when I have done my job well	25	47	15	8	5	72%	-1	-4 ◇	-7 ◇
B15. I receive regular feedback on my performance	16	41	20	15	7	57%	-1	-3 ◇	-8 ◇
B16. The feedback I receive helps me to improve my performance	15	39	27	12	7	54%	+1	-4 ◇	-8 ◇
B17. I think that my performance is evaluated fairly	15	42	24	11	8	57%	0	-5 ◇	-10 ◇
B18. Poor performance is dealt with effectively in my team	9	28	31	17	15	37%	+1	0	-4 ◇

My team

:Strength of association with engagement








B19. The people in my team can be relied upon to help when things get difficult in my job	27	50	13	6		78%	+1	-5 ◇	-8 ◇
B20. The people in my team work together to find ways to improve the service we provide	24	48	17	8		72%	+1 ◇	-7 ◇	-10 ◇
B21. The people in my team are encouraged to come up with new and better ways of doing things	19	43	21	11	7	62%	+1	-7 ◇	-13 ◇

All questions by theme

This section shows the results for each question in the survey, by theme.

^ indicates a variation in question wording from your previous survey

◇ indicates statistically significant difference from comparison

	 % Strongly agree	 % Agree	 % Neither	 % Disagree	 % Strongly disagree	% Positive	Difference from previous survey	Difference from CS2011	Difference from CS High Performers
Learning and development									
 :Strength of association with engagement									
B22. I am able to access the right learning and development opportunities when I need to	7	39	27	18	10	45%	+1	-9 ◇	-18 ◇
B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance	6	29	33	20	12	35%	0	-9 ◇	-17 ◇
B24. There are opportunities for me to develop my career in UKBA	4	16	21	27	33	20%	+1	-12 ◇	-19 ◇
B25. Learning and development activities I have completed while working for UKBA are helping me to develop my career	5	23	29	22	21	28%	+2 ◇	-11 ◇	-17 ◇
Inclusion and fair treatment									
 :Strength of association with engagement									
B26. I am treated fairly at work	16	52	17	10	6	68%	+1 ◇	-10 ◇	-13 ◇
B27. I am treated with respect by the people I work with	20	57	14	6		77%	0	-6 ◇	-9 ◇
B28. I feel valued for the work I do	12	36	23	17	12	48%	+3 ◇	-11 ◇	-18 ◇
B29. I think that UKBA respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	17	47	22	8	7	64%	+2 ◇	-6 ◇	-13 ◇

All questions by theme

This section shows the results for each question in the survey, by theme.

^ indicates a variation in question wording from your previous survey

✧ indicates statistically significant difference from comparison

% Strongly agree
 % Agree
 % Neither
 % Disagree
 % Strongly disagree
 % Positive
 Difference from previous survey
 Difference from CS2011
 Difference from CS High Performers

Resources and workload

:Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2011	Difference from CS High Performers
B30. In my job, I am clear what is expected of me	19	60	12	7	7	78%	+1 ✧	-4 ✧	-8 ✧
B31. I get the information I need to do my job well	10	47	22	15	6	57%	+3 ✧	-10 ✧	-14 ✧
B32. I have clear work objectives	14	54	17	10	5	68%	+2 ✧	-6 ✧	-10 ✧
B33. I have the skills I need to do my job effectively	22	59	12	5	5	81%	0	-7 ✧	-9 ✧
B34. I have the tools I need to do my job effectively	11	44	19	17	8	55%	+1	-15 ✧	-20 ✧
B35. I have an acceptable workload	8	45	21	16	10	53%	-1	-8 ✧	-12 ✧
B36. I achieve a good balance between my work life and my private life	13	48	19	11	9	61%	0	-6 ✧	-12 ✧

Pay and benefits

:Strength of association with engagement

B37. I feel that my pay adequately reflects my performance	23	22	30	22	22	26%	0	-6 ✧	-13 ✧
B38. I am satisfied with the total benefits package	21	27	28	21	21	24%	-1 ✧	-10 ✧	-17 ✧
B39. Compared to people doing a similar job in other organisations I feel my pay is reasonable	19	23	29	26	26	21%	0	-6 ✧	-14 ✧

All questions by theme

This section shows the results for each question in the survey, by theme.

^ indicates a variation in question wording from your previous survey

◇ indicates statistically significant difference from comparison

% Strongly agree
 % Agree
 % Neither
 % Disagree
 % Strongly disagree
 % Positive
 Difference from previous survey
 Difference from CS2011
 Difference from CS High Performers

Leadership and managing change

 :Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2011	Difference from CS High Performers
B40. I feel that UKBA as a whole is managed well	22	26	26	23	24%	+3 ◇	-16 ◇	-30 ◇	
B41. Senior managers in UKBA are sufficiently visible	5	30	24	21	19	35%	+3 ◇	-10 ◇	-24 ◇
B42. I believe the actions of senior managers are consistent with UKBA's values	4	25	36	17	18	28%	+3 ◇	-10 ◇	-22 ◇
B43. I believe that the UKBA board has a clear vision for the future of UKBA	22	36	19	19	26%	+4 ◇	-13 ◇	-25 ◇	
B44. Overall, I have confidence in the decisions made by UKBA's senior managers	19	31	23	24	22%	+3 ◇	-14 ◇	-26 ◇	
B45. I feel that change is managed well in UKBA	16	25	31	25	18%	+2 ◇	-9 ◇	-18 ◇	
B46. When changes are made in UKBA they are usually for the better	14	31	29	24	16%	+3 ◇	-6 ◇	-15 ◇	
B47. UKBA keeps me informed about matters that affect me	4	37	28	18	13	41%	+4 ◇	-14 ◇	-21 ◇
B48. I have the opportunity to contribute my views before decisions are made that affect me	21	27	27	22	24%	+4 ◇	-12 ◇	-20 ◇	
B49. I think it is safe to challenge the way things are done in UKBA	24	30	22	21	27%	+3 ◇	-11 ◇	-19 ◇	

All questions by theme

This section shows the results for each question in the survey, by theme.

^ indicates a variation in question wording from your previous survey

◇ indicates statistically significant difference from comparison

	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Difference from previous survey	Difference from CS2011	Difference from CS High Performers
Engagement									
B50. I am proud when I tell others I am part of UKBA	8	29	33	17	13	37%	+4 ◇	-15 ◇	-28 ◇
B51. I would recommend UKBA as a great place to work	5	20	33	24	18	26%	+2 ◇	-17 ◇	-29 ◇
B52. I feel a strong personal attachment to UKBA	8	26	30	20	16	34%	+4 ◇	-12 ◇	-20 ◇
B53. UKBA inspires me to do the best in my job	5	21	36	22	16	27%	+2 ◇	-12 ◇	-23 ◇
B54. UKBA motivates me to help it achieve its objectives	5	20	35	22	18	25%	+3 ◇	-10 ◇	-20 ◇
Taking action									
B55. I believe that senior managers in UKBA will take action on the results from this survey	5	24	27	21	23	28%	+3 ◇	-10 ◇	-22 ◇
B56. I believe that managers where I work will take action on the results from this survey	8	30	26	17	18	38%	+4 ◇	-10 ◇	-18 ◇
B57. Where I work, I think effective action has been taken on the results of the last survey	5	19	35	20	20	24%	-	-5 ◇	-13 ◇

All questions by theme

Your plans for the future

C01. Which of the following statements most reflects your current thoughts about working for UKBA?

			Difference from previous survey	Difference from CS2011	Difference from CS High Performers
I want to leave UKBA as soon as possible		13%	0	+5 ^	+3 ^
I want to leave UKBA within the next 12 months		12%	+1 ^	+1 ^	-2 ^
I want to stay working for UKBA for at least the next year		23%	+2 ^	-5 ^	-12 ^
I want to stay working for UKBA for at least the next three years		52%	-3 ^	-2 ^	-8 ^

The Civil Service Code

Differences are based on '% Yes' score

	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2011	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		29	71%	+1 ^	-14 ^	-20 ^
D02. Are you aware of how to raise a concern under the Civil Service Code?		50	50%	+5 ^	-9 ^	-16 ^
D03. Are you confident that if you raised a concern under the Civil Service Code in UKBA it would be investigated properly?		53	47%	+2 ^	-17 ^	-24 ^

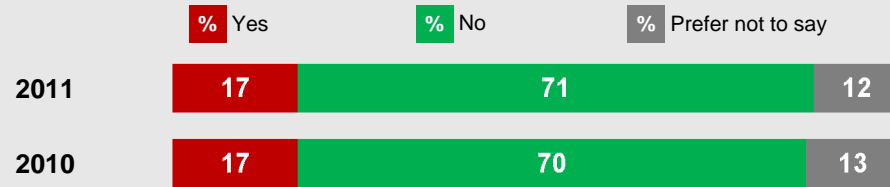
^ indicates a variation in question wording from your previous survey

^ indicates statistically significant difference from comparison

All questions by theme

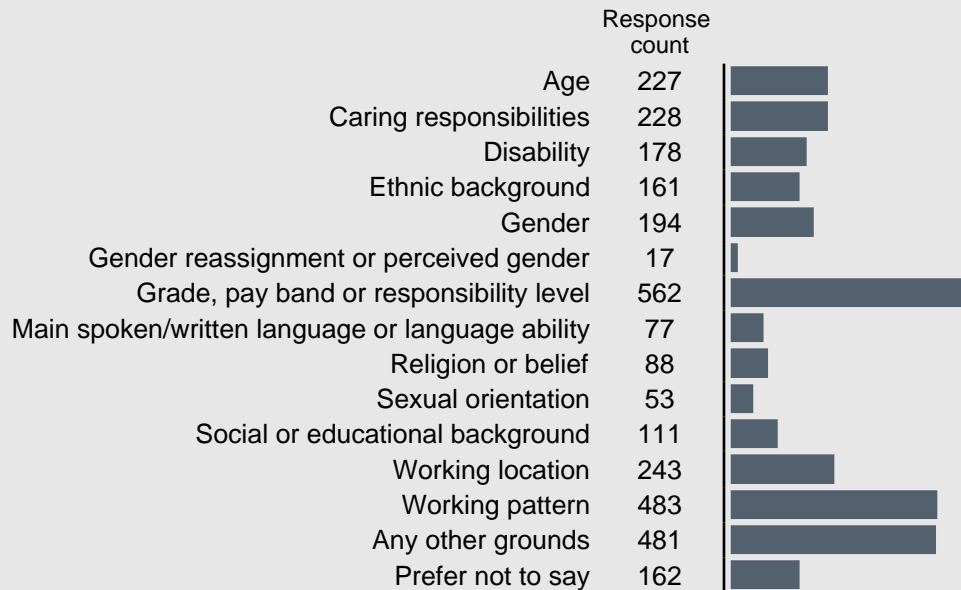
Discrimination, harassment and bullying

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

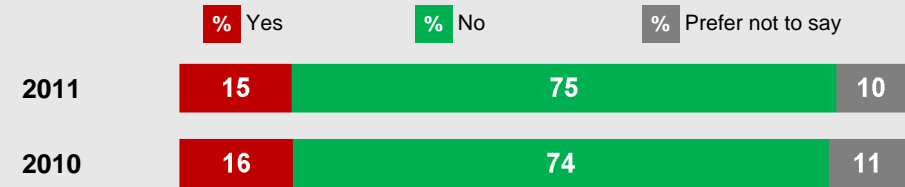


For respondents who selected 'Yes' to question E01.

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

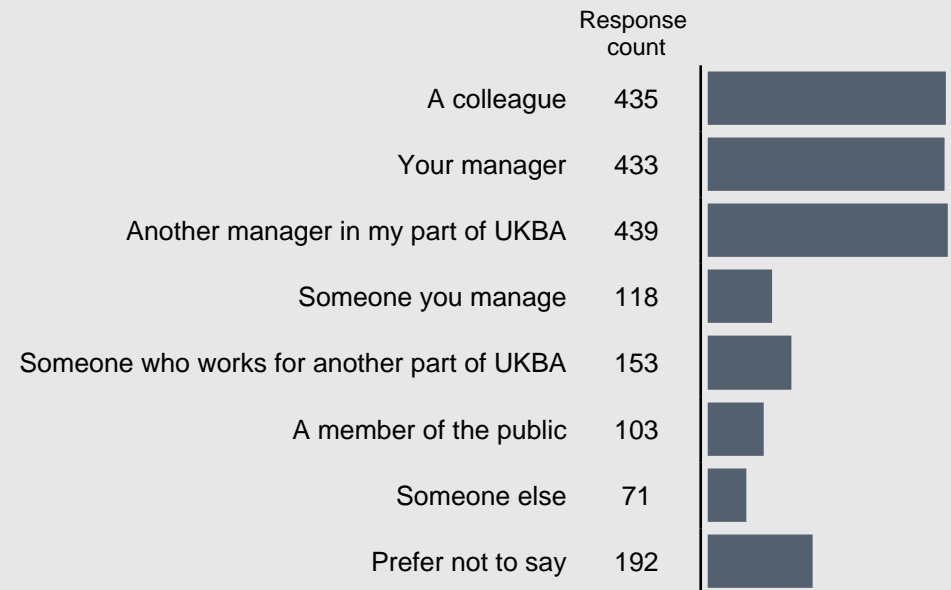


E03. During the past 12 months, have you personally experienced bullying or harassment at work?



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)

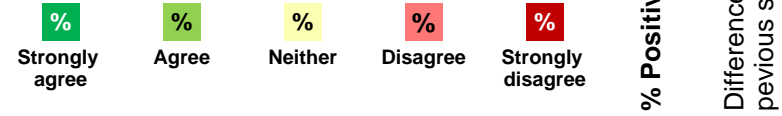


All questions by theme

This section shows the results for each question in the survey, by theme.

^ indicates a variation in question wording from your previous survey

◇ indicates statistically significant difference from comparison



UKBA questions

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01. Within UKBA opportunities for selection are fair [^]	22	29	28	18	25%	+8 ◇	
F02. The UKBA Board is sufficiently visible	20	33	26	18	22%	+3 ◇	
F03. Senior managers where I work inspire staff with a positive vision	5	26	28	21	19	31%	+5 ◇
F04. If you answered yes to the question 'During the past 12 months, have you personally experienced bullying or harassment at work', did you report it?	Yes: 38%		No: 62%		38%	-	
F05. Have you taken part in any volunteering activity or given unpaid help to a club, group or organisation in the last 12 months?	Yes: 26%		No: 74%		26%	-	
F06. Have you taken any special leave from your job in the past 12 months to take part in volunteering activity or giving of unpaid help?	Yes: 4%		No: 96%		4%	-	

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 2010 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.
CS2011	The CS2011 benchmark is the median percent positive across all organisations that participated in the 2011 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 2011 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: ✦

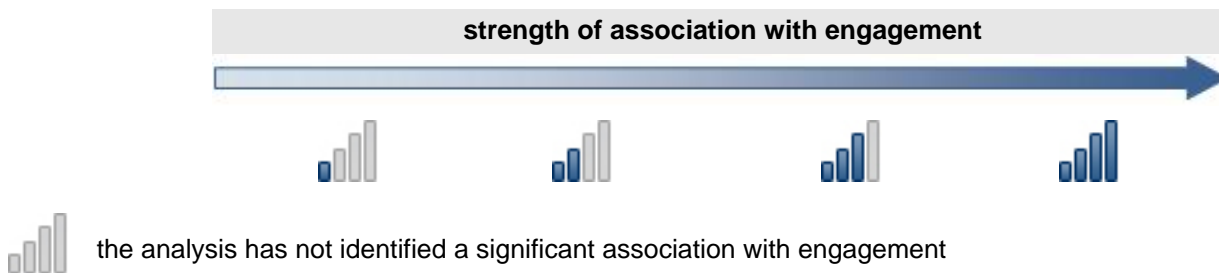
Statistical testing has been carried out on the comparisons between this year's results and your previous survey, CS2011 results and CS High Performers results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in 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 show below. Themes with a full 4-bar icon have the strongest association with engagement.



Confidentiality

This survey was carried out as part of the 2011 Civil Service People Survey, which is managed by the Cabinet Office on behalf of all the 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.