



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 CS2016	Difference from CS High Performers
Leadership and managing change		44%	0	+1	-9 ✧
My work		78%	-1	+3 ✧	0
My manager		70%	+1	+2 ✧	0
Pay and benefits		32%	+1	+1 ✧	-5 ✧
Organisational objectives and purpose		83%	-1	0	-5 ✧
Resources and workload		73%	-1	-1	-4 ✧
Learning and development		51%	-3 ✧	0	-5 ✧
Inclusion and fair treatment		80%	+1	+4 ✧	+1
My team		83%	0	+4 ✧	0



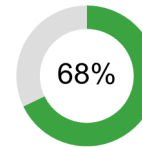
Strength of association with engagement



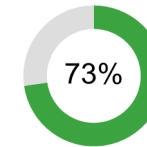
Statistically significant difference from comparison

Wellbeing

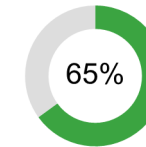
% responding positively (Answering 7,8, 9 or 10 for W01 – W03; Answering 0,1,2 or 3 for W04)



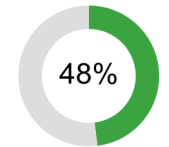
W01. Overall, how satisfied are you with your life nowadays?



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



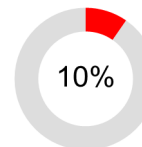
W03. Overall, how happy did you feel yesterday?



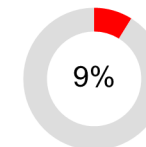
W04. Overall, how anxious did you feel yesterday?

Discrimination, bullying and harassment

% responding Yes

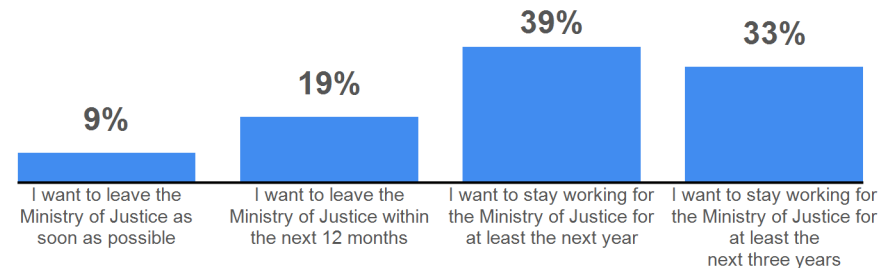


During the past 12 months have you personally experienced discrimination at work?



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

Your plans for the future





All questions by theme

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

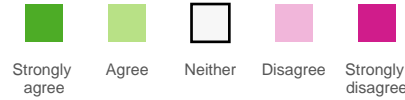
My work

78% -1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B01 I am interested in my work	44	46	5	1	2	91%	-1	+1 ◆	-1 ◆
B02 I am sufficiently challenged by my work	37	44	10	7	4	81%	-1	+1 ◆	-2 ◆
B03 My work gives me a sense of personal accomplishment	30	48	13	7	4	78%	-1	+2 ◆	-2 ◆
B04 I feel involved in the decisions that affect my work	19	41	19	16	6	60%	-2 ◆	+3 ◆	-2 ◆
B05 I have a choice in deciding how I do my work	32	50	10	6	2	81%	+1 ◆	+7 ◆	+2 ◆

Organisational objectives and purpose

83% -1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B06 I have a clear understanding of the Ministry of Justice's purpose	28	58	9	3	4	86%	-1	0	-4 ◆
B07 I have a clear understanding of the Ministry of Justice's objectives	24	55	13	6	2	79%	-2 ◆	-1 ◆	-6 ◆
B08 I understand how my work contributes to the Ministry of Justice's objectives	28	55	11	5	1	83%	0	0	-4 ◆



All questions by theme

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 ▲ indicates a variation in question wording from your previous survey

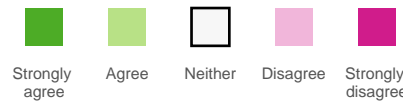
My manager

70% +1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B09	My manager motivates me to be more effective in my job	27	46	15	9	9	73%	+1	+4 ◆	0
B10	My manager is considerate of my life outside work	45	41	9	9	9	86%	+1	+4 ◆	0
B11	My manager is open to my ideas	41	43	9	9	9	84%	+1	+4 ◆	0
B12	My manager helps me to understand how I contribute to the Ministry of Justice's objectives	23	42	24	8	8	65%	0	0	-4 ◆
B13	Overall, I have confidence in the decisions made by my manager	33	45	12	6	6	78%	+3 ◆	+5 ◆	0
B14	My manager recognises when I have done my job well	36	44	12	6	6	80%	+1	+2 ◆	-1 ◆
B15	I receive regular feedback on my performance	23	43	18	11	11	66%	-1	0	-3 ◆
B16	The feedback I receive helps me to improve my performance	22	42	23	8	8	65%	0	+2 ◆	-2 ◆
B17	I think that my performance is evaluated fairly	22	42	22	9	5	64%	0	0	-4 ◆
B18	Poor performance is dealt with effectively in my team	12	31	40	11	6	42%	-1	+3 ◆	0

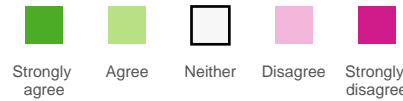
My team

83% 0

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 CS2016	Difference from CS High Performers
B19	The people in my team can be relied upon to help when things get difficult in my job	43	45	7	7	7	87%	0	+3 ◆	0
B20	The people in my team work together to find ways to improve the service we provide	39	46	10	10	10	85%	0	+3 ◆	0
B21	The people in my team are encouraged to come up with new and better ways of doing things	35	43	14	5	5	78%	0	+4 ◆	0



All questions by theme

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 ▲ indicates a variation in question wording from your previous survey

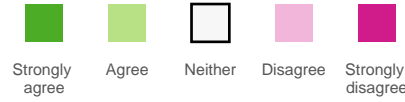
Learning and development

51% -3

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B22	I am able to access the right learning and development opportunities when I need to	13	46	23	14	6	60%	-5 ◆	-1	-8 ◆
B23	Learning and development activities I have completed in the past 12 months have helped to improve my performance	12	38	34	13	6	50%	-4 ◆	-1 ◆	-7 ◆
B24	There are opportunities for me to develop my career in the Ministry of Justice	13	37	27	15	8	50%	+3 ◆	+7 ◆	-1 ◆
B25	Learning and development activities I have completed while working for the Ministry of Justice are helping me to develop my career	10	33	35	15	6	44%	-4 ◆	0	-8 ◆

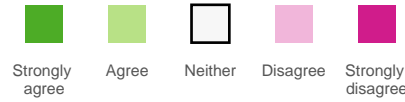
Inclusion and fair treatment

80% +1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B26	I am treated fairly at work	30	53	9	5	3	83%	0	+4 ◆	0
B27	I am treated with respect by the people I work with	35	53	8	2	2	88%	+1 ◆	+3 ◆	0
B28	I feel valued for the work I do	25	47	15	9	4	72%	+2 ◆	+7 ◆	+2 ◆
B29	I think that the Ministry of Justice respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	29	49	14	5	3	78%	0	+5 ◆	0



All questions by theme

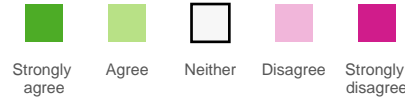
◆ indicates statistically significant difference from comparison
 ▲ indicates a variation in question wording from your previous survey

Resources and workload **73%** -1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B30 In my job, I am clear what is expected of me	23	59	8	7		83%	-1	+1	-4 ◆
B31 I get the information I need to do my job well	15	53	18	11		67%	-1	-2 ◆	-7 ◆
B32 I have clear work objectives	20	54	14	9		73%	-4 ◆	-2 ◆	-6 ◆
B33 I have the skills I need to do my job effectively	30	58	8			89%	-1 ◆	0	-2 ◆
B34 I have the tools I need to do my job effectively	18	50	16	13		68%	+1	-2 ◆	-8 ◆
B35 I have an acceptable workload	11	49	17	17	7	60%	-1	+1 ◆	-5 ◆
B36 I achieve a good balance between my work life and my private life	21	48	16	10		69%	+1	+2 ◆	-3 ◆

Pay and benefits

32% +1

Difference from previous survey



Strength of association with engagement



Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B37 I feel that my pay adequately reflects my performance	6	29	19	27	19	34%	+1	+2 ◆	-5 ◆
B38 I am satisfied with the total benefits package	5	30	25	24	16	35%	+1	+2 ◆	-5 ◆
B39 Compared to people doing a similar job in other organisations I feel my pay is reasonable	5	22	22	27	24	27%	+2 ◆	0	-7 ◆



All questions by theme

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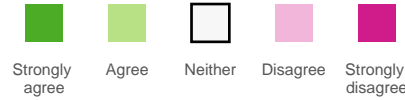
Leadership and managing change

44% 0

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B40	I feel that the Ministry of Justice as a whole is managed well	6	40	31	17	6	47%	-2 ◆	0	-12 ◆
B41	Senior managers in the Ministry of Justice are sufficiently visible	12	48	21	14	6	60%	0	+5 ◆	-6 ◆
B42	I believe the actions of senior managers are consistent with the Ministry of Justice's values	10	42	33	10	6	51%	+2	+3 ◆	-6 ◆
B43	I believe that the Executive Committee of the Board (ExCo) has a clear vision for the future of the Ministry of Justice	6	33	43	12	6	39%	-1	-3 ◆	-15 ◆
B44	Overall, I have confidence in the decisions made by the Ministry of Justice's senior managers	7	36	37	13	7	43%	0	-1	-11 ◆
B45	I feel that change is managed well in the Ministry of Justice	5	28	30	28	10	32%	0	+3 ◆	-9 ◆
B46	When changes are made in the Ministry of Justice they are usually for the better		26	43	21	6	30%	+3 ◆	0	-9 ◆
B47	The Ministry of Justice keeps me informed about matters that affect me	8	47	27	11	5	56%	-5 ◆	0	-9 ◆
B48	I have the opportunity to contribute my views before decisions are made that affect me	6	31	31	23	9	37%	-1	-1	-11 ◆
B49	I think it is safe to challenge the way things are done in the Ministry of Justice	8	35	33	15	9	43%	+1	0	-6 ◆



All questions by theme

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

Engagement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B50 I am proud when I tell others I am part of the Ministry of Justice	19	46	26	7	7	65%	+3 ◆	+6 ◆	-2 ◆
B51 I would recommend the Ministry of Justice as a great place to work	15	39	30	11	5	54%	+5 ◆	+3 ◆	-7 ◆
B52 I feel a strong personal attachment to the Ministry of Justice	14	31	32	16	6	46%	+1	-2 ◆	-10 ◆
B53 The Ministry of Justice inspires me to do the best in my job	13	35	33	14	5	47%	+3 ◆	+2 ◆	-5 ◆
B54 The Ministry of Justice motivates me to help it achieve its objectives	11	33	37	14	6	44%	+2	0	-7 ◆

Taking action

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	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	40	27	15	8	51%	0	+5 ◆	-3 ◆
B56 I believe that managers where I work will take action on the results from this survey	17	47	20	10	6	64%	+1	+9 ◆	0
B57 Where I work, I think effective action has been taken on the results of the last survey	11	31	40	13	6	41%	-2 ◆	+6 ◆	0



All questions by theme

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

Organisational culture

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B58 I am trusted to carry out my job effectively	35	55	6			90%	0	+2 ◆	0
B59 I believe I would be supported if I try a new idea, even if it may not work	23	51	16	8		74%	+2 ◆	+5 ◆	+1
B60 When I talk about the Ministry of Justice I say "we" rather than "they"	26	48	16	7		74%	+3 ◆	+3 ◆	-4 ◆
B61 I have some really good friendships at work	30	46	17	5		76%	+1	0	-4 ◆

Leadership statement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B62 Senior managers in the Ministry of Justice actively role model the behaviours set out in the Civil Service Leadership Statement	8	40	36	11	5	48%	+7 ◆	+4 ◆	-1 ◆
B63 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	22	45	25	6		66%	+2 ◆	+5 ◆	-1



All questions by theme

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Wellbeing



Unlike the questions B01-B63 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 CS2016	Difference from CS High Performers
W01 Overall, how satisfied are you with your life nowadays?	11	22	54	14	68%	-1	+1 ◆	-1 ◆
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	8	20	50	23	73%	0	+2 ◆	-1 ◆
W03 Overall, how happy did you feel yesterday?	13	22	45	20	65%	+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	28	22	30	48%	-1	-2 ◆	-5 ◆
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All questions by theme

◆ indicates statistically significant difference from comparison
 ▲ 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 CS2016	Difference from CS High Performers
I want to leave the Ministry of Justice as soon as possible		9%	0	0	-2 ◆
I want to leave the Ministry of Justice within the next 12 months		19%	0	+4 ◆	0
I want to stay working for the Ministry of Justice for at least the next year		39%	+1	+7 ◆	0
I want to stay working for the Ministry of Justice for at least the next three years		33%	-2	-10 ◆	-18 ◆

The Civil Service Code

Differences are based on '% Yes' score

	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		6	94%	-2 ◆	+3 ◆	-1 ◆
D02. Are you aware of how to raise a concern under the Civil Service Code?		28	72%	-2 ◆	+5 ◆	-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?		28	72%	+1	+5 ◆	-3 ◆

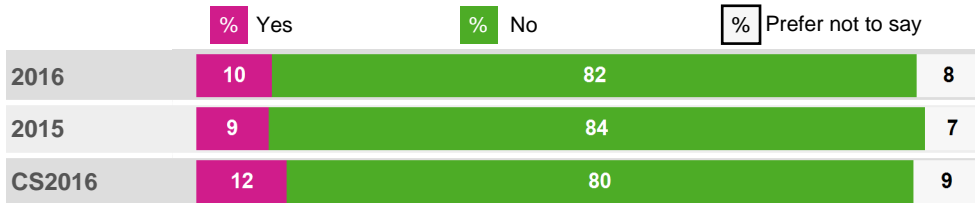


All questions by theme

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Discrimination, harassment and bullying

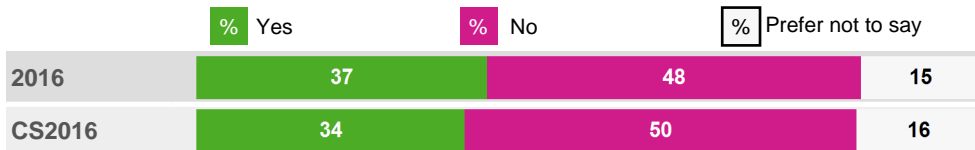
E01. During the past 12 months, have you personally experienced discrimination at work?



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)

Ground	Response Count
Age	26
Caring responsibilities	13
Disability	19
Ethnic background	23
Gender	20
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	59
Main spoken/written language or language ability	11
Religion or belief	--
Sexual orientation	--
Social or educational background	14
Working location	19
Working pattern	33
Any other grounds	36
Prefer not to say	25

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	32
Your manager	50
Another manager in my part of MoJHQ	45
Someone you manage	--
Someone who works for another part of MoJHQ	18
A member of the public	--
Someone else	--
Prefer not to say	24

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



All questions by theme

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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	19	51	17	10		70%	--
F02 I feel responsible for achieving value for money when I take decisions [▲]	29	53	13			82%	+4 ◆
F03 I consider value for money implications of the decisions that I make in my day to day work [▲]	32	55	10			87%	+3 ◆
F04 In my Directorate there is a strong feeling of teamwork and collaboration with the rest of the Ministry of Justice	21	42	21	12		64%	+1
F05 I believe this Directorate is well managed	18	44	23	10		63%	+1
F06 We get communications right in this Directorate	14	42	27	13		56%	-1
F07 I have opportunities to express my views to my Directorate's senior team	19	45	21	10		64%	+1
F08 I am confident my Directorate's senior team actively listens to and considers staff views when taking decisions	17	39	26	13	6	55%	+4 ◆
F09 In this Directorate we have discussed how we can do things better and how we can make those changes happen	18	47	23	9		64%	--
F10 My manager explains how important decisions have been made	18	44	23	11		62%	--
F11 My manager recognises that people with different experiences and backgrounds bring additional value to the team	25	51	17			76%	--
F12 I am confident that my Directorate is taking effective action to reduce discrimination, bullying and harassment	19	41	30	6		60%	+4 ◆



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 2015 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.
CS2016	The CS2016 benchmark is the median percent positive across all organisations that participated in the 2016 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 2016 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, CS2016 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 2016 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.