



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 CS2015	Difference from CS High Performers
Leadership and managing change		44%	0	+1 ✧	-8 ✧
My work		79%	+2 ✧	+4 ✧	0
My manager		70%	0	+2 ✧	-1 ✧
Learning and development		53%	+2 ✧	+4 ✧	-2 ✧
Pay and benefits		31%	-1	+2 ✧	-5 ✧
Resources and workload		74%	+1	+1	-3 ✧
Organisational objectives and purpose		83%	0	+1 ✧	-3 ✧
My team		83%	+2 ✧	+4 ✧	+1
Inclusion and fair treatment		79%	0	+5 ✧	+1

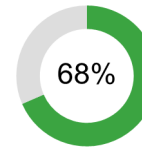


Strength of association with engagement

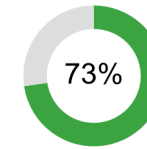


Statistically significant difference from comparison

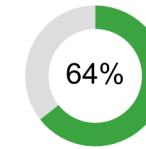
## Wellbeing



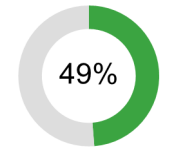
Overall, how satisfied are you with your life nowadays?



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

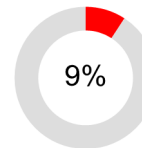


Overall, how happy did you feel yesterday?

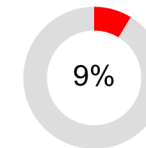


Overall, how anxious did you feel yesterday?

## Discrimination, bullying and harassment

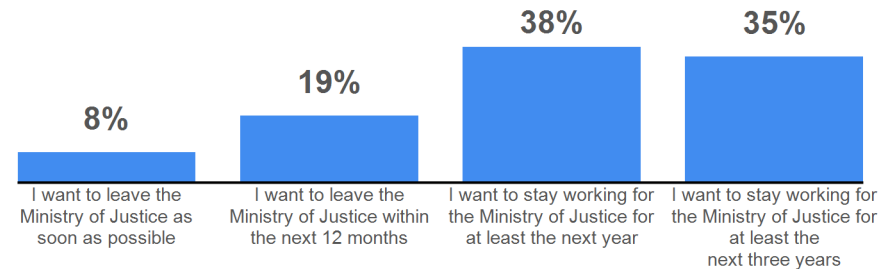


During the past 12 months have you personally experienced discrimination at work?



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

## Your plans for the future





## All questions by theme

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

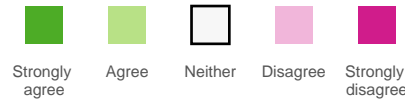
### My work

**79%** +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	43	49	5	1	1	91%	+2 ◆	+2 ◆	0
B02 I am sufficiently challenged by my work	38	44	8	8	4	82%	+2 ◆	+3 ◆	-1 ◆
B03 My work gives me a sense of personal accomplishment	29	49	12	7	3	78%	+2 ◆	+3 ◆	0
B04 I feel involved in the decisions that affect my work	17	45	17	16	6	62%	+2 ◆	+6 ◆	-2 ◆
B05 I have a choice in deciding how I do my work	29	51	12	6	2	80%	+1	+7 ◆	+1 ◆

### Organisational objectives and purpose

**83%** 0

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 the Ministry of Justice's purpose	27	60	9	2	2	87%	+1	+2 ◆	-2 ◆
B07 I have a clear understanding of the Ministry of Justice's objectives	23	57	13	5	2	80%	-2 ◆	+1 ◆	-4 ◆
B08 I understand how my work contributes to the Ministry of Justice's objectives	28	55	12	3	2	83%	0	0	-4 ◆



## All questions by theme

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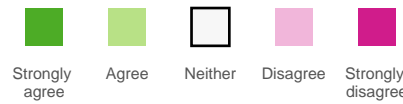
### My manager

70% 0

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	27	45	16	7	5	71%	0	+4 ◆	-1
B10	My manager is considerate of my life outside work	43	42	9			85%	+1	+3 ◆	-1
B11	My manager is open to my ideas	39	44	10			83%	0	+2 ◆	-1 ◆
B12	My manager helps me to understand how I contribute to the Ministry of Justice's objectives	21	44	24	8		65%	+1	+1 ◆	-3 ◆
B13	Overall, I have confidence in the decisions made by my manager	31	44	14	6	5	75%	-1	+3 ◆	-2 ◆
B14	My manager recognises when I have done my job well	34	46	11	6		80%	-1	+1 ◆	-1 ◆
B15	I receive regular feedback on my performance	23	44	17	12		67%	+1	0	-3 ◆
B16	The feedback I receive helps me to improve my performance	23	42	22	9	5	65%	0	+3 ◆	0
B17	I think that my performance is evaluated fairly	21	43	21	9	5	64%	-1	+2 ◆	-4 ◆
B18	Poor performance is dealt with effectively in my team	11	32	39	12	7	43%	0	+4 ◆	0

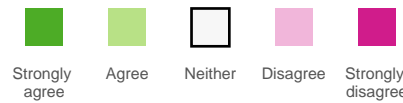
### My team

83% +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	39	48	8			87%	+2 ◆	+3 ◆	0
B20	The people in my team work together to find ways to improve the service we provide	36	49	10			85%	+3 ◆	+4 ◆	+1
B21	The people in my team are encouraged to come up with new and better ways of doing things	31	47	15	5		78%	+2 ◆	+4 ◆	0



## All questions by theme

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 ▲ indicates a variation in question wording from your previous survey

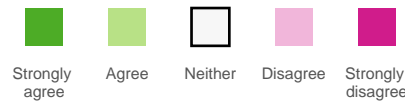
### Learning and development

**53%** +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	14	50	23	9	5	65%	+2 ◆	+2 ◆	-3 ◆
B23	Learning and development activities I have completed in the past 12 months have helped to improve my performance	13	41	33	10	5	54%	+2 ◆	+2 ◆	-4 ◆
B24	There are opportunities for me to develop my career in the Ministry of Justice	12	35	27	17	9	47%	0	+6 ◆	-3 ◆
B25	Learning and development activities I have completed while working for the Ministry of Justice are helping me to develop my career	11	37	33	14	5	48%	+3 ◆	+4 ◆	-2 ◆

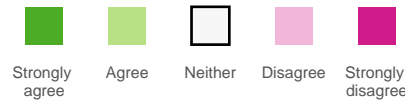
### Inclusion and fair treatment

**79%** 0

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
B26	I am treated fairly at work	30	52	9	5	5	82%	0	+4 ◆	+1
B27	I am treated with respect by the people I work with	34	53	8	5	5	87%	0	+2 ◆	0
B28	I feel valued for the work I do	22	47	16	9	5	70%	0	+6 ◆	+1
B29	I think that the Ministry of Justice respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	29	50	14	5	5	79%	+1	+7 ◆	+1 ◆



## All questions by theme

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**Resources and workload** **74%** +1

Difference from previous survey Strength of association with engagement

	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	25	58	9	6		83%	0	0	-2 ◆
B31 I get the information I need to do my job well	15	53	18	11		68%	-1	-1	-5 ◆
B32 I have clear work objectives	20	57	13	7		77%	+3 ◆	+2 ◆	-2 ◆
B33 I have the skills I need to do my job effectively	30	61	7			90%	+2 ◆	+2 ◆	0
B34 I have the tools I need to do my job effectively	17	50	17	13		67%	0	-2 ◆	-7 ◆
B35 I have an acceptable workload	11	50	16	17	7	61%	+1	+2 ◆	-3 ◆
B36 I achieve a good balance between my work life and my private life	18	50	15	13	5	68%	+2 ◆	+2 ◆	-3 ◆

**Pay and benefits** **31%** -1

Difference from previous survey Strength of association with engagement

	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	29	18	29	19		34%	-1	+2 ◆	-4 ◆
B38 I am satisfied with the total benefits package	31	24	25	16		35%	+1	+2 ◆	-4 ◆
B39 Compared to people doing a similar job in other organisations I feel my pay is reasonable	21	21	30	23		25%	-3 ◆	0	-7 ◆



## All questions by theme

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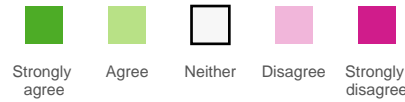
### Leadership and managing change

44% 0

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
B40	I feel that the Ministry of Justice as a whole is managed well	5	43	31	14	6	49%	0	+3 ◆	-7 ◆
B41	Senior managers in the Ministry of Justice are sufficiently visible	10	50	22	13	6	60%	+4 ◆	+7 ◆	-6 ◆
B42	I believe the actions of senior managers are consistent with the Ministry of Justice's values	8	42	36	10	5	50%	0	+5 ◆	-7 ◆
B43	I believe that the Executive Committee of the Board (ExCo) has a clear vision for the future of the Ministry of Justice	6	34	45	10	5	40%	-2 ◆	-2 ◆	-14 ◆
B44	Overall, I have confidence in the decisions made by the Ministry of Justice's senior managers	6	37	37	14	6	43%	-1	+2 ◆	-9 ◆
B45	I feel that change is managed well in the Ministry of Justice		29	35	23	10	32%	-1	+2 ◆	-7 ◆
B46	When changes are made in the Ministry of Justice they are usually for the better		24	45	21	8	27%	-2 ◆	0	-8 ◆
B47	The Ministry of Justice keeps me informed about matters that affect me	7	54	26	10		60%	+1	+5 ◆	-4 ◆
B48	I have the opportunity to contribute my views before decisions are made that affect me	5	33	31	22	9	38%	0	+2 ◆	-7 ◆
B49	I think it is safe to challenge the way things are done in the Ministry of Justice	6	36	33	16	9	42%	0	+1 ◆	-8 ◆



## All questions by theme

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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 the Ministry of Justice	17	44	28	8	8	61%	+2 ◆	+4 ◆	-5 ◆
B51 I would recommend the Ministry of Justice as a great place to work	11	38	32	14	6	49%	0	+1 ◆	-10 ◆
B52 I feel a strong personal attachment to the Ministry of Justice	12	32	31	18	7	44%	+1	-3 ◆	-9 ◆
B53 The Ministry of Justice inspires me to do the best in my job	10	34	36	14	6	44%	+2 ◆	0	-7 ◆
B54 The Ministry of Justice motivates me to help it achieve its objectives	9	33	38	14	6	42%	+1	0	-7 ◆

### 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 the Ministry of Justice will take action on the results from this survey	10	41	26	13	9	51%	0	+8 ◆	-4 ◆
B56 I believe that managers where I work will take action on the results from this survey	18	46	19	10	7	64%	+2 ◆	+8 ◆	+1 ◆
B57 Where I work, I think effective action has been taken on the results of the last survey	12	31	38	12	7	43%	-1	+10 ◆	+1





## All questions by theme

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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	34	56	5			90%	+1	+3 ◇	+1
B59 I believe I would be supported if I try a new idea, even if it may not work	21	52	17	7		72%	0	+4 ◇	0
B60 My performance is evaluated based on whether I get things done, rather than solely follow processes	19	51	19	7		70%	-1	+5 ◇	0
B61 When I talk about the Ministry of Justice I say "we" rather than "they"	24	48	18	8		71%	+3 ◇	+1 ◇	-7 ◇
B62 I have some really good friendships at work	27	48	17	6		75%	0	-1	-4 ◇

### 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	24	47	17	8		71%	--	+4 ◇	0
B64 Senior managers inspire people across the Ministry of Justice to do their best	9	36	36	14	5	45%	--	+7 ◇	-1 ◇
B65 My manager leads our team with confidence	27	48	15	7		75%	--	+5 ◇	-1
B66 Senior managers lead the Ministry of Justice with confidence	11	42	33	10		54%	--	+7 ◇	-3 ◇
B67 My manager empowers me to do my job effectively	26	50	15	6		76%	--	+4 ◇	0
B68 The Ministry of Justice's senior managers empower teams to deliver	9	35	40	11	5	45%	--	+5 ◇	-4 ◇
B69 Senior managers in the Ministry of Justice actively role model the behaviours set out in the Civil Service Leadership Statement	8	33	41	12	6	41%	--	+6 ◇	-2 ◇
B70 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	20	44	25	6		64%	--	+7 ◇	+2 ◇



## All questions by theme

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### Wellbeing

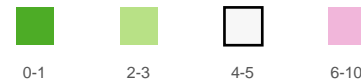


Unlike the questions B01-B70 which ask people to rate their agreement from strongly agree to strongly disagree, the four wellbeing questions use a 11-point scale. The scale ranges from 0 to 10 for each question, where 0 is equivalent to 'not at all' (e.g. 'not at all satisfied' or 'not at all worthwhile') 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?	12	20	53	15	68%	+3 ◆	+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 ◆	-1 ◆
W03 Overall, how happy did you feel yesterday?	14	21	43	21	64%	+2 ◆	+2 ◆	-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	21	30	49%	-2 ◆	-1 ◆	-4 ◆
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## All questions by theme

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### 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 CS2015	Difference from CS High Performers
I want to leave the Ministry of Justice as soon as possible		8%	0	0	-3 ◇
I want to leave the Ministry of Justice within the next 12 months		19%	+2	+3 ◇	-1 ◇
I want to stay working for the Ministry of Justice for at least the next year		38%	+1	+6 ◇	0
I want to stay working for the Ministry of Justice for at least the next three years		35%	-2	-7 ◇	-16 ◇

### 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?		4	96%	+4 ◇	+5 ◇	+1 ◇
D02. Are you aware of how to raise a concern under the Civil Service Code?		25	75%	+4 ◇	+8 ◇	+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?		29	71%	0	+4 ◇	-2 ◇

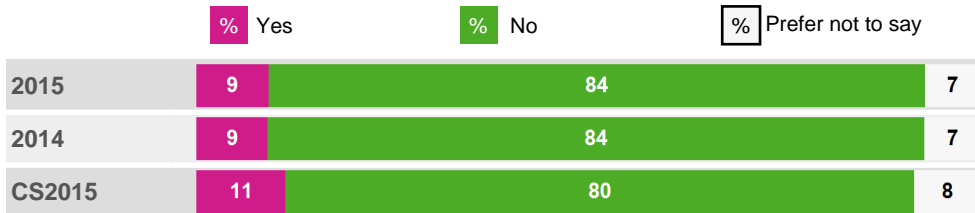


## All questions by theme

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### Discrimination, harassment and bullying

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



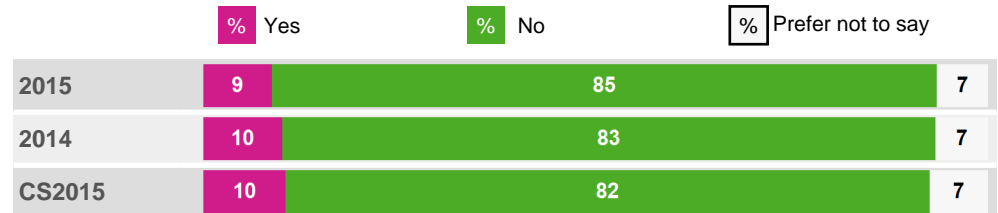
For respondents who selected 'Yes' to question E01.

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	23
Caring responsibilities	26
Disability	21
Ethnic background	26
Gender	25
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	57
Main spoken/written language or language ability	--
Religion or belief	--
Sexual orientation	--
Social or educational background	--
Working location	21
Working pattern	26
Any other grounds	31
Prefer not to say	24

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

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	29
Your manager	52
Another manager in my part of the Ministry of Justice	38
Someone you manage	10
Someone who works for another part of the Ministry of Justice	18
A member of the public	--
Someone else	10
Prefer not to say	23

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 We have discussed the MoJ Story in our team and what it means for us	13	42	20	19	6	56%	+4 ◆
F02 I understand my part in the MoJ Story	13	45	24	14	6	58%	0
F03 As a result of my development plan this year, I am strengthening my capability	12	47	27	10	6	60%	--
F04 I feel responsible for the value for money resulting from my decisions	26	52	16	6	2	78%	--
F05 I consider the value for money of the decisions that I make in my day-to-day work	30	54	12	4	2	84%	--
F06 In my Directorate there is a strong feeling of teamwork and collaboration with the rest of the Ministry of Justice	19	43	23	11	6	62%	--
F07 I believe this Directorate is well managed	19	43	23	10	5	62%	+3 ◆
F08 We get communications right in this Directorate	15	42	27	12	5	57%	+4 ◆
F09 I have opportunities to express my views to my Directorate's senior team	19	44	21	11	5	63%	--
F10 I am confident my Directorate's senior team actively listens to and considers staff views when making decisions	16	35	29	14	6	51%	--
F11 I am confident that my Directorate is taking effective action to reduce discrimination, bullying and harassment	18	38	32	7	5	56%	+3 ◆



## 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 <b>Theme score % positive</b> ).
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.