

UKBA

Returns: 12,620

Response rate: 49%

Your engagement index

44%

Difference from
previous survey

-4 ✧

Difference from
CS2010

-13 ✧

Difference from CS High
Performers

-18 ✧

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 CS2010
B50. I am proud when I tell others I am part of UKBA	33%	-3 ✧	-22 ✧
B51. I would recommend UKBA as a great place to work	24%	-7 ✧	-18 ✧

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

	% Positive	Difference from previous survey	Difference from CS2010
B52. I feel a strong personal attachment to UKBA	30%	0	-16 ✧

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










	% Positive	Difference from previous survey	Difference from CS2010
B53. UKBA inspires me to do the best in my job	24%	-3 ✧	-15 ✧
B54. UKBA motivates me to help it achieve its objectives	22%	-3 ✧	-13 ✧

✧ = 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 CS2010	Difference from CS High Performers
Leadership and managing change		23%	-2 ✧	-14 ✧	-23 ✧
My work		58%	-1 ✧	-13 ✧	-17 ✧
My line manager		58%	0	-6 ✧	-9 ✧
Learning and development		31%	-9 ✧	-12 ✧	-18 ✧
Resources and workload		64%	+1 ✧	-9 ✧	-13 ✧
Organisational objectives and purpose		70%	-3 ✧	-12 ✧	-17 ✧
Pay and benefits		24%	-4 ✧	-13 ✧	-19 ✧
My team		69%	+1 ✧	-8 ✧	-11 ✧
Inclusion and fair treatment		63%	-2 ✧	-10 ✧	-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 the Civil Service 2010 benchmark (CS2010).

^ indicates a variation in question wording from your previous survey

◇ indicates statistically significant difference from comparison

	% Positive	Diff. from previous survey	Diff. from CS2010
Leadership and managing change Strength of association with engagement: 			
B46. When changes are made in UKBA they are usually for the better	13%	-4 ◇	-10 ◇
B45. I feel that change is managed well in UKBA	16%	-2 ◇	-11 ◇
B48. I have the opportunity to contribute my views before decisions are made that affect me	20%	-2 ◇	-12 ◇
B41. Senior managers in UKBA are sufficiently visible	32%	0	-13 ◇
B43. I believe that the UKBA board has a clear vision for the future of UKBA	22%	-6 ◇	-13 ◇
B42. I believe the actions of senior managers are consistent with UKBA's values	26%	-2 ◇	-14 ◇
B49. I think it is safe to challenge the way things are done in UKBA	24%	-2 ◇	-16 ◇
B44. Overall, I have confidence in the decisions made by UKBA's senior managers	19%	-2 ◇	-17 ◇
B47. UKBA keeps me informed about matters that affect me	37%	-2 ◇	-17 ◇
B40. I feel that UKBA as a whole is managed well	21%	-2 ◇	-20 ◇

My work Strength of association with engagement: 			
B01. I am interested in my work	81%	-3 ◇	-8 ◇
B02. I am sufficiently challenged by my work	64%	-1 ◇	-10 ◇
B04. I feel involved in the decisions that affect my work	38%	-2 ◇	-12 ◇
B03. My work gives me a sense of personal accomplishment	58%	-1 ◇	-14 ◇
B05. I have a choice in deciding how I do my work	50%	0	-20 ◇

My line manager Strength of association with engagement: 			
B18. Poor performance is dealt with effectively in my team	36%	-1 ◇	-1 ◇
B15. I receive regular feedback on my performance	58%	+1	-2 ◇
B14. My manager recognises when I have done my job well	73%	+2 ◇	-4 ◇
B17. I think that my performance is evaluated fairly	57%	+2 ◇	-4 ◇
B16. The feedback I receive helps me to improve my performance	52%	0	-5 ◇
B09. My manager motivates me to be more effective in my job	56%	0	-6 ◇
B11. My manager is open to my ideas	70%	+1 ◇	-7 ◇
B12. My manager helps me to understand how I contribute to UKBA's objectives	51%	-2 ◇	-7 ◇
B13. Overall, I have confidence in the decisions made by my manager	61%	-1	-8 ◇
B10. My manager is considerate of my life outside work	69%	+2 ◇	-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 CS2010	Difference from CS High Performers
My work									
 :Strength of association with engagement									
B01. I am interested in my work	34	47	10	6		81%	-3 ◇	-8 ◇	-10 ◇
B02. I am sufficiently challenged by my work	21	42	16	14	6	64%	-1 ◇	-10 ◇	-14 ◇
B03. My work gives me a sense of personal accomplishment	17	41	19	15	8	58%	-1 ◇	-14 ◇	-19 ◇
B04. I feel involved in the decisions that affect my work	9	29	20	24	18	38%	-2 ◇	-12 ◇	-19 ◇
B05. I have a choice in deciding how I do my work	11	39	20	17	13	50%	0	-20 ◇	-26 ◇
Organisational objectives and purpose									
 :Strength of association with engagement									
B06. I have a clear understanding of UKBA's purpose	17	54	16	9	4	71%	-2 ◇	-13 ◇	-19 ◇
B07. I have a clear understanding of UKBA's objectives	15	51	19	10	5	67%	-3 ◇	-11 ◇	-19 ◇
B08. I understand how my work contributes to UKBA's objectives	18	53	16	8	5	72%	-2 ◇	-9 ◇	-14 ◇

All questions by theme

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	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Difference from previous survey	Difference from CS2010	Difference from CS High Performers
My line manager									
:Strength of association with engagement									
B09. My manager motivates me to be more effective in my job	15	41	22	14	8	56%	0	-6 ◇	-11 ◇
B10. My manager is considerate of my life outside work	25	44	17	8	6	69%	+2 ◇	-9 ◇	-13 ◇
B11. My manager is open to my ideas	23	48	17	8	5	70%	+1 ◇	-7 ◇	-11 ◇
B12. My manager helps me to understand how I contribute to UKBA's objectives	12	39	30	13	6	51%	-2 ◇	-7 ◇	-13 ◇
B13. Overall, I have confidence in the decisions made by my manager	18	43	22	10	8	61%	-1	-8 ◇	-14 ◇
B14. My manager recognises when I have done my job well	24	49	14	8	5	73%	+2 ◇	-4 ◇	-7 ◇
B15. I receive regular feedback on my performance	15	43	20	16	6	58%	+1	-2 ◇	-7 ◇
B16. The feedback I receive helps me to improve my performance	14	38	28	13	7	52%	0	-5 ◇	-9 ◇
B17. I think that my performance is evaluated fairly	14	43	24	12	7	57%	+2 ◇	-4 ◇	-9 ◇
B18. Poor performance is dealt with effectively in my team	7	29	32	17	14	36%	-1 ◇	-1 ◇	-5 ◇
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	26	51	13	7		77%	0	-6 ◇	-8 ◇
B20. The people in my team work together to find ways to improve the service we provide	23	47	18	8		70%	0	-8 ◇	-12 ◇
B21. The people in my team are encouraged to come up with new and better ways of doing things	19	42	21	12	6	61%	+2 ◇	-9 ◇	-14 ◇

All questions by theme

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

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◇ indicates statistically significant difference from comparison

	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Difference from previous survey	Difference from CS2010	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	6	39	26	20	9	45%	-10 ◇	-11 ◇	-18 ◇
B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance	6	30	32	21	11	36%	-5 ◇	-12 ◇	-17 ◇
B24. There are opportunities for me to develop my career in UKBA	16	22	27	33		19%	-18 ◇	-10 ◇	-17 ◇
B25. Learning and development activities I have completed while working for UKBA are helping me to develop my career	4	22	29	24	21	26%	-6 ◇	-15 ◇	-20 ◇
Inclusion and fair treatment									
:Strength of association with engagement									
B26. I am treated fairly at work	15	52	18	9	6	67%	-2 ◇	-11 ◇	-14 ◇
B27. I am treated with respect by the people I work with	19	59	14	5		77%	-1 ◇	-6 ◇	-9 ◇
B28. I feel valued for the work I do	11	35	24	18	12	45%	-2 ◇	-15 ◇	-19 ◇
B29. I think that UKBA respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	15	47	23	8	7	62%	-3 ◇	-9 ◇	-13 ◇

All questions by theme

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

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	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Difference from previous survey	Difference from CS2010	Difference from CS High Performers
Resources and workload									
Strength of association with engagement									
B30. In my job, I am clear what is expected of me	16	60	13	7		77%	+1 ◇	-5 ◇	-9 ◇
B31. I get the information I need to do my job well	9	46	23	17	5	54%	+5 ◇	-12 ◇	-16 ◇
B32. I have clear work objectives	12	54	19	11	5	66%	+2 ◇	-8 ◇	-13 ◇
B33. I have the skills I need to do my job effectively	21	60	12	5		81%	0	-8 ◇	-10 ◇
B34. I have the tools I need to do my job effectively	10	45	20	18	8	55%	0	-17 ◇	-21 ◇
B35. I have an acceptable workload	7	47	21	17	9	54%	0	-8 ◇	-13 ◇
B36. I achieve a good balance between my work life and my private life	12	49	20	12	7	61%	-1 ◇	-8 ◇	-12 ◇
Pay and benefits									
Strength of association with engagement									
B37. I feel that my pay adequately reflects my performance	24	21	30	23		26%	-3 ◇	-12 ◇	-19 ◇
B38. I am satisfied with the total benefits package	22	26	27	21		25%	-5 ◇	-14 ◇	-22 ◇
B39. Compared to people doing a similar job in other organisations I feel my pay is reasonable	20	22	30	26		22%	-3 ◇	-9 ◇	-17 ◇

All questions by theme

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

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◇ indicates statistically significant difference from comparison






	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Difference from previous survey	Difference from CS2010	Difference from CS High Performers
Leadership and managing change									
■ ■ ■ :Strength of association with engagement									
B40. I feel that UKBA as a whole is managed well	19	26	27	26	21%	-2 ◇	-20 ◇	-32 ◇	
B41. Senior managers in UKBA are sufficiently visible	4	29	24	23	21	32%	0	-13 ◇	-28 ◇
B42. I believe the actions of senior managers are consistent with UKBA's values	23	37	18	19	26%	-2 ◇	-14 ◇	-26 ◇	
B43. I believe that the UKBA board has a clear vision for the future of UKBA	19	36	21	21	22%	-6 ◇	-13 ◇	-25 ◇	
B44. Overall, I have confidence in the decisions made by UKBA's senior managers	16	30	24	27	19%	-2 ◇	-17 ◇	-29 ◇	
B45. I feel that change is managed well in UKBA	15	25	32	27	16%	-2 ◇	-11 ◇	-23 ◇	
B46. When changes are made in UKBA they are usually for the better	12	31	29	26	13%	-4 ◇	-10 ◇	-18 ◇	
B47. UKBA keeps me informed about matters that affect me	34	28	19	15	37%	-2 ◇	-17 ◇	-25 ◇	
B48. I have the opportunity to contribute my views before decisions are made that affect me	18	25	29	26	20%	-2 ◇	-12 ◇	-19 ◇	
B49. I think it is safe to challenge the way things are done in UKBA	21	30	24	22	24%	-2 ◇	-16 ◇	-23 ◇	

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

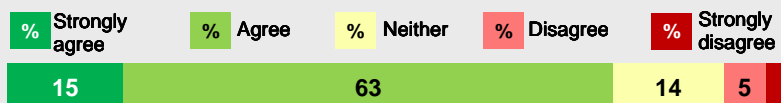
◇ indicates statistically significant difference from comparison

	 % Strongly agree	 % Agree	 % Neither	 % Disagree	 % Strongly disagree	% Positive	Difference from previous survey	Difference from CS2010	Difference from CS High Performers
Engagement									
B50. I am proud when I tell others I am part of UKBA	7	26	34	19	14	33%	-3 ◇	-22 ◇	-31 ◇
B51. I would recommend UKBA as a great place to work	5	19	32	25	20	24%	-7 ◇	-18 ◇	-28 ◇
B52. I feel a strong personal attachment to UKBA	7	23	31	22	18	30%	0	-16 ◇	-24 ◇
B53. UKBA inspires me to do the best in my job	5	19	35	23	17	24%	-3 ◇	-15 ◇	-24 ◇
B54. UKBA motivates me to help it achieve its objectives	4	18	35	24	19	22%	-3 ◇	-13 ◇	-23 ◇
Taking action									
B55. I believe that senior managers in UKBA will take action on the results from this survey	4	22	27	23	25	26%	0	-12 ◇	-22 ◇
B56. I believe that managers where I work will take action on the results from this survey	6	28	26	19	20	34%	+4 ◇	-12 ◇	-18 ◇

All questions by theme

Data Security

C01. I know where to go to find out about how to handle personal and sensitive information



Differences are based on '% Positive' score

78%	2010 % Positive
+2 ⚡	Difference from previous survey
-4 ⚡	Difference from CS2010

C02. In the past 12 months, have you received training on handling data and procedures to protect personal and sensitive information?



Differences are based on '% Yes' score

80%	2010 % Yes
-6 ⚡	Difference from previous survey
+2 ⚡	Difference from CS2010

Your plans for the future

D01. Which of the following statements most reflects your current thoughts about working for UKBA?

Statement	%	Difference from previous survey	Difference from CS2010
I want to leave UKBA as soon as possible	13%	+3 ⚡	+5 ⚡
I want to leave UKBA within the next 12 months	11%	+1	0
I want to stay working for UKBA for at least the next year	21%	-3 ⚡	-5 ⚡
I want to stay working for UKBA for at least the next three years	55%	-1	0

The Civil Service Code

Differences are based on '% Yes' score

Question	% Yes	% No	Difference from previous survey	Difference from CS2010
E01. Are you aware of the Civil Service Code?	70	30	+3 ⚡	-11 ⚡
E02. Are you aware of how to raise a concern under the Civil Service Code?	45	55	+4 ⚡	-7 ⚡
E03. Are you confident that if you raised a concern under the Civil Service Code in UKBA it would be investigated properly?	45	55	+1	-18 ⚡

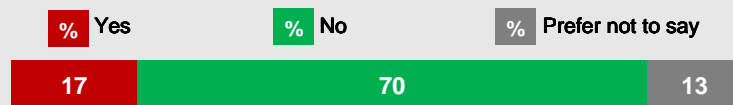
^ indicates a variation in question wording from your previous survey

⚡ indicates statistically significant difference from comparison

All questions by theme

Discrimination, harassment and bullying

F01. During the past 12 months, have you personally experienced discrimination at work?

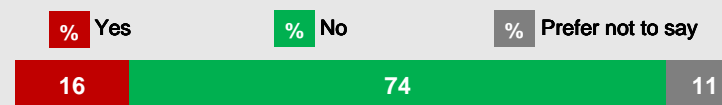


% Yes

16% ^ Previous survey

10% ^ CS2010

F03. During the past 12 months, have you personally experienced bullying or harassment at work?



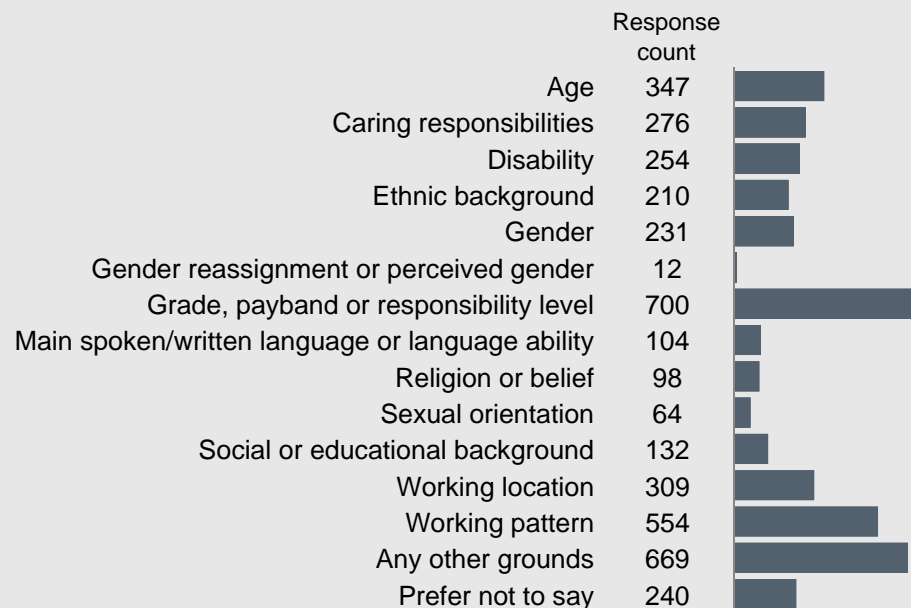
% Yes

14% ^ Previous survey

10% ^ CS2010

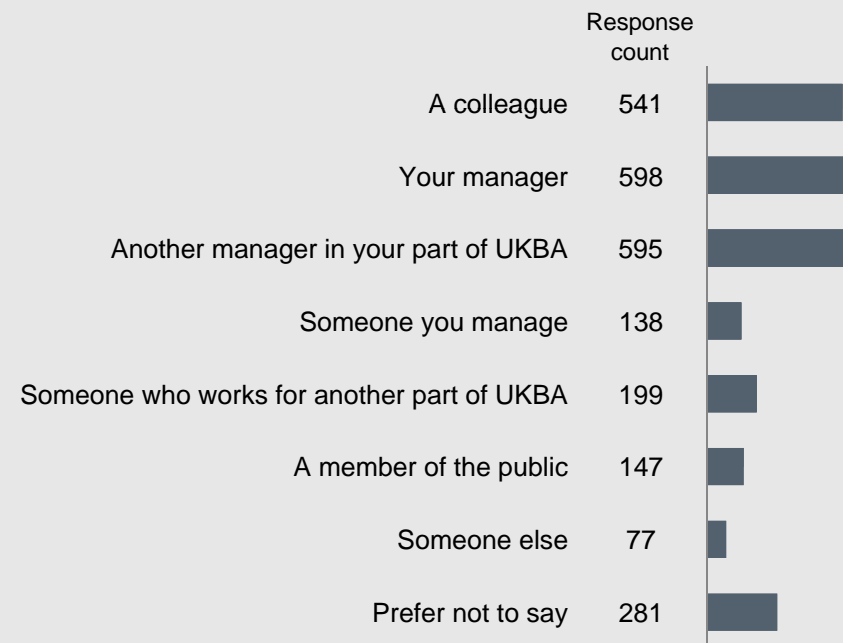
For respondents who selected 'Yes' to question F01.

F02. On which of the following grounds have you personally experienced discrimination in the past 12 months? (multiple selection)



For respondents who selected 'Yes' to question F03.

F04. Who were you bullied or harassed by at work in the past 12 months? (multiple selection)



^ indicates a variation in question wording from your previous survey

◇ indicates statistically significant difference from comparison

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
G01. Within the UKBA, opportunities for promotion are fair	15	25	30	29	16%	-4 ◇	
G02. The UKBA Board is sufficiently visible	18	31	27	23	19%	-3 ◇	
G03. Senior managers where I work inspire staff with a positive vision	4	22	28	22	24	26%	-2 ◇

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 2009 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.
CS2010	The CS2010 benchmark is the median percent positive across all organisations that participated in the 2010 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 2010 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: ✧

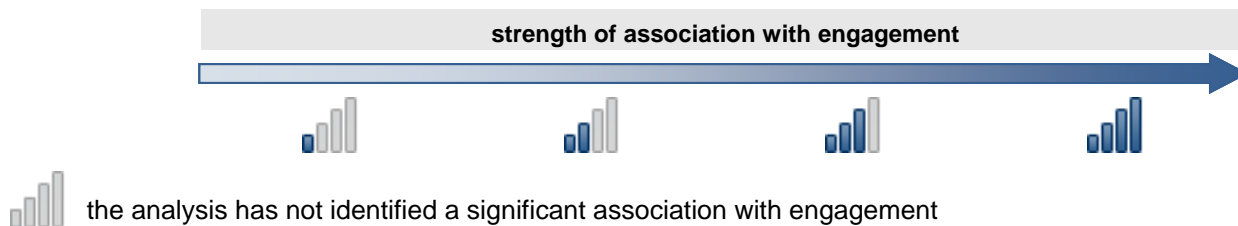
Statistical testing has been carried out on the comparisons between this year's results and your previous survey, CS2010 results and CS High Performers results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in 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.



Confidentiality

This survey was carried out as part of the 2010 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 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.