



Your engagement index

58%

Difference from previous survey

+3 ✧

Difference from CS2012

0 ✧

Difference from CS High Performers

-4 ✧

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 CS2012
B50. I am proud when I tell others I am part of the Ministry of Justice	60%	+5 ✧	+6 ✧
B51. I would recommend the Ministry of Justice as a great place to work	47%	+5 ✧	+1 ✧

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

B52. I feel a strong personal attachment to the Ministry of Justice	40%	+5 ✧	-5 ✧
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Strive: motivated to do the best for the organisation...

B53. The Ministry of Justice inspires me to do the best in my job	41%	+4 ✧	0
B54. The Ministry of Justice motivates me to help it achieve its objectives	39%	+5 ✧	+1

✧ = 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 CS2012	Difference from CS High Performers
Leadership and managing change		43%	+4 ✧	+2 ✧	-7 ✧
My work		73%	+2 ✧	0	-4 ✧
My line manager		68%	+3 ✧	+2 ✧	-1 ✧
Pay and benefits		38%	-1 ✧	+8 ✧	+3 ✧
Learning and development		47%	+5 ✧	+3 ✧	-4 ✧
Resources and workload		75%	+3 ✧	+1 ✧	-2 ✧
Organisational objectives and purpose		77%	+1 ✧	-6 ✧	-11 ✧
My team		80%	+2 ✧	+2 ✧	0
Inclusion and fair treatment		77%	+3 ✧	+2 ✧	0


✧ = 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 CS2012.

^ indicates a variation in question wording from your previous survey

◇ indicates statistically significant difference from comparison

	% Positive	Diff. from previous survey	Difference from CS2012
Leadership and managing change	Strength of association with engagement: 		
B41. Senior managers in the Ministry of Justice are sufficiently visible	56%	+8 ◇	+8 ◇
B40. I feel that the Ministry of Justice as a whole is managed well	48%	+5 ◇	+5 ◇
B45. I feel that change is managed well in the Ministry of Justice	34%	+4 ◇	+5 ◇
B42. I believe the actions of senior managers are consistent with the Ministry of Justice's values	47%	+5 ◇	+5 ◇
B47. The Ministry of Justice keeps me informed about matters that affect me	61%	+4 ◇	+4 ◇
B46. When changes are made in the Ministry of Justice they are usually for the better	29%	+3 ◇	+4 ◇
B44. Overall, I have confidence in the decisions made by the Ministry of Justice's senior managers	43%	+5 ◇	+4 ◇
B48. I have the opportunity to contribute my views before decisions are made that affect me	37%	+1 ◇	+1 ◇
B49. I think it is safe to challenge the way things are done in the Ministry of Justice	41%	+4 ◇	0
B43. I believe that the Executive Management Committee of the Board (EMCB) has a clear vision for the future of the Ministry of Justice [^]	37%	-2 ◇	-3 ◇

My work	Strength of association with engagement: 		
B04. I feel involved in the decisions that affect my work	55%	+2 ◇	+2 ◇
B05. I have a choice in deciding how I do my work	72%	+2 ◇	0
B03. My work gives me a sense of personal accomplishment	72%	+1	0
B02. I am sufficiently challenged by my work	76%	+2 ◇	-1 ◇
B01. I am interested in my work	89%	+2 ◇	-1 ◇

My line manager	Strength of association with engagement: 		
B13. Overall, I have confidence in the decisions made by my manager	75%	+4 ◇	+4 ◇
B18. Poor performance is dealt with effectively in my team	40%	+1 ◇	+3 ◇
B11. My manager is open to my ideas	82%	+2 ◇	+3 ◇
B09. My manager motivates me to be more effective in my job	69%	+3 ◇	+3 ◇
B16. The feedback I receive helps me to improve my performance	62%	+1 ◇	+3 ◇
B10. My manager is considerate of my life outside work	83%	+4 ◇	+3 ◇
B17. I think that my performance is evaluated fairly	65%	+2 ◇	+2 ◇
B15. I receive regular feedback on my performance	64%	+2 ◇	+1 ◇
B14. My manager recognises when I have done my job well	77%	+1 ◇	0
B12. My manager helps me to understand how I contribute to the Ministry of Justice's objectives	61%	+5 ◇	0

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 CS2012	Difference from CS High Performers
B01. I am interested in my work	37	52	7			89%	+2 ◇	-1 ◇	-3 ◇
B02. I am sufficiently challenged by my work	29	47	12	10		76%	+2 ◇	-1 ◇	-5 ◇
B03. My work gives me a sense of personal accomplishment	24	48	15	9		72%	+1	0	-5 ◇
B04. I feel involved in the decisions that affect my work	14	41	22	17	7	55%	+2 ◇	+2 ◇	-5 ◇
B05. I have a choice in deciding how I do my work	22	50	15	9	4	72%	+2 ◇	0	-5 ◇
Organisational objectives and purpose									
:Strength of association with engagement									
B06. I have a clear understanding of the Ministry of Justice's purpose	19	61	15	5		79%	+1 ◇	-5 ◇	-11 ◇
B07. I have a clear understanding of the Ministry of Justice's objectives	16	57	18	7		73%	+1 ◇	-5 ◇	-12 ◇
B08. I understand how my work contributes to the Ministry of Justice's objectives	21	57	16	5		77%	+1 ◇	-4 ◇	-9 ◇

All questions by theme

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My line manager

:Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2012	Difference from CS High Performers
B09. My manager motivates me to be more effective in my job	22	46	17	10	4	69%	+3 ◇	+3 ◇	0
B10. My manager is considerate of my life outside work	39	45	11	4		83%	+4 ◇	+3 ◇	0
B11. My manager is open to my ideas	33	49	11	5		82%	+2 ◇	+3 ◇	0
B12. My manager helps me to understand how I contribute to the Ministry of Justice's objectives	16	44	27	10		61%	+5 ◇	0	-5 ◇
B13. Overall, I have confidence in the decisions made by my manager	27	48	14	7		75%	+4 ◇	+4 ◇	0
B14. My manager recognises when I have done my job well	30	48	14	6		77%	+1 ◇	0	-2 ◇
B15. I receive regular feedback on my performance	19	46	18	14		64%	+2 ◇	+1 ◇	-4 ◇
B16. The feedback I receive helps me to improve my performance	18	45	24	10		62%	+1 ◇	+3 ◇	0
B17. I think that my performance is evaluated fairly	17	47	22	10	4	65%	+2 ◇	+2 ◇	-3 ◇
B18. Poor performance is dealt with effectively in my team	8	32	36	16	8	40%	+1 ◇	+3 ◇	-1 ◇

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	33	52	10	4		85%	+1 ◇	+2 ◇	-1 ◇
B20. The people in my team work together to find ways to improve the service we provide	30	52	13	5		82%	+1 ◇	+3 ◇	0
B21. The people in my team are encouraged to come up with new and better ways of doing things	28	46	18	6		75%	+3 ◇	+4 ◇	-1 ◇

All questions by theme

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Learning and development

:Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2012	Difference from CS High Performers
B22. I am able to access the right learning and development opportunities when I need to	12	49	25	11	4	60%	+9 ◇	+2 ◇	-4 ◇
B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance	10	37	39	11	4	46%	+2 ◇	0	-5 ◇
B24. There are opportunities for me to develop my career in the Ministry of Justice	7	33	28	20	12	40%	+4 ◇	+4 ◇	-3 ◇
B25. Learning and development activities I have completed while working for the Ministry of Justice are helping me to develop my career	9	35	34	16	7	44%	+4 ◇	+4 ◇	-2 ◇

Inclusion and fair treatment

:Strength of association with engagement

B26. I am treated fairly at work	25	56	11	5	4	81%	+4 ◇	+3 ◇	0
B27. I am treated with respect by the people I work with	29	56	10	4	4	85%	0	+1 ◇	-2 ◇
B28. I feel valued for the work I do	19	47	20	11	4	65%	+3 ◇	+3 ◇	-2 ◇
B29. I think that the Ministry of Justice respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	23	54	17	4	4	77%	+4 ◇	+6 ◇	-1 ◇

All questions by theme

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Resources and workload

:Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2012	Difference from CS High Performers
B30. In my job, I am clear what is expected of me	23	60	10	5	83%	+2 ◇	-1 ◇	-4 ◇	
B31. I get the information I need to do my job well	13	55	19	11	68%	+3 ◇	0	-4 ◇	
B32. I have clear work objectives	17	58	15	8	75%	+2 ◇	0	-4 ◇	
B33. I have the skills I need to do my job effectively	25	63	9	1	88%	+1 ◇	0	-3 ◇	
B34. I have the tools I need to do my job effectively	16	58	16	8	74%	+5 ◇	+2 ◇	-1 ◇	
B35. I have an acceptable workload	9	56	17	13	5	66%	+6 ◇	+6 ◇	0
B36. I achieve a good balance between my work life and my private life	17	54	16	10	4	71%	+4 ◇	+3 ◇	-2 ◇

Pay and benefits

:Strength of association with engagement

B37. I feel that my pay adequately reflects my performance	6	35	21	24	14	40%	-2 ◇	+10 ◇	+4 ◇
B38. I am satisfied with the total benefits package	5	33	29	22	11	38%	-1 ◇	+5 ◇	-1 ◇
B39. Compared to people doing a similar job in other organisations I feel my pay is reasonable	6	29	23	25	16	35%	-1	+10 ◇	+3 ◇

All questions by theme

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Leadership and managing change

:Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2012	Difference from CS High Performers
B40. I feel that the Ministry of Justice as a whole is managed well	4	43	35	13	4	48%	+5 ◇	+5 ◇	-9 ◇
B41. Senior managers in the Ministry of Justice are sufficiently visible	8	48	24	15	5	56%	+8 ◇	+8 ◇	-5 ◇
B42. I believe the actions of senior managers are consistent with the Ministry of Justice's values	6	41	41	9	4	47%	+5 ◇	+5 ◇	-7 ◇
B43. I believe that the Executive Management Committee of the Board (EMCB) has a clear vision for the future of the Ministry of Justice [^]	4	33	51	9	4	37%	-2 ◇	-3 ◇	-14 ◇
B44. Overall, I have confidence in the decisions made by the Ministry of Justice's senior managers	5	38	40	12	5	43%	+5 ◇	+4 ◇	-9 ◇
B45. I feel that change is managed well in the Ministry of Justice		31	34	25	8	34%	+4 ◇	+5 ◇	-5 ◇
B46. When changes are made in the Ministry of Justice they are usually for the better		27	46	19	6	29%	+3 ◇	+4 ◇	-6 ◇
B47. The Ministry of Justice keeps me informed about matters that affect me	6	55	26	10	4	61%	+4 ◇	+4 ◇	-3 ◇
B48. I have the opportunity to contribute my views before decisions are made that affect me	4	33	32	24	8	37%	+1 ◇	+1 ◇	-5 ◇
B49. I think it is safe to challenge the way things are done in the Ministry of Justice	5	36	35	17	7	41%	+4 ◇	0	-6 ◇

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 CS2012	Difference from CS High Performers
Engagement									
B50. I am proud when I tell others I am part of the Ministry of Justice	14	46	31	7	7	60%	+5 ◇	+6 ◇	-4 ◇
B51. I would recommend the Ministry of Justice as a great place to work	10	37	37	12	4	47%	+5 ◇	+1 ◇	-10 ◇
B52. I feel a strong personal attachment to the Ministry of Justice	9	31	36	19	6	40%	+5 ◇	-5 ◇	-12 ◇
B53. The Ministry of Justice inspires me to do the best in my job	8	33	40	15	4	41%	+4 ◇	0	-9 ◇
B54. The Ministry of Justice motivates me to help it achieve its objectives	7	32	41	15	5	39%	+5 ◇	+1	-8 ◇
Taking action									
B55. I believe that senior managers in the Ministry of Justice will take action on the results from this survey	8	44	28	14	6	52%	+7 ◇	+9 ◇	-2 ◇
B56. I believe that managers where I work will take action on the results from this survey	16	47	21	10	6	63%	+7 ◇	+11 ◇	+4 ◇
B57. Where I work, I think effective action has been taken on the results of the last survey	12	35	35	12	6	47%	+8 ◇	+15 ◇	+7 ◇

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 CS2012	Difference from CS High Performers
I want to leave the Ministry of Justice as soon as possible		6%	-2 ^	-2 ^	-4 ^
I want to leave the Ministry of Justice within the next 12 months		13%	-1	0 ^	-4 ^
I want to stay working for the Ministry of Justice for at least the next year		30%	+2	+2 ^	-4 ^
I want to stay working for the Ministry of Justice for at least the next three years		51%	+1	-1 ^	-9 ^

The Civil Service Code

Differences are based on '% Yes' score

	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2012	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		12	88%	+6 ^	0	-5 ^
D02. Are you aware of how to raise a concern under the Civil Service Code?		33	67%	+8 ^	+4 ^	-2 ^
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?		30	70%	+4 ^	+4 ^	-1 ^

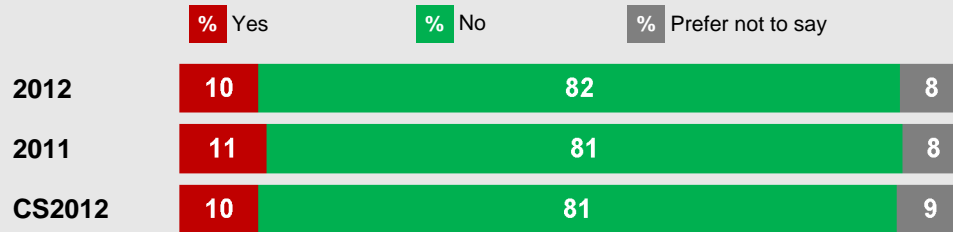
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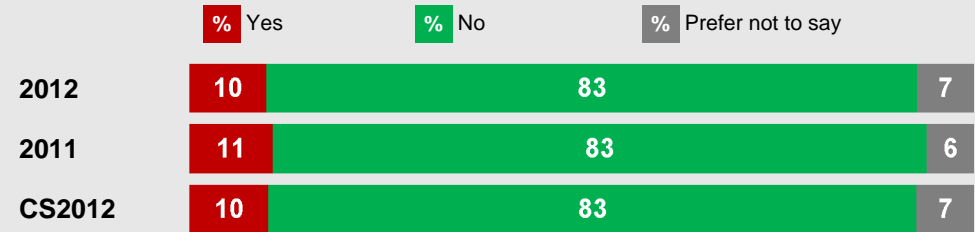
All questions by theme

Discrimination, harassment and bullying

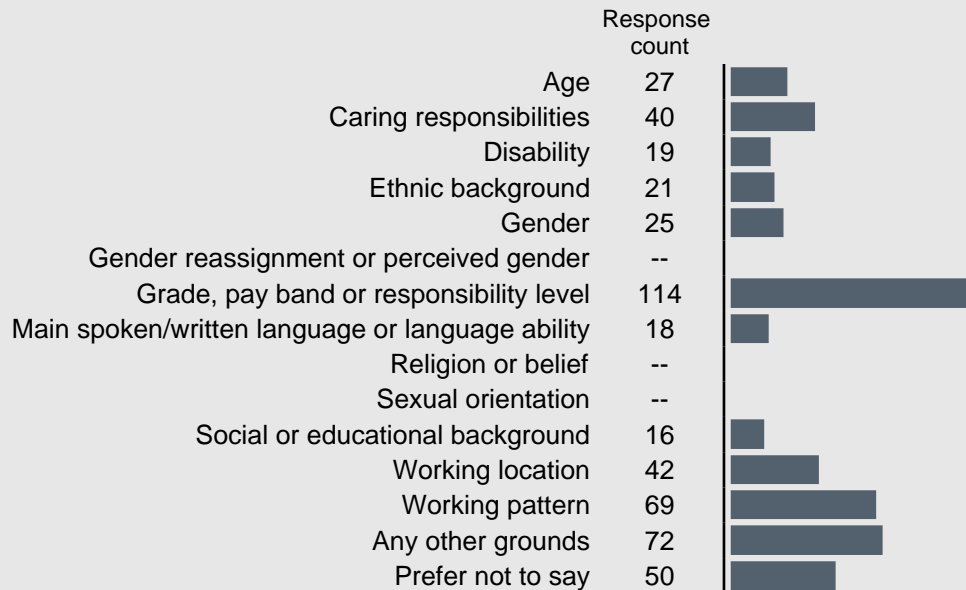
E01. During the past 12 months, have you personally experienced discrimination at work?



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

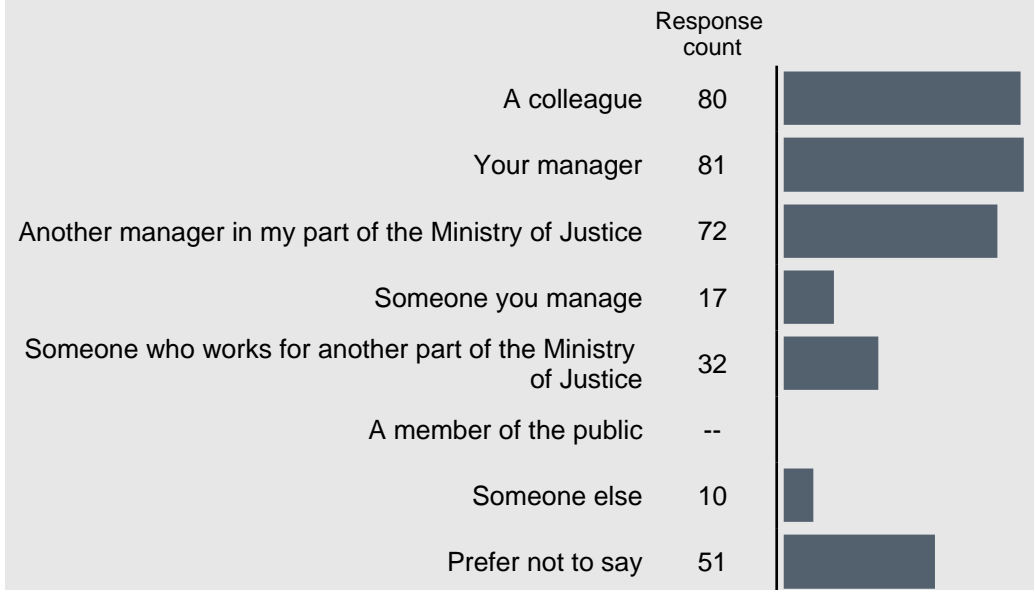


For respondents who selected 'Yes' to question E01.
E02. On which of the following grounds have you personally experienced discrimination in the past 12 months? (multiple selection)



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)



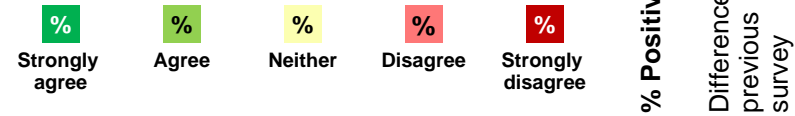
Please note: Counts of fewer than ten responses are suppressed and replaced with '--'

All questions by theme

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

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Ministry of Justice HQ questions

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01. I understand that the changes in MOJHQ are part of the broader Transforming Justice Programme	12	60	23			72%	-
F02. I understand how my work contributes to Transforming Justice	11	51	26	10		61%	-
F03. My manager uses coaching skills effectively	9	41	30	14	5	50%	-3 ◇
F04. Overall I am satisfied with the job I do	14	60	16	8		74%	0
F05. I believe this Directorate is well managed	10	46	31	9	4	56%	+3 ◇
F06. I believe that this division / unit is well managed	16	48	23	8	4	64%	+2 ◇
F07. (More about discrimination, bullying and harassment) If you reported an instance of discrimination, bullying and harassment in 2012, do you feel the matter was investigated in a fair and appropriate way?	Yes: 59%		No: 41%			59%	+2 ◇
F08. (More about discrimination, bullying and harassment) If you reported an instance of discrimination, bullying and harassment in 2012, were you satisfied with the outcome?	Yes: 54%		No: 46%			54%	+2 ◇
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	15	45	20	14	6	60%	+5 ◇
F10. I am confident that my Directorate is taking effective action to reduce discrimination, bullying and harassment	13	44	31	7	4	57%	-

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 2011 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.
CS2012	The CS2012 benchmark is the median percent positive across all organisations that participated in the 2012 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 2012 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: ✦

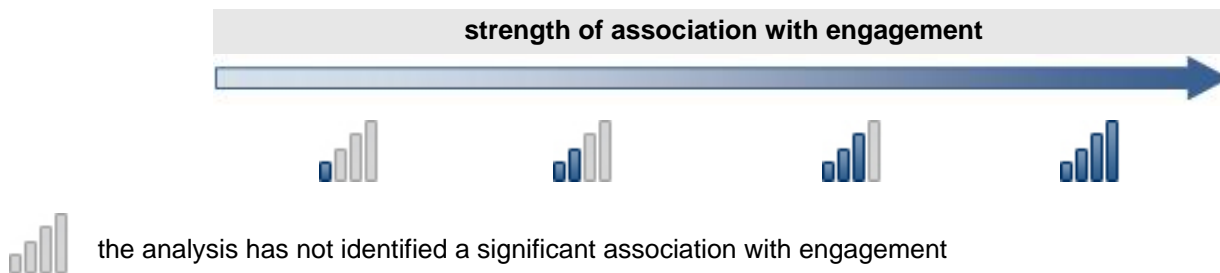
Statistical testing has been carried out on the comparisons between this year's results and your previous survey, CS2012 results and CS High Performers results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in 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 2012 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.