


Ministry of Justice (Corporate Report)

Returns : 35,468

Response rate : 51%

Civil Service People Survey 2015

 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.



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Strength of association with engagement



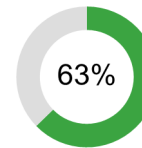
Statistically significant difference from comparison

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.

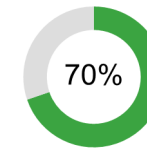
Drivers of Engagement

	Strength of association with engagement	Theme score % Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
Leadership and managing change		35%	+2	-8	-17
My work		70%	+2	-5	-8
My manager		62%	+3	-6	-9
Pay and benefits		25%	0	-5	-12
Learning and development		44%	+2	-5	-12
Resources and workload		69%	+1	-4	-8
Organisational objectives and purpose		78%	+2	-5	-8
My team		77%	+2	-3	-6
Inclusion and fair treatment		70%	+3	-4	-8

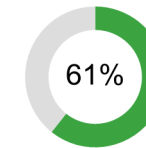
Wellbeing



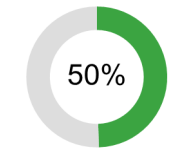
Overall, how satisfied are you with your life nowadays?



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

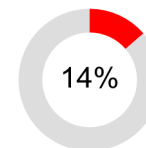


Overall, how happy did you feel yesterday?

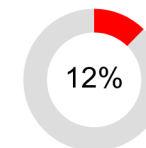


Overall, how anxious did you feel yesterday?

Discrimination, bullying and harassment

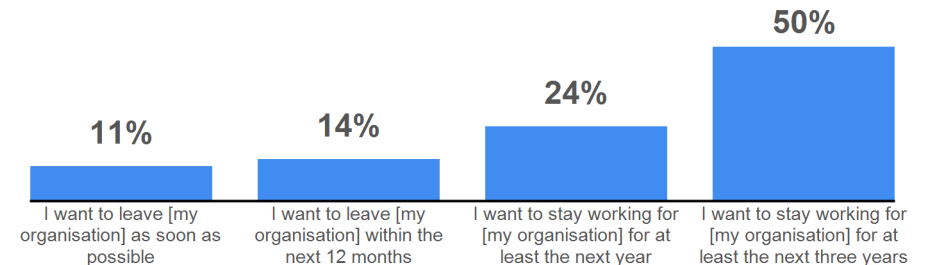


During the past 12 months have you personally experienced discrimination at work?



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

Your plans for the future



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All questions by theme

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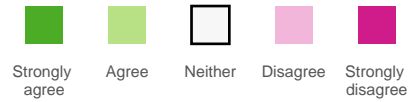
My work

70% +2

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B01 I am interested in my work	39	49	7	7	7	88%	+2 ◇	-2 ◇	-4 ◇
B02 I am sufficiently challenged by my work	34	45	11	7	7	79%	+2 ◇	0 ◇	-3 ◇
B03 My work gives me a sense of personal accomplishment	25	47	14	10	7	72%	+2 ◇	-3 ◇	-6 ◇
B04 I feel involved in the decisions that affect my work	12	36	20	21	11	49%	+2 ◇	-7 ◇	-15 ◇
B05 I have a choice in deciding how I do my work	17	44	18	14	7	61%	+2 ◇	-12 ◇	-17 ◇

Organisational objectives and purpose

78% +2

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B06 I have a clear understanding of [my organisation's] purpose	24	56	12	6	6	80%	+2 ◇	-5 ◇	-10 ◇
B07 I have a clear understanding of [my organisation's] objectives	21	55	15	7	7	76%	+2 ◇	-3 ◇	-8 ◇
B08 I understand how my work contributes to [my organisation's] objectives	24	55	14	6	6	78%	+2 ◇	-4 ◇	-8 ◇

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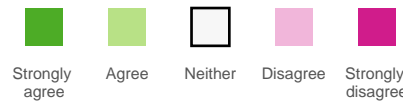
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My manager

62% +3
 Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

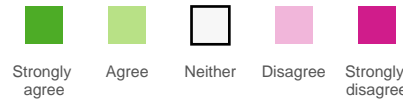
Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B09	My manager motivates me to be more effective in my job	21	43	19	12	6	63%	+4 ◆	-4 ◆	-9 ◆
B10	My manager is considerate of my life outside work	30	42	15	7	6	72%	+4 ◆	-10 ◆	-14 ◆
B11	My manager is open to my ideas	27	47	16	7	6	74%	+3 ◆	-7 ◆	-11 ◆
B12	My manager helps me to understand how I contribute to [my organisation's] objectives	18	43	24	10	5	60%	+4 ◆	-3 ◆	-8 ◆
B13	Overall, I have confidence in the decisions made by my manager	23	42	18	9	7	66%	+4 ◆	-7 ◆	-11 ◆
B14	My manager recognises when I have done my job well	26	46	14	9	5	72%	+3 ◆	-7 ◆	-9 ◆
B15	I receive regular feedback on my performance	18	42	19	15	6	60%	+4 ◆	-7 ◆	-10 ◆
B16	The feedback I receive helps me to improve my performance	18	40	25	12	6	57%	+3 ◆	-4 ◆	-8 ◆
B17	I think that my performance is evaluated fairly	17	41	23	12	7	58%	+2 ◆	-5 ◆	-10 ◆
B18	Poor performance is dealt with effectively in my team	9	29	31	18	13	38%	+2 ◆	-1 ◆	-5 ◆

My team

77% +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 CS2015	Difference from CS High Performers
B19	The people in my team can be relied upon to help when things get difficult in my job	33	49	10	6	6	82%	+2 ◆	-2 ◆	-5 ◆
B20	The people in my team work together to find ways to improve the service we provide	30	48	13	6	6	78%	+2 ◆	-2 ◆	-6 ◆
B21	The people in my team are encouraged to come up with new and better ways of doing things	25	45	17	9	6	70%	+3 ◆	-4 ◆	-8 ◆

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Learning and development

44% +2

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B22	I am able to access the right learning and development opportunities when I need to	10	45	23	16	6	55%	+2 ◆	-8 ◆	-13 ◆
B23	Learning and development activities I have completed in the past 12 months have helped to improve my performance	10	36	30	17	7	45%	+2 ◆	-6 ◆	-13 ◆
B24	There are opportunities for me to develop my career in [my organisation]	8	30	26	21	15	38%	+3 ◆	-3 ◆	-11 ◆
B25	Learning and development activities I have completed while working for [my organisation] are helping me to develop my career	8	29	31	20	11	37%	+2 ◆	-6 ◆	-12 ◆

Inclusion and fair treatment

70% +3

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 CS2015	Difference from CS High Performers
B26	I am treated fairly at work	21	52	14	8	5	73%	+3 ◆	-5 ◆	-9 ◆
B27	I am treated with respect by the people I work with	25	56	11	5	5	82%	+2 ◆	-3 ◆	-5 ◆
B28	I feel valued for the work I do	17	41	20	15	8	57%	+4 ◆	-6 ◆	-12 ◆
B29	I think that [my organisation] respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	20	49	19	7	5	69%	+3 ◆	-4 ◆	-9 ◆

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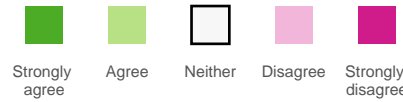
Resources and workload

69% +1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B30 In my job, I am clear what is expected of me	23	60	10	5		83%	+2 ◆	0 ◆	-2 ◆
B31 I get the information I need to do my job well	14	50	19	13		64%	+2 ◆	-5 ◆	-9 ◆
B32 I have clear work objectives	17	57	15	8		74%	+3 ◆	-1 ◆	-5 ◆
B33 I have the skills I need to do my job effectively	26	60	9			86%	+1 ◆	-2 ◆	-5 ◆
B34 I have the tools I need to do my job effectively	14	48	17	15	6	62%	-1 ◆	-7 ◆	-12 ◆
B35 I have an acceptable workload	10	44	17	19	10	54%	+1 ◆	-6 ◆	-11 ◆
B36 I achieve a good balance between my work life and my private life	15	46	17	14	8	61%	+2 ◆	-6 ◆	-11 ◆

Pay and benefits

25% 0

Difference from previous survey



Strength of association with engagement



Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B37 I feel that my pay adequately reflects my performance	20	16	31	29		24%	+1 ◆	-8 ◆	-13 ◆
B38 I am satisfied with the total benefits package	24	25	26	22		28%	0	-5 ◆	-12 ◆
B39 Compared to people doing a similar job in other organisations I feel my pay is reasonable	19	19	29	30		22%	0	-3 ◆	-10 ◆

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Leadership and managing change

35% +2

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question ID	Statement	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B40	I feel that [my organisation] as a whole is managed well	31	28	23	14	35%	+2 ◆	-10 ◆	-21 ◆	
B41	[Senior managers] in [my organisation] are sufficiently visible	8	38	21	20	13	46%	+3 ◆	-8 ◆	-20 ◆
B42	I believe the actions of [senior managers] are consistent with [my organisation's] values	7	36	35	13	9	43%	+3 ◆	-2 ◆	-13 ◆
B43	I believe that [the executive team has] a clear vision for the future of [my organisation]	6	30	37	15	12	36%	+1 ◆	-6 ◆	-18 ◆
B44	Overall, I have confidence in the decisions made by [my organisation's senior managers]	5	28	33	19	15	33%	+2 ◆	-8 ◆	-19 ◆
B45	I feel that change is managed well in [my organisation]	23	27	30	16	26%	+1 ◆	-4 ◆	-12 ◆	
B46	When changes are made in [my organisation] they are usually for the better	18	33	29	17	21%	+1 ◆	-5 ◆	-14 ◆	
B47	[My organisation] keeps me informed about matters that affect me	5	41	28	17	9	46%	+1 ◆	-10 ◆	-19 ◆
B48	I have the opportunity to contribute my views before decisions are made that affect me	24	26	28	17	28%	0	-8 ◆	-16 ◆	
B49	I think it is safe to challenge the way things are done in [my organisation]	5	28	30	23	15	33%	+1 ◆	-8 ◆	-17 ◆

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Engagement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B50 I am proud when I tell others I am part of [my organisation]	14	38	30	12	6	52%	+2 ◆	-6 ◆	-15 ◆
B51 I would recommend [my organisation] as a great place to work	8	26	30	22	14	34%	+2 ◆	-13 ◆	-25 ◆
B52 I feel a strong personal attachment to [my organisation]	12	32	29	17	9	44%	+2 ◆	-2 ◆	-9 ◆
B53 [My organisation] inspires me to do the best in my job	9	29	34	18	9	38%	+2 ◆	-6 ◆	-13 ◆
B54 [My organisation] motivates me to help it achieve its objectives	8	28	35	19	10	36%	+3 ◆	-6 ◆	-13 ◆

Taking action

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B55 I believe that [senior managers] in [my organisation] will take action on the results from this survey	7	27	27	21	18	33%	+1 ◆	-10 ◆	-22 ◆
B56 I believe that managers where I work will take action on the results from this survey	11	36	24	16	14	47%	+3 ◆	-9 ◆	-16 ◆
B57 Where I work, I think effective action has been taken on the results of the last survey	7	24	37	17	15	31%	+1 ◆	-2 ◆	-11 ◆

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Organisational culture

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B58 I am trusted to carry out my job effectively	29	59	8			87%	+1 ◇	-1 ◇	-2 ◇
B59 I believe I would be supported if I try a new idea, even if it may not work	16	47	22	11		63%	+3 ◇	-5 ◇	-9 ◇
B60 My performance is evaluated based on whether I get things done, rather than solely follow processes	13	43	28	11	5	56%	+1 ◇	-9 ◇	-14 ◇
B61 When I talk about [my organisation] I say "we" rather than "they"	15	41	26	13	6	55%	+2 ◇	-15 ◇	-23 ◇
B62 I have some really good friendships at work	30	49	15			79%	0 ◇	+3 ◇	0

Leadership statement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B63 My manager inspires my team to do our best	18	44	20	11	6	63%	--	-4 ◇	-9 ◇
B64 [Senior managers] inspire people across [my organisation] to do their best	7	28	34	20	11	35%	--	-3 ◇	-11 ◇
B65 My manager leads our team with confidence	20	44	19	10	7	64%	--	-6 ◇	-11 ◇
B66 [Senior managers] lead [my organisation] with confidence	8	32	34	15	10	41%	--	-6 ◇	-16 ◇
B67 My manager empowers me to do my job effectively	19	44	22	9	6	63%	--	-9 ◇	-12 ◇
B68 [My organisation's senior managers] empower teams to deliver	7	28	38	17	11	35%	--	-5 ◇	-14 ◇
B69 [Senior managers] in [my organisation] actively role model the behaviours set out in the Civil Service Leadership Statement	6	28	43	13	10	34%	--	-1 ◇	-9 ◇
B70 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	14	39	32	8	7	53%	--	-4 ◇	-8 ◇

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Wellbeing



Unlike the questions B01-B70 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 CS2015	Difference from CS High Performers
W01 Overall, how satisfied are you with your life nowadays?	15	23	46	16	63%	+5 ◆	-2 ◆	-6 ◆
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	11	20	46	24	70%	+4 ◆	-1 ◆	-4 ◆
W03 Overall, how happy did you feel yesterday?	17	22	39	22	61%	+4 ◆	-1 ◆	-5 ◆

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



Question	0-1	2-3	4-5	6-10	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
W04 Overall, how anxious did you feel yesterday?	25	25	20	30	50%	0	0 ◆	-3 ◆

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Your plans for the future

C01. Which of the following statements most reflects your current thoughts about working for [your organisation]?

			Difference from previous survey	Difference from CS2015	Difference from CS High Performers
I want to leave [my organisation] as soon as possible		11%	0	+3 ◇	0
I want to leave [my organisation] within the next 12 months		14%	+1 ◇	-2 ◇	-6 ◇
I want to stay working for [my organisation] for at least the next year		24%	+1	-7 ◇	-14 ◇
I want to stay working for [my organisation] for at least the next three years		50%	-2 ◇	+8 ◇	-1 ◇

The Civil Service Code

Differences are based on '% Yes' score

	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		16	84%	0	-7 ◇	-10 ◇
D02. Are you aware of how to raise a concern under the Civil Service Code?		33	67%	0	+1 ◇	-5 ◇
D03. Are you confident that if you raised a concern under the Civil Service Code in [your organisation] it would be investigated properly?		41	59%	0	-8 ◇	-14 ◇

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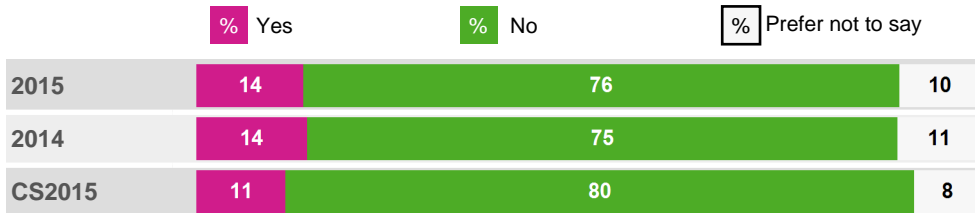
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Discrimination, harassment and bullying

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

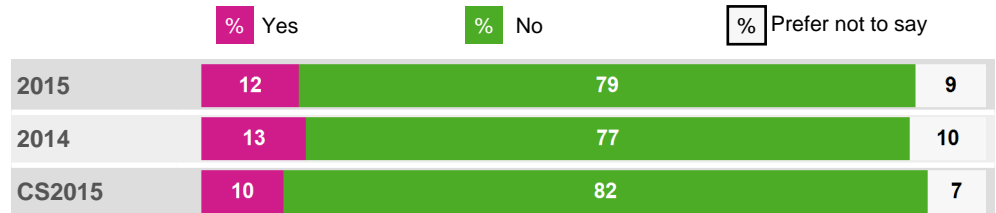


For respondents who selected 'Yes' to question E01.

E02. On which of the following grounds have you personally experienced discrimination at work in the past 12 months? (multiple selection)

Ground	Response Count
Age	647
Caring responsibilities	509
Disability	648
Ethnic background	427
Gender	573
Gender reassignment or perceived gender	21
Grade, pay band or responsibility level	1,372
Main spoken/written language or language ability	161
Religion or belief	207
Sexual orientation	164
Social or educational background	207
Working location	744
Working pattern	1,049
Any other grounds	1,226
Prefer not to say	556

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



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)

Who	Response Count
A colleague	1,501
Your manager	1,226
Another manager in my part of [your organisation]	1,264
Someone you manage	194
Someone who works for another part of [your organisation]	278
A member of the public	135
Someone else	203
Prefer not to say	598

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Ministry of Justice (Corporate Report) questions

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01	As a result of my development plan this year, I am strengthening my capability	11	37	32	14	8	47%	--
F02	In my team there is a strong feeling of teamwork and collaboration with the rest of my organisation	14	37	26	16	7	51%	--
F03	I consider the value for money of the decisions that I make in my day-to-day work	16	44	28	8	5	59%	--
F04	I feel responsible for the value for money resulting from my decisions	15	41	30	9	5	56%	--
F05	I am confident that my organisation is taking effective action to reduce discrimination, bullying and harassment	14	41	31	8	6	55%	--

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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 2014 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.
CS2015	The CS2015 benchmark is the median percent positive across all organisations that participated in the 2015 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 2015 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, CS2015 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.

strength of association
with engagement



 the analysis has not identified a significant association with engagement

Confidentiality

The survey was carried out as part of the 2015 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 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.