



Have your say 2008

**Results Report for:
Border and Immigration Agency**

Number of Responses: 11852

Response Rate: 57%

Introduction

The aim of this report is to help you understand how people feel about working for the Home Office. You should use it to identify strengths and opportunities for improvement and to guide your efforts to enhance staff satisfaction and engagement.

To do this, you will need to think about how staff responded to each question

Important note: The figures in this document are presented as whole numbers for ease of reading. To give maximum accuracy, rounding is performed at the last stage of calculation. Values from .00 to .49 are rounded down and values from .50 to .99 are rounded up.

Worked example:

	Strongly	Agree	Neither	Disagree	Strongly	Total
Number of responses	165	292	40	35	15	547
Percentage	30.2%	53.4%	7.3%	6.4%	2.7%	100.0%
Rounded Percentages	30%	53%	7%	6%	3%	99%

Number of favourable responses $(165+292)= 457$
 % Agree score $457/547= 84\%$

To keep the reports brief, many of the results in this report are shown as agreement percentages. The agreement percentage is a measure of the percentage of respondents that were in agreement to a question which reflected positively on the Home Office. It is calculated by adding together all responses judged to be in agreement from respondents in the relevant group, and dividing by the number of respondents in that group which answered the question.

In the survey a frequent scale used was this choice of five possible answers:

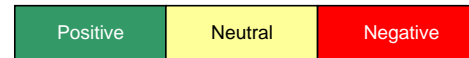
- * Strongly Agree Agreement
- * Agree Neutral
- * Neither Agree nor Disagree Disagreement
- * Disagree
- * Strongly Disagree

		Positive	Neutral	Negative	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive
Your Job										
1	My job makes good use of my skills and abilities	53	20	27	10	43	20	19	8	53
2	I am encouraged to use my initiative	58	17	25	14	44	17	16	8	58
3	My job gives me a sense of achievement	42	23	36	8	34	23	22	14	42
4	I am recognised for my contributions and achievements	38	26	36	6	32	26	22	14	38
5	I have sufficient resources to do my job	35	20	45	3	32	20	26	18	35
6	I have the decision making authority I need in my job to get my work done effectively	45	26	29	5	39	26	20	9	45
7	The staff I work with co-operate to get the work done	75	16	10	20	55	16	7	3	75
8	I have job security	45	28	26	9	36	28	16	11	45
9	I understand how my job contributes to the Border and Immigration Agency's objectives	72	17	11	16	56	17	7	4	72
10	I understand how the work of my business unit affects the lives of the public	77	14	8	21	56	14	5	3	77
11	My work objectives are realistic and achievable	50	26	24	7	44	26	15	9	50
12	My work objectives and tasks are challenging	52	26	22	12	39	26	14	8	52

		Positive	Neutral	Negative	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive
Learning and Development										
		Yes		No						
13	Have you had development objectives or a Personal Development Plan (PDP) agreed with your line manager in this reporting year?	70		30						
14	I receive regular and constructive feedback on my performance	47	22	31	7	40	22	22	10	47
15	In the last 12 months I have developed or improved the skills that I can apply in my job	56	22	23	9	46	22	16	7	56
16	My performance has improved as a result of skills I have developed over the past 12 months	50	28	22	9	41	28	15	7	50
17	I am satisfied with the opportunities for career progression	22	24	55	3	19	24	29	25	22
18	The promotion system is fair to everyone	14	24	62	2	12	24	29	33	14
		Yes		No						
	Have you joined the Border and Immigration Agency or started a new job within the last 12 months?	23		77						
19	I discussed my objectives and development with my manager at an early stage	56	16	27	10	47	16	19	9	56
20	I received an induction to my new role	55	15	30	10	45	15	19	11	55

	Positive	Neutral	Negative	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive
Communication									
21 I am kept well informed about what the Border and Immigration Agency is doing	55	24	22	6	49	24	14	8	55
22 I receive or can find the information I need to do my job effectively	53	24	23	4	49	24	17	6	53
23 Communication is good within my unit	48	21	31	8	40	21	20	11	48
24 I understand what the Home Office strategy and objectives are	56	27	17	6	50	27	12	5	56
25 I understand what the Border and Immigration Agency objectives are	62	23	16	7	55	23	10	5	62
26 I understand why the Border and Immigration Agency is changing	51	24	25	7	44	24	15	10	51

		Positive	Neutral	Negative	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	
Benefits Package and Working Environment											
		Yes		No							
26	Have you been injured or suffered any ill health as a result of your Home Office duties in the past 12 months?	13		87							
27	I am satisfied that my physical working environment enables me to work effectively and comfortably	52		18	30	6	47	18	20	10	52
28	I am satisfied with my total benefits package (e.g. pay, annual leave entitlement, flexi time, pension etc)	36		20	44	4	32	20	26	18	36
29	I am able to strike the right balance between my work and home life	55		21	24	6	49	21	16	8	55
30	I can meet the requirements of my job without regularly working excessive hours	54		19	26	7	48	19	17	9	54
31	I am satisfied with the flexible working arrangements offered by the Department (e.g. flexitime, part time, job share, home working, term time working etc.)	65		20	15	16	48	20	8	7	65
		Always	Very often	Often	Occasionally	Never					
32	How often do you experience uncomfortable pressure as a result of your work at the Border and Immigration Agency	6	18	23	44	9					



Strongly agree
Agree
Neither
Disagree
Strongly disagree
% Positive

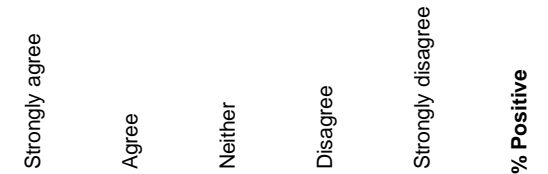
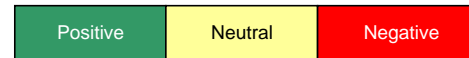
Benefits Package and Working Environment

33 What was the main factor causing the uncomfortable pressure?

Responses **% of Respondents**

My workload	4684	47%
Management	4282	43%
Lack of staff/resources	5898	60%
Deadlines	3007	30%
Factors within my job	2534	26%
Other staff/staff relationships	2245	23%
The way work is organised	3346	34%
Communications	3152	32%
Targets/statistics	3177	32%
Working culture (i.e. long/extra hours)	1267	13%
Accommodation	2034	21%
Other	1161	12%

Please note that the percentages for this question do not add up to 100, this is because respondents can select multiple options. The percentages are based on the total number of respondents rather than the total number of responses.



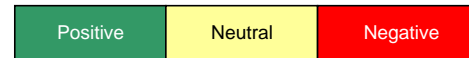
Benefits Package and Working Environment

	Full Time	Part Time	
Are you...	84	16	
34 Which, if any, of the following working patterns applies to you?	Responses	% of Respondents	
Core hours/standard working hours	3599	34%	Please note that the percentages for this question do not add up to 100, this is because respondents can select multiple options. The percentages are based on the total number of respondents rather than the total number of responses.
Compressed week	272	3%	
Flexi-hours	5059	47%	
Home working basis	138	1%	
Job share	57	1%	
Shift working	2900	27%	
Term time only	84	1%	
Other	363	3%	
		Average (hours)	
35 Number of core hours worked:		35.50	
36 Extra number of hours worked per week that are not compensated by flexi-leave or time off in lieu:		3.54	

	Positive	Neutral	Negative	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive
Management and Leadership									
37 The Border and Immigration Agency is a well managed organisation	13	31	56	1	12	31	31	25	13
38a gives me the constructive help and coaching I need	56	22	22	13	43	22	15	7	56
38b considers my ideas	66	20	13	15	52	20	9	5	66
38c gives me recognition if I have done a good job	64	20	16	16	48	20	10	5	64
38d gives fair, open and honest feedback about my performance	63	22	15	15	48	22	10	5	63
38e treats me with respect	78	14	8	22	56	14	5	4	78
38f delegates effectively	55	25	20	12	43	25	13	7	55
38g communicates effectively	60	20	19	14	46	20	13	6	60
38h encourages me to work in an open and collaborative way	63	24	12	15	48	24	8	4	63
39 The team I work in is well managed	52	25	24	12	40	25	14	9	52
40 I believe poor performance is dealt with effectively where I work	29	28	43	5	24	28	22	21	29
	Yes		No						
Are you a line manager?	34		66						

	Positive	Neutral	Negative	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive
Management and Leadership									
41 The people I manage have the skills they need to deliver their objectives	70			9	61	16	12	2	70
42 The following questions ask about your perceptions of senior management where you work. Which grade/level of staff do you think of as senior management? Senior managers where I work...	EO (and equivalent) and above	HEO (and equivalent) and above	SEO (and equivalent) and above	Grade 7 and above	Grade 6 and above	Director/Regional Director and above	Strategic Director and above	Director General/Permanent Secretary	
	4	12	32	31	11	7	1	1	
43a are open and honest	33			4	29	32	22	12	33
43b are committed to improving the way the Border and Immigration Agency works	43			5	37	37	12	8	43
43c are as visible and approachable as I expect them to be	42			6	36	23	21	13	42
43d value diversity and are committed to creating a diverse organisation	44			6	37	41	9	7	44
43e communicate where Border and Immigration Agency is going	36			4	32	32	20	12	36
43f inspire staff with a positive vision	23			3	19	32	25	20	23
43g are willing to listen and act on the views of staff	31			5	26	30	21	18	31
				Yes		No			
44 Do you know who your Border and Immigration Agency Board Member is?				30		70			
45 My Board member is as visible as I expect them to be	29			3	26	36	24	12	29
46 The Board demonstrates the leadership needed to enable the Border and Immigration Agency to deliver effectively	22			2	20	43	23	12	22

	Positive	Neutral	Negative	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive
Treatment of Staff									
47 I am treated with fairness and respect	61	23	16	8	53	23	11	5	61
48 I believe I am valued for what I can offer the organisation	37	28	35	5	32	28	24	11	37
49 I think it is safe to speak up and challenge the way things are done in the Department	36	24	40	5	32	24	25	15	36
50 I think this organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	56	27	17	9	47	27	11	6	56
51 I believe the Border and Immigration Agency is committed to being an Equal Opportunity Employer	61	25	13	12	50	25	8	6	61

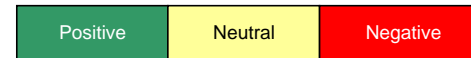


Strongly agree
Agree
Neither
Disagree
Strongly disagree
% Positive

Treatment of Staff

In the past year, whilst working in the Border and Immigration Agency, have you personally been treated in way you would describe as any of the following?		Yes, in a previous Directorate	Yes, in my current Directorate	No
52	Bullying	5	13	82
53	Harassment	4	11	85
54	Discrimination	4	12	85
55	Where did this bullying/harassment/discrimination come from?	Responses	% of Respondents	
	My manager	1159	40%	
	Senior Manager	1147	40%	
	Colleagues	1238	43%	
	Members of the public	284	10%	
		Yes	No	
57	Did you report the incident?	38	62	
58	Were you happy with the outcome?	27	73	


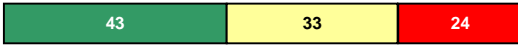
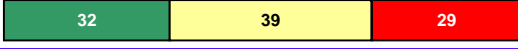
Please note that the percentages for this question do not add up to 100, this is because respondents can select multiple options. The percentages are based on the total number of respondents rather than the total number of responses.



Strongly agree
Agree
Neither
Disagree
Strongly disagree
% Positive

Treatment of Staff

	Responses	% of Respondents								
59	If you did not report the incident(s), why was this?									
	Nothing would happen	1268	69%	Please note that the percentages for this question do not add up to 100, this is because respondents can select multiple options. The percentages are based on the total number of respondents rather than the total number of responses.						
	Possible victimisation	788	43%							
	Concerns about confidentiality	740	41%							
	Unaware of how to report it	180	10%							
	Time it would take to report it	144	8%							
	Fear of what would happen if I did report it	745	41%							
	It would take too long for anything to be done about it	330	18%							
	Other	327	18%							
60	Did you go to any of the following for help or advice?									
	HR (including Health, Welfare Safety)	180	16%	Please note that the percentages for this question do not add up to 100, this is because respondents can select multiple options. The percentages are based on the total number of respondents rather than the total number of responses.						
	Line Manager	267	24%							
	Staff Networks	48	4%							
	Trade Unions	241	21%							
	Other (e.g. family, friends)	792	70%							
61	I would feel able to report bullying/harassment/discrimination without worrying that this would have a negative impact on me	51	21	27	11	40	21	18	10	51
62	I know there is a formal procedure I can take if I need to talk to someone in the organisation about unacceptable behaviour	78	14	8	15	63	14	6	2	78

Values				Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive
	Positive	Neutral	Negative						
	Yes	No							
63 Do you know what the Home Office values are?	77	23							
64 I demonstrate the Home Office values in my day to day work				20	59	14	4	2	80
65 Senior managers where I work demonstrate the Home Office values				7	36	33	17	8	43
66 I believe the Home Office values are at the heart of the way the Border and Immigration Agency works				5	27	39	19	10	32

		Positive	Neutral	Negative	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive
Perceptions of the Border and Immigration Agency										
67	I am proud to work for the Border and Immigration Agency	40	34	27	8	32	34	17	10	40
68	I would recommend the Border and Immigration Agency as a good place to work	34	32	34	5	29	32	22	12	34
69	I feel committed to the objectives of the Border and Immigration Agency	53	33	15	7	45	33	9	6	53
70	I intend to still be working for this Agency in 12 months time	58	25	16	15	44	25	8	8	58
71	I hardly ever think about leaving the Border and Immigration Agency for good	33	21	46	9	23	21	26	20	33
72	Working here inspires me to do the best work I can	31	32	37	6	25	32	23	14	31
73	The Border and Immigration Agency motivates me to contribute more than is normally required to complete my work	24	34	42	4	20	34	26	16	24
74	I believe action will be taken on issues identified in this survey	18	28	54	3	16	28	25	29	18
75	I am positive about the Border and Immigration Agency's regional structure	22	45	33	3	19	45	20	13	22
76	I feel positive about us becoming the UK Border Agency	25	43	32	4	21	43	18	15	25
77	I am confident that changes being made to the way we work will improve the Border and Immigration Agency in the future.	23	40	37	3	20	40	20	17	23