



Your engagement index

55%

Difference from previous survey	Difference from CS2011	Difference from CS High Performers
0	0 ✧	-7 ✧

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 the Ministry of Justice	55%	0	+3 ✧
B51. I would recommend the Ministry of Justice as a great place to work	43%	+1	0

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

B52. I feel a strong personal attachment to the Ministry of Justice	35%	0	-10 ✧
---	-----	---	-------

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

B53. The Ministry of Justice inspires me to do the best in my job	37%	+1	-1 ✧
B54. The Ministry of Justice motivates me to help it achieve its objectives	34%	0	-2 ✧

✧ = 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		39%	+3 ✧	+2 ✧	-7 ✧
My work		71%	0	0	-5 ✧
My line manager		65%	-1	+1 ✧	-2 ✧
Learning and development		43%	-1	0	-7 ✧
Pay and benefits		39%	-6 ✧	+8 ✧	0
Resources and workload		72%	-2	-1 ✧	-4 ✧
Organisational objectives and purpose		75%	+2 ✧	-6 ✧	-11 ✧
My team		79%	-2 ✧	+2 ✧	-2 ✧
Inclusion and fair treatment		74%	-1	+1 ✧	-3 ✧


✧ = 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 the Ministry of Justice they are usually for the better	26%	+2 ◇	+3 ◇
B45. I feel that change is managed well in the Ministry of Justice	31%	+3 ◇	+3 ◇
B42. I believe the actions of senior managers are consistent with the Ministry of Justice's values	42%	+1	+3 ◇
B40. I feel that the Ministry of Justice as a whole is managed well	43%	+4 ◇	+2 ◇
B41. Senior managers in the Ministry of Justice are sufficiently visible	47%	+2	+2 ◇
B47. The Ministry of Justice keeps me informed about matters that affect me	56%	+3 ◇	+1 ◇
B44. Overall, I have confidence in the decisions made by the Ministry of Justice's senior managers	38%	+3 ◇	+1 ◇
B48. I have the opportunity to contribute my views before decisions are made that affect me	36%	+5 ◇	0
B43. I believe that the Executive Management Board has a clear vision for the future of the Ministry of Justice [^]	39%	+8 ◇	0
B49. I think it is safe to challenge the way things are done in the Ministry of Justice	36%	-1	-2 ◇

	% Positive	Diff. from previous survey	Difference from CS2011
My work Strength of association with engagement: 			
B04. I feel involved in the decisions that affect my work	53%	0	+3 ◇
B03. My work gives me a sense of personal accomplishment	72%	+2	-1
B02. I am sufficiently challenged by my work	74%	+1	-1
B05. I have a choice in deciding how I do my work	70%	-1	-1 ◇
B01. I am interested in my work	86%	-1 ◇	-2 ◇

	% Positive	Diff. from previous survey	Difference from CS2011
My line manager Strength of association with engagement: 			
B16. The feedback I receive helps me to improve my performance	61%	-1	+3 ◇
B09. My manager motivates me to be more effective in my job	66%	-1	+3 ◇
B15. I receive regular feedback on my performance	62%	-2 ◇	+2 ◇
B18. Poor performance is dealt with effectively in my team	39%	-3 ◇	+2 ◇
B11. My manager is open to my ideas	80%	+1	+1 ◇
B17. I think that my performance is evaluated fairly	63%	-3 ◇	+1 ◇
B13. Overall, I have confidence in the decisions made by my manager	71%	-2	0
B14. My manager recognises when I have done my job well	76%	-2 ◇	0
B10. My manager is considerate of my life outside work	79%	-1	0
B12. My manager helps me to understand how I contribute to the Ministry of Justice's objectives	56%	-1	-2 ◇

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 work									
: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
B01. I am interested in my work	39	47	8	4		86%	-1 ◇	-2 ◇	-5 ◇
B02. I am sufficiently challenged by my work	30	44	13	10		74%	+1	-1	-5 ◇
B03. My work gives me a sense of personal accomplishment	24	48	15	9	4	72%	+2	-1	-5 ◇
B04. I feel involved in the decisions that affect my work	13	40	21	18	8	53%	0	+3 ◇	-7 ◇
B05. I have a choice in deciding how I do my work	20	49	15	11	4	70%	-1	-1 ◇	-7 ◇
Organisational objectives and purpose									
:Strength of association with engagement									
B06. I have a clear understanding of the Ministry of Justice's purpose	18	60	15	6		78%	+1	-6 ◇	-12 ◇
B07. I have a clear understanding of the Ministry of Justice's objectives	15	57	19	7		72%	+3 ◇	-7 ◇	-12 ◇
B08. I understand how my work contributes to the Ministry of Justice's objectives	19	56	16	6		76%	+2 ◇	-5 ◇	-10 ◇

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	21	45	18	11	6	66%	-1	+3 ✧	-1 ✧
B10. My manager is considerate of my life outside work	36	43	13	5		79%	-1	0	-3 ✧
B11. My manager is open to my ideas	31	49	12	5		80%	+1	+1 ✧	-1 ✧
B12. My manager helps me to understand how I contribute to the Ministry of Justice's objectives	15	41	30	10	4	56%	-1	-2 ✧	-8 ✧
B13. Overall, I have confidence in the decisions made by my manager	27	45	16	7	5	71%	-2	0	-3 ✧
B14. My manager recognises when I have done my job well	28	48	14	7		76%	-2 ✧	0	-3 ✧
B15. I receive regular feedback on my performance	18	44	20	14	5	62%	-2 ✧	+2 ✧	-4 ✧
B16. The feedback I receive helps me to improve my performance	18	43	24	10	5	61%	-1	+3 ✧	0
B17. I think that my performance is evaluated fairly	18	45	23	9	5	63%	-3 ✧	+1 ✧	-4 ✧
B18. Poor performance is dealt with effectively in my team	8	31	37	16	9	39%	-3 ✧	+2 ✧	-2 ✧

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	34	50	10	5		84%	-1	+1 ✧	-1 ✧
B20. The people in my team work together to find ways to improve the service we provide	31	50	13	5		81%	-1	+3 ✧	-1 ✧
B21. The people in my team are encouraged to come up with new and better ways of doing things	27	45	18	8		72%	-3 ✧	+3 ✧	-3 ✧

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	8	43	28	16	5	51%	+1	-3 ◇	-12 ◇
B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance	9	36	38	12	6	44%	-3 ◇	0	-8 ◇
B24. There are opportunities for me to develop my career in the Ministry of Justice	6	29	29	21	14	36%	0	+5 ◇	-3 ◇
B25. Learning and development activities I have completed while working for the Ministry of Justice are helping me to develop my career	8	32	36	16	8	40%	-1	0	-6 ◇
Inclusion and fair treatment									
 :Strength of association with engagement									
B26. I am treated fairly at work	22	55	12	7		77%	-2 ◇	-1 ◇	-4 ◇
B27. I am treated with respect by the people I work with	26	59	9	4		85%	+1	+1 ◇	-2 ◇
B28. I feel valued for the work I do	18	45	19	12	6	63%	-1	+3 ◇	-4 ◇
B29. I think that the Ministry of Justice respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	20	53	18	5		73%	-1	+3 ◇	-3 ◇

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



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	21	60	10	7		81%	+1	-2 ✧	-5 ✧
B31. I get the information I need to do my job well	12	53	19	12		65%	0	-2 ✧	-6 ✧
B32. I have clear work objectives	16	57	16	8		73%	0	0	-5 ✧
B33. I have the skills I need to do my job effectively	26	62	10			87%	-1	-1 ✧	-3 ✧
B34. I have the tools I need to do my job effectively	15	54	18	10		69%	-5 ✧	-1 ✧	-7 ✧
B35. I have an acceptable workload	9	51	18	16	7	59%	-4 ✧	-1 ✧	-6 ✧
B36. I achieve a good balance between my work life and my private life	15	52	16	12	5	67%	-3 ✧	0	-6 ✧

Pay and benefits

:Strength of association with engagement

B37. I feel that my pay adequately reflects my performance	5	38	21	25	12	42%	-7 ✧	+10 ✧	+3 ✧
B38. I am satisfied with the total benefits package	5	35	29	21	10	40%	-7 ✧	+6 ✧	-1 ✧
B39. Compared to people doing a similar job in other organisations I feel my pay is reasonable	5	31	24	24	16	36%	-6 ✧	+9 ✧	+1

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									
B40. I feel that the Ministry of Justice as a whole is managed well	4	39	34	16	7	43%	+4 ✧	+2 ✧	-12 ✧
B41. Senior managers in the Ministry of Justice are sufficiently visible	6	41	26	19	7	47%	+2	+2 ✧	-12 ✧
B42. I believe the actions of senior managers are consistent with the Ministry of Justice's values	6	36	41	11	6	42%	+1	+3 ✧	-8 ✧
B43. I believe that the Executive Management Board has a clear vision for the future of the Ministry of Justice^	5	34	46	10	5	39%	+8 ✧	0	-11 ✧
B44. Overall, I have confidence in the decisions made by the Ministry of Justice's senior managers	5	33	39	15	8	38%	+3 ✧	+1 ✧	-10 ✧
B45. I feel that change is managed well in the Ministry of Justice		28	33	26	11	31%	+3 ✧	+3 ✧	-6 ✧
B46. When changes are made in the Ministry of Justice they are usually for the better		23	45	21	8	26%	+2 ✧	+3 ✧	-5 ✧
B47. The Ministry of Justice keeps me informed about matters that affect me	5	52	27	12	5	56%	+3 ✧	+1 ✧	-6 ✧
B48. I have the opportunity to contribute my views before decisions are made that affect me	4	32	31	24	10	36%	+5 ✧	0	-8 ✧
B49. I think it is safe to challenge the way things are done in the Ministry of Justice	4	32	35	20	9	36%	-1	-2 ✧	-10 ✧

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 the Ministry of Justice	12	43	33	8	4	55%	0	+3 ✧	-10 ✧
B51. I would recommend the Ministry of Justice as a great place to work	9	34	36	15	6	43%	+1	0	-12 ✧
B52. I feel a strong personal attachment to the Ministry of Justice	8	27	38	19	8	35%	0	-10 ✧	-18 ✧
B53. The Ministry of Justice inspires me to do the best in my job	7	29	39	18	6	37%	+1	-1 ✧	-13 ✧
B54. The Ministry of Justice motivates me to help it achieve its objectives	6	27	41	19	7	34%	0	-2 ✧	-12 ✧
Taking action									
B55. I believe that senior managers in the Ministry of Justice will take action on the results from this survey	7	38	29	17	9	45%	+1	+6 ✧	-5 ✧
B56. I believe that managers where I work will take action on the results from this survey	13	43	23	13	8	56%	-1	+7 ✧	0
B57. Where I work, I think effective action has been taken on the results of the last survey	8	31	38	15	9	39%	-	+9 ✧	+2 ✧

All questions by theme

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 CS2011	Difference from CS High Performers
I want to leave the Ministry of Justice as soon as possible		8%	+1	+1 ^	-2 ^
I want to leave the Ministry of Justice within the next 12 months		14%	+2 ^	+3 ^	-1 ^
I want to stay working for the Ministry of Justice for at least the next year		28%	-2	+1 ^	-6 ^
I want to stay working for the Ministry of Justice for at least the next three years		50%	-1	-4 ^	-11 ^

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?		18	82%	+3 ^	-4 ^	-9 ^
D02. Are you aware of how to raise a concern under the Civil Service Code?		41	59%	+6 ^	0	-6 ^
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?		33	67%	+3 ^	+2 ^	-5 ^

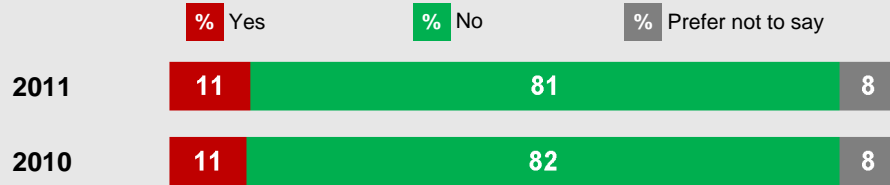
^ indicates a variation in question wording from your previous survey

^ indicates statistically significant difference from comparison

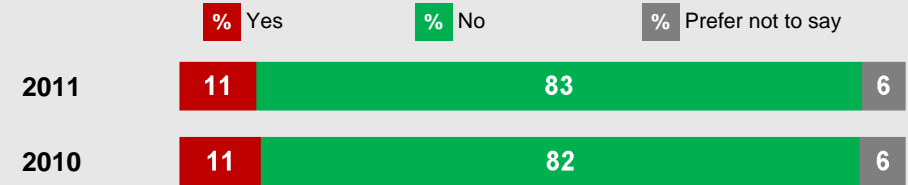
All questions by theme

Discrimination, harassment and bullying

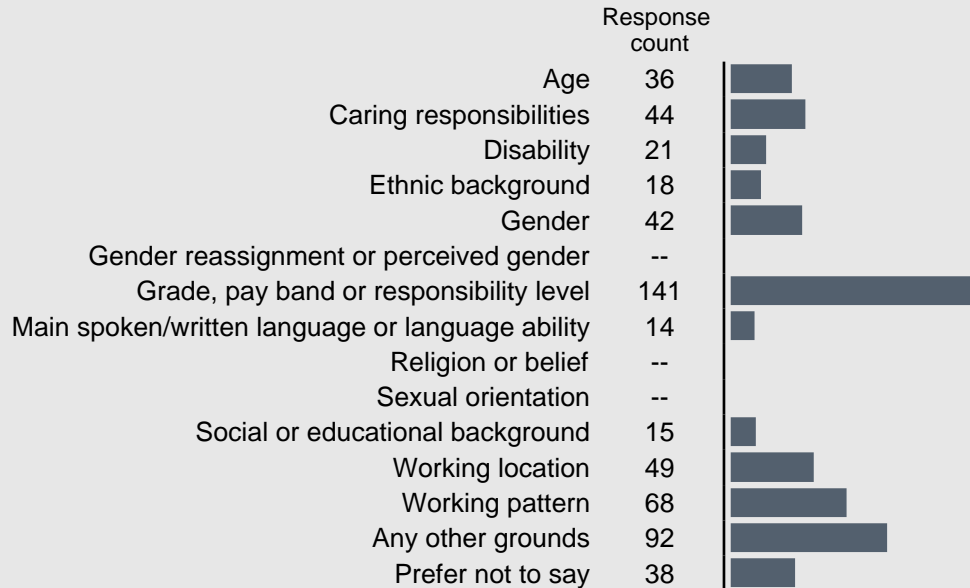
E01. During the past 12 months, have you personally experienced discrimination at work?



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

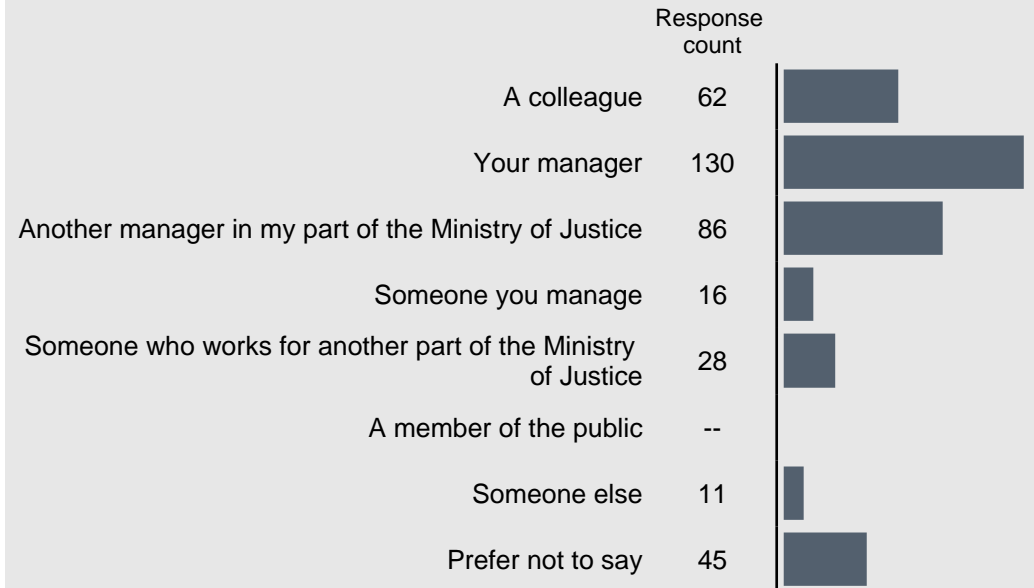


For respondents who selected 'Yes' to question E01.
E02. On which of the following grounds have you personally experienced discrimination in the past 12 months? (multiple selection)



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

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)



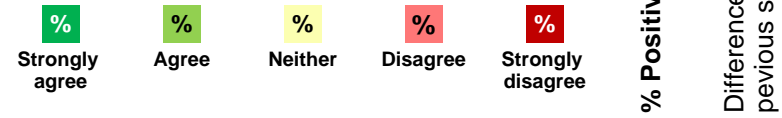
Please note: Counts of fewer than ten responses are suppressed and replaced with '--'

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



Ministry of Justice HQ questions

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01. I understand how where I work fits into the Ministry of Justice	Yes: 92%		No: 8%			92%	+1
F02. Have you had a formal performance review in the past 12 months?	Yes: 87%		No: 13%			87%	-1
F03. My manager uses coaching skills effectively	11	42	29	12	6	53%	+1
F04. Overall I am satisfied with the job I do	16	58	15	8		74%	-1
F05. I believe this Directorate is well managed	11	42	32	11	5	53%	-2 ◇
F06. I believe that this division / unit is well managed	16	46	22	9	6	63%	+2 ◇
F07. (More about discrimination, bullying and harassment) If you reported an instance of discrimination, bullying and harassment in 2011, do you feel the matter was investigated in a fair and appropriate way?	Yes: 57%		No: 43%			57%	-
F08. (More about discrimination, bullying and harassment) If you reported an instance of discrimination, bullying and harassment in 2011, were you satisfied with the outcome?	Yes: 52%		No: 48%			52%	-
F09. (More about discrimination, bullying and harassment) I would feel able to report discrimination, bullying and harassment without worrying that it would have a negative impact on me	14	41	22	16	7	55%	-

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: ✦

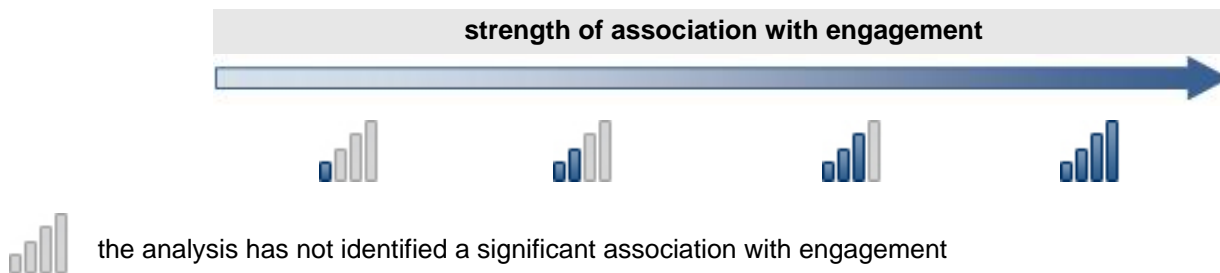
Statistical testing has been carried out on the comparisons between this year's results and your previous survey, CS2011 results and CS High Performers results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in 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.