



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 CS2017	Difference from CS High Performers
Leadership and managing change		48%	+5	+2	-3
My manager		71%	+1	+2	-1
My work		79%	+1	+3	0
Pay and benefits		35%	+3	+5	-1
Learning and development		53%	+2	0	-5
Resources and workload		72%	+1	0	-3
Organisational objectives and purpose		82%	+1	0	-5
My team		84%	+1	+4	0
Inclusion and fair treatment		81%	+1	+5	+1



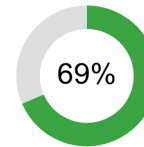
Strength of association with engagement



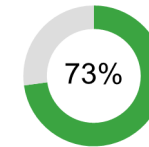
Statistically significant difference from comparison

Wellbeing

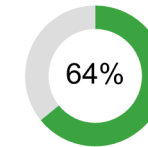
% responding positively (Answering 7,8,9 or 10 for W01 – W03; Answering 0,1,2 or 3 for W04)



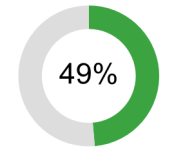
W01. Overall, how satisfied are you with your life nowadays?



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



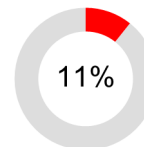
W03. Overall, how happy did you feel yesterday?



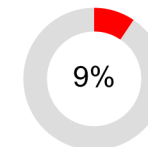
W04. Overall, how anxious did you feel yesterday?

Discrimination, bullying and harassment

% responding Yes

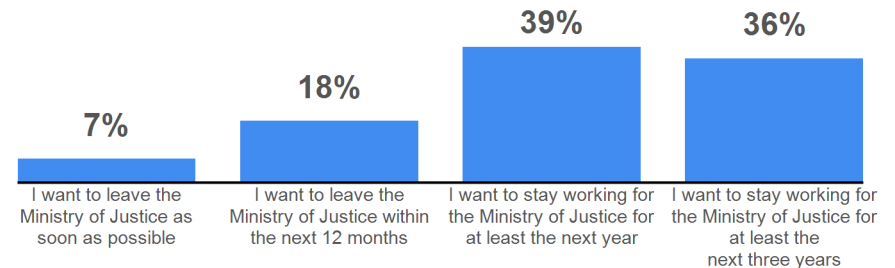


During the past 12 months have you personally experienced discrimination at work?



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

Your plans for the future





Headline scores

Highest positive scoring questions	% Positive	Highest neutral scoring questions	% Neutral	Highest negative scoring questions	% Negative
B54 I am trusted to carry out my job effectively	90%	B43 When changes are made in the Ministry of Justice they are usually for the better	42%	B37 Compared to people doing a similar job in other organisations I feel my pay is reasonable	48%
B01 I am interested in my work	90%	B40 I believe that the Executive Committee (ExCo) has a clear vision for the future of the Ministry of Justice	42%	B35 I feel that my pay adequately reflects my performance	44%
B26 I am treated with respect by the people I work with	88%	B17 Poor performance is dealt with effectively in my team	40%	B36 I am satisfied with the total benefits package	37%
B31 I have the skills I need to do my job effectively	88%	B53 Where I work, I think effective action has been taken on the results of the last survey	40%	B42 I feel that change is managed well in the Ministry of Justice	35%
B09 My manager is considerate of my life outside work	87%	B24 Learning and development activities I have completed while working for the Ministry of Justice are helping me to develop my career	34%	B62 I understand how my work contributes to helping us become 'A Brilliant Civil Service'	29%



All questions by theme

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

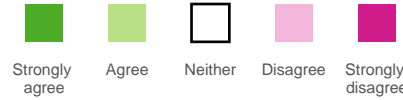
My work

79% +1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2017

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B01 I am interested in my work	46	44	6	0	0	90%	-1	0	-2 ◆
B02 I am sufficiently challenged by my work	39	42	9	7	3	81%	0	+1 ◆	-2 ◆
B03 My work gives me a sense of personal accomplishment	31	47	13	7	2	78%	0	+1 ◆	-2 ◆
B04 I feel involved in the decisions that affect my work	20	42	17	15	5	62%	+3 ◆	+5 ◆	-1 ◆
B05 I have a choice in deciding how I do my work	34	48	9	7	2	82%	+1 ◆	+7 ◆	+2 ◆

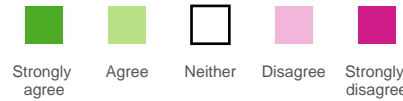
Organisational objectives and purpose*

82% +1

Difference from previous survey



Strength of association with engagement



*This theme score is based on one fewer question in this year's survey. Previous survey scores have been recalculated on this basis, to allow for the theme trend comparison

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B06 I have a clear understanding of the Ministry of Justice's objectives	23	57	13	5	2	80%	+2 ◆	0	-6 ◆
B07 I understand how my work contributes to the Ministry of Justice's objectives	28	55	11	6	0	83%	0	0	-4 ◆



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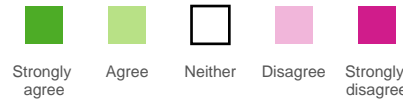
My manager

71% +1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2017

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B08	My manager motivates me to be more effective in my job	30	43	14	9		74%	+1	+4 ◆	0
B09	My manager is considerate of my life outside work	49	38	8			87%	+1 ◆	+3 ◆	0
B10	My manager is open to my ideas	43	41	10			84%	0	+2 ◆	-1 ◆
B11	My manager helps me to understand how I contribute to the Ministry of Justice's objectives	24	43	22	8		67%	+2 ◆	+1 ◆	-4 ◆
B12	Overall, I have confidence in the decisions made by my manager	35	43	12	6		79%	+1	+4 ◆	0
B13	My manager recognises when I have done my job well	37	44	11			81%	+1 ◆	+2 ◆	-1 ◆
B14	I receive regular feedback on my performance	24	43	17	12		68%	+2 ◆	0	-5 ◆
B15	The feedback I receive helps me to improve my performance	24	42	22	9		66%	+1	+2 ◆	-2 ◆
B16	I think that my performance is evaluated fairly	23	42	22	8	5	65%	+2 ◆	0	-5 ◆
B17	Poor performance is dealt with effectively in my team	13	29	40	12	6	42%	0	+2 ◆	-2 ◆



All questions by theme

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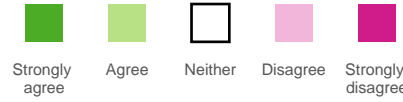
My team

84% +1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2017

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B18	The people in my team can be relied upon to help when things get difficult in my job	40	46	9			87%	-1	+2 ◆	-1 ◆
B19	The people in my team work together to find ways to improve the service we provide	39	46	10			85%	+1	+3 ◆	+1 ◆
B20	The people in my team are encouraged to come up with new and better ways of doing things	37	44	12	5		81%	+2 ◆	+5 ◆	+1 ◆

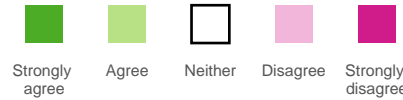
Learning and development

53% +2 ◆

Difference from previous survey



Strength of association with engagement



Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B21	I am able to access the right learning and development opportunities when I need to	15	45	23	13		61%	+1	-3 ◆	-9 ◆
B22	Learning and development activities I have completed in the past 12 months have helped to improve my performance	14	36	33	12	5	50%	0	-2 ◆	-8 ◆
B23	There are opportunities for me to develop my career in the Ministry of Justice	15	39	26	13	7	54%	+4 ◆	+7 ◆	-1 ◆
B24	Learning and development activities I have completed while working for the Ministry of Justice are helping me to develop my career	13	33	34	14	6	47%	+3 ◆	0	-5 ◆



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Inclusion and fair treatment

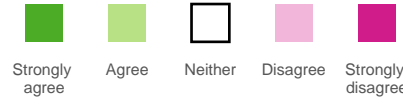
81%

+1

◆ Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2017

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B25 I am treated fairly at work	34	49	9	5		83%	0	+3 ◆	0
B26 I am treated with respect by the people I work with	37	51	7			88%	0	+3 ◆	+1 ◆
B27 I feel valued for the work I do	28	45	14	9		73%	+2 ◆	+8 ◆	+1 ◆
B28 I think that the Ministry of Justice respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	35	46	12	5		80%	+2 ◆	+5 ◆	+1 ◆

Resources and workload*

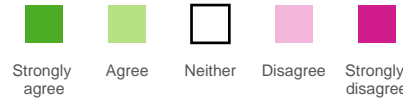
72%

+1

◆ Difference from previous survey



Strength of association with engagement



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Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B29 I get the information I need to do my job well	14	53	17	13		68%	0	-2 ◆	-6 ◆
B30 I have clear work objectives	20	53	15	9		73%	0	-2 ◆	-7 ◆
B31 I have the skills I need to do my job effectively	30	58	9			88%	-1 ◆	-1 ◆	-3 ◆
B32 I have the tools I need to do my job effectively	19	50	14	13		69%	+1	-1 ◆	-8 ◆
B33 I have an acceptable workload	13	50	15	15	7	63%	+3 ◆	+2 ◆	-4 ◆
B34 I achieve a good balance between my work life and my private life	21	51	13	10		72%	+3 ◆	+4 ◆	-1 ◆



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Pay and benefits

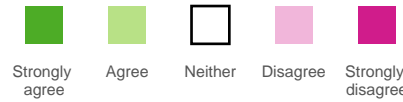
35%

+3

◆ Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2017

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B35 I feel that my pay adequately reflects my performance	7	30	19	26	18	37%	+3 ◆	+7 ◆	0
B36 I am satisfied with the total benefits package	7	31	24	23	15	39%	+3 ◆	+5 ◆	-2 ◆
B37 Compared to people doing a similar job in other organisations I feel my pay is reasonable	7	24	22	26	22	31%	+4 ◆	+5 ◆	-2 ◆

Leadership and managing change*

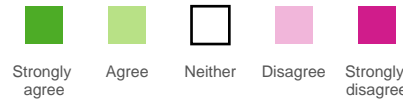
48%

+5

◆ Difference from previous survey



Strength of association with engagement



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Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B38 Senior managers in the Ministry of Justice are sufficiently visible	17	51	17	11	4	68%	+8 ◆	+8 ◆	0
B39 I believe the actions of senior managers are consistent with the Ministry of Justice's values	13	45	29	9	5	58%	+7 ◆	+5 ◆	-2 ◆
B40 I believe that the Executive Committee (ExCo) has a clear vision for the future of the Ministry of Justice [▲]	9	36	42	9	5	44%	+5 ◆	-4 ◆	-10 ◆
B41 Overall, I have confidence in the decisions made by the Ministry of Justice's senior managers	10	40	33	11	6	50%	+7 ◆	+2 ◆	-4 ◆
B42 I feel that change is managed well in the Ministry of Justice	5	29	31	26	9	35%	+2 ◆	+1 ◆	-6 ◆
B43 When changes are made in the Ministry of Justice they are usually for the better	6	27	42	19	6	33%	+3 ◆	0	-8 ◆
B44 The Ministry of Justice keeps me informed about matters that affect me	8	49	25	13	5	57%	+1	-1 ◆	-8 ◆
B45 I have the opportunity to contribute my views before decisions are made that affect me	8	34	30	21	8	41%	+5 ◆	+3 ◆	-6 ◆
B46 I think it is safe to challenge the way things are done in the Ministry of Justice	9	39	31	14	7	48%	+5 ◆	+2 ◆	-5 ◆



All questions by theme

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Engagement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B47 I am proud when I tell others I am part of the Ministry of Justice	22	45	24	6	6	67%	+2 ◆	+5 ◆	-2 ◆
B48 I would recommend the Ministry of Justice as a great place to work	18	41	26	11	4	59%	+5 ◆	+4 ◆	-4 ◆
B49 I feel a strong personal attachment to the Ministry of Justice	15	33	30	17	6	48%	+2 ◆	-1 ◆	-9 ◆
B50 The Ministry of Justice inspires me to do the best in my job	13	38	32	13	6	51%	+3 ◆	+3 ◆	-3 ◆
B51 The Ministry of Justice motivates me to help it achieve its objectives	12	37	33	13	5	49%	+5 ◆	+3 ◆	-4 ◆

Taking action

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B52 I believe that senior managers in the Ministry of Justice will take action on the results from this survey	13	43	24	13	7	56%	+5 ◆	+6 ◆	-2 ◆
B53 Where I work, I think effective action has been taken on the results of the last survey	12	31	40	11	7	42%	+1	+6 ◆	-3 ◆



All questions by theme

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Organisational culture

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B54 I am trusted to carry out my job effectively	37	53	5			90%	0	+2 ◆	0
B55 I believe I would be supported if I try a new idea, even if it may not work	26	49	16	7		75%	+1	+4 ◆	0
B56 In the Ministry of Justice, people are encouraged to speak up when they identify a serious policy or delivery risk	18	49	21	8		67%	New	+1 ◆	-4 ◆
B57 I feel able to challenge inappropriate behaviour in the workplace	19	50	19	8		69%	New	+5 ◆	+1 ◆
B58 The Ministry of Justice is committed to creating a diverse and inclusive workplace	29	51	14			80%	New	+6 ◆	+2 ◆

Leadership statement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B59 Senior managers in the Ministry of Justice actively role model the behaviours set out in the Civil Service Leadership Statement	11	43	34	8		54%	+6 ◆	+7 ◆	-1
B60 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	26	45	22	5		71%	+4 ◆	+5 ◆	-1 ◆

Civil Service vision

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B61 I am aware of the Civil Service vision for 'A Brilliant Civil Service'	11	42	19	23	5	52%	New	+10 ◆	-3 ◆
B62 I understand how my work contributes to helping us become 'A Brilliant Civil Service'	9	35	27	24	6	44%	New	+7 ◆	-1 ◆



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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.

Question	0-4	5-6	7-8	9-10	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
W01 Overall, how satisfied are you with your life nowadays?	12	20	52	16	69%	+1	+3 ◆	0
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	9	18	49	24	73%	0	+2 ◆	0
W03 Overall, how happy did you feel yesterday?	14	22	44	20	64%	-1	+1 ◆	-1 ◆

For question W04 the percent positive is the proportion answering 0, 1, 2 or 3 to the question.



W04 Overall, how anxious did you feel yesterday?	20	29	19	32	49%	+1	0	-3 ◆
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All questions by theme

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 ▲ indicates a variation in question wording from your previous survey

Your plans for the future

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

			Difference from previous survey	Difference from CS2017	Difference from CS High Performers
I want to leave the Ministry of Justice as soon as possible		7%	-2 ◇	-1 ◇	-5 ◇
I want to leave the Ministry of Justice within the next 12 months		18%	-1	+3 ◇	0
I want to stay working for the Ministry of Justice for at least the next year		39%	0	+5 ◇	+1
I want to stay working for the Ministry of Justice for at least the next three years		36%	+3 ◇	-8 ◇	-16 ◇

The Civil Service Code

Differences are based on '% Yes' score

	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		9	91%	-4 ◇	-1 ◇	-4 ◇
D02. Are you aware of how to raise a concern under the Civil Service Code?		34	66%	-6 ◇	-1 ◇	-7 ◇
D03. Are you confident that if you raised a concern under the Civil Service Code in the Ministry of Justice it would be investigated properly?		28	72%	-1	+1 ◇	-4 ◇

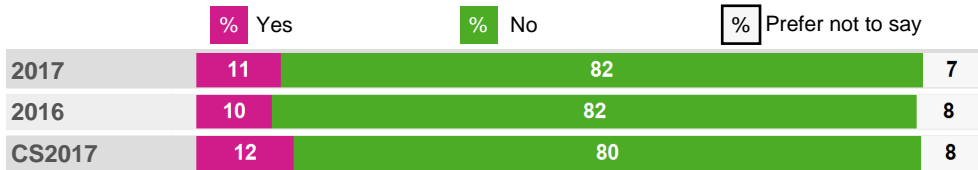


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Discrimination, harassment and bullying

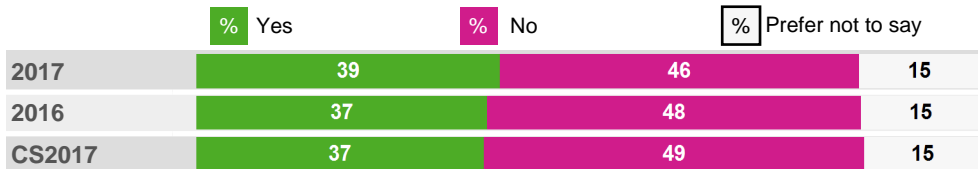
E01. During the past 12 months have you personally experienced discrimination at work?



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)

	Response Count
Age	59
Caring responsibilities	35
Disability	32
Ethnic background	56
Gender	56
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	106
Main spoken/written language or language ability	15
Religion or belief	12
Sexual orientation	--
Social or educational background	28
Working location	36
Working pattern	64
Any other grounds	65
Prefer not to say	39

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	73
Your manager	80
Another manager in my part of MoJHQ	80
Someone you manage	13
Someone who works for another part of MoJHQ	42
A member of the public	--
Someone else	--
Prefer not to say	33

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



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Ministry of Justice HQ questions

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01 I have developed my professional skills over the last 12 months	22	47	16	12		69%	-1
F02 I feel responsible for achieving value for money when I take decisions	31	51	12			82%	0
F03 I consider the value for money implications of the decisions that I make in my day to day work [^]	34	52	11			86%	-2 ◆
F04 I have a strong sense of purpose at work	29	52	12	5		81%	New
F05 People treat others with humanity where I work	33	53	10			85%	New
F06 I am treated with humanity at work	32	54	10			86%	New
F07 The people in my team are open to new ideas in order to improve the services we deliver	31	53	11			84%	New
F08 My manager recognises when I work together with people in other teams not just my own	32	48	13			81%	New
F09 I am confident that my Directorate is taking effective action to reduce discrimination, bullying and harassment	22	43	25	5		66%	+6 ◆



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 2016 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.
CS2017	The CS2017 benchmark is the median percent positive across all organisations that participated in the 2017 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 2017 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, CS2017 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 (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. 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

Changes to theme scores in 2017

Small changes have been made to some of the headline themes in 2017. Three theme scores (Organisational objectives and purpose; Resources and workload; Leadership and managing change) are based on one fewer question in this year's survey. Previous survey scores have been recalculated on this basis, to allow for theme trend comparisons.

Confidentiality

The survey was carried out as part of the 2017 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.