

HMPPS overall

Returns : 16,772

Response rate : 37%

Civil Service People Survey 2017



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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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 MOJ (Corp)	Difference from high performing units
Leadership and managing change		32%	+4 ✧	-7 ✧	-22 ✧
My work		71%	+2 ✧	-1 ✧	-11 ✧
My manager		61%	+3 ✧	-4 ✧	-16 ✧
Learning and development		43%	+3 ✧	-3 ✧	-21 ✧
Pay and benefits		21%	-5 ✧	0	-19 ✧
Resources and workload		62%	0	-5 ✧	-16 ✧
Organisational objectives and purpose		77%	+2 ✧	-2 ✧	-13 ✧
My team		74%	+1 ✧	-4 ✧	-15 ✧
Inclusion and fair treatment		69%	+2 ✧	-3 ✧	-15 ✧



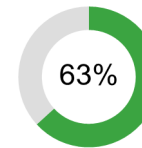
Strength of association with engagement



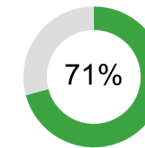
Statistically significant difference from comparison

Wellbeing

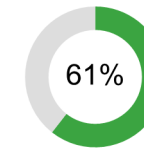
% responding positively (Answering 7,8,9 or 10 for W01 – W03; Answering 0,1,2 or 3 for W04)



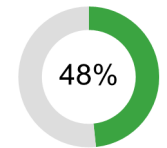
W01. Overall, how satisfied are you with your life nowadays?



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



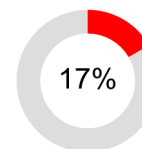
W03. Overall, how happy did you feel yesterday?



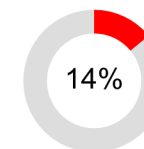
W04. Overall, how anxious did you feel yesterday?

Discrimination, bullying and harassment

% responding Yes

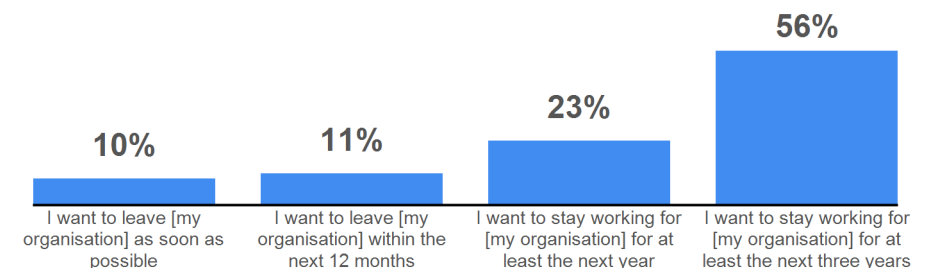


During the past 12 months have you personally experienced discrimination at work?



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

Your plans for the future


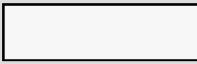


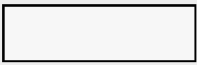

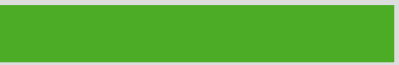
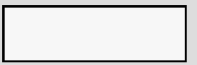




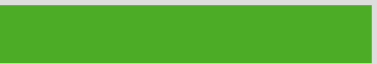




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Civil Service People Survey 2017

Headline scores

Highest positive scoring questions		Highest neutral scoring questions		Highest negative scoring questions	
	% Positive		% Neutral		% Negative
B01 I am interested in my work	 90%	B40 I believe that [the Executive Team has] a clear vision for the future of [my organisation]	 43%	B35 I feel that my pay adequately reflects my performance	 63%
B54 I am trusted to carry out my job effectively	 87%	B59 [Senior managers] in [my organisation] actively role model the behaviours set out in the Civil Service Leadership Statement	 42%	B37 Compared to people doing a similar job in other organisations I feel my pay is reasonable	 61%
B31 I have the skills I need to do my job effectively	 86%	B53 Where I work, I think effective action has been taken on the results of the last survey	 40%	B36 I am satisfied with the total benefits package	 53%
B26 I am treated with respect by the people I work with	 81%	B51 [My organisation] motivates me to help it achieve its objectives	 35%	B42 I feel that change is managed well in [my organisation]	 51%
B02 I am sufficiently challenged by my work	 81%	B50 [My organisation] inspires me to do the best in my job	 34%	B43 When changes are made in [my organisation] they are usually for the better	 50%

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All questions by theme

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My work

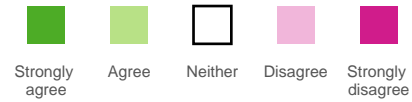
71%

+2 ◇

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from MOJ (Corp)

Difference from high performing units

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from MOJ (Corp)	Difference from high performing units
B01 I am interested in my work	47	44	6			90%	+2 ◇	+1 ◇	-5 ◇
B02 I am sufficiently challenged by my work	39	42	11	6		81%	+1 ◇	+2 ◇	-8 ◇
B03 My work gives me a sense of personal accomplishment	29	46	14	8		75%	+2 ◇	0	-10 ◇
B04 I feel involved in the decisions that affect my work	13	34	21	21	11	47%	+3 ◇	-4 ◇	-22 ◇
B05 I have a choice in deciding how I do my work	18	44	18	13	6	62%	+2 ◇	-3 ◇	-21 ◇

Organisational objectives and purpose*

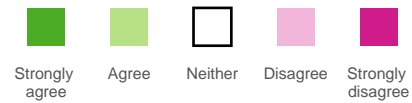
77%

+2 ◇

Difference from previous survey



Strength of association with engagement



*This theme score is based on one fewer question in this year's survey. Previous survey scores have been recalculated on this basis, to allow for the theme trend comparison

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from MOJ (Corp)	Difference from high performing units
B06 I have a clear understanding of [my organisation's] objectives	23	53	15	7		76%	+2 ◇	-2 ◇	-14 ◇
B07 I understand how my work contributes to [my organisation's] objectives	25	53	14	5		79%	+2 ◇	-1 ◇	-12 ◇

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My manager

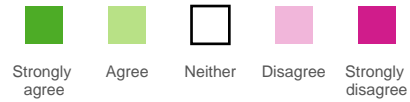
61%

+3

◇ Difference from previous survey



Strength of association with engagement



% Positive

◇ Difference from previous survey

◇ Difference from MOJ (Corp)

◇ Difference from high performing units

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from MOJ (Corp)	Difference from high performing units
B08	My manager motivates me to be more effective in my job	23	42	19	11	6	64%	+3 ◇	-3 ◇	-16 ◇
B09	My manager is considerate of my life outside work	33	40	16	7	5	72%	+3 ◇	-4 ◇	-19 ◇
B10	My manager is open to my ideas	29	44	17	6	6	73%	+2 ◇	-3 ◇	-16 ◇
B11	My manager helps me to understand how I contribute to [my organisation's] objectives	19	40	26	10	5	59%	+3 ◇	-4 ◇	-18 ◇
B12	Overall, I have confidence in the decisions made by my manager	26	41	19	9	6	67%	+3 ◇	-3 ◇	-16 ◇
B13	My manager recognises when I have done my job well	28	43	16	8	6	72%	+3 ◇	-3 ◇	-16 ◇
B14	I receive regular feedback on my performance	20	37	20	16	7	58%	+2 ◇	-6 ◇	-23 ◇
B15	The feedback I receive helps me to improve my performance	20	36	26	12	6	56%	+3 ◇	-4 ◇	-19 ◇
B16	I think that my performance is evaluated fairly	19	38	25	11	7	57%	+2 ◇	-4 ◇	-18 ◇
B17	Poor performance is dealt with effectively in my team	10	26	32	19	13	36%	+2 ◇	-4 ◇	-17 ◇

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My team

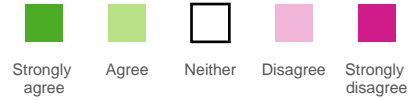
74%

+1

◆ Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from MOJ (Corp)

Difference from high performing units

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from MOJ (Corp)	Difference from high performing units
B18	The people in my team can be relied upon to help when things get difficult in my job	35	46	11	6		80%	0	-3	-12
B19	The people in my team work together to find ways to improve the service we provide	30	45	15	7		75%	+1	-4	-16
B20	The people in my team are encouraged to come up with new and better ways of doing things	25	42	20	10		66%	+2	-5	-19

Learning and development

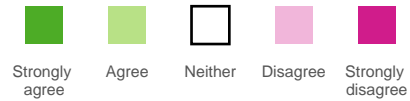
43%

+3

◆ Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from MOJ (Corp)

Difference from high performing units

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from MOJ (Corp)	Difference from high performing units
B21	I am able to access the right learning and development opportunities when I need to	9	39	25	20	7	47%	+3	-7	-26
B22	Learning and development activities I have completed in the past 12 months have helped to improve my performance	10	34	31	17	8	44%	+3	-1	-21
B23	There are opportunities for me to develop my career in [my organisation]	9	33	25	20	13	42%	+5	-2	-22
B24	Learning and development activities I have completed while working for [my organisation] are helping me to develop my career	9	30	31	19	10	40%	+2	0	-19

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Inclusion and fair treatment

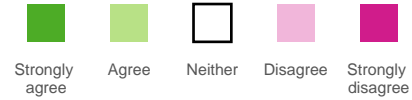
69%

+2 ◆

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from MOJ (Corp)

Difference from high performing units

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from MOJ (Corp)	Difference from high performing units
B25 I am treated fairly at work	21	52	15	8	8	73%	+2 ◆	-3 ◆	-15 ◆
B26 I am treated with respect by the people I work with	26	55	12	5	5	81%	+1 ◆	-2 ◆	-11 ◆
B27 I feel valued for the work I do	17	40	20	15	8	57%	+2 ◆	-4 ◆	-20 ◆
B28 I think that [my organisation] respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	18	47	21	9	5	65%	+1	-5 ◆	-19 ◆

Resources and workload*

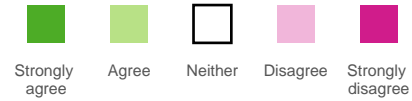
62%

0

Difference from previous survey



Strength of association with engagement



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Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from MOJ (Corp)	Difference from high performing units
B29 I get the information I need to do my job well	9	49	23	16	9	58%	+1	-6 ◆	-20 ◆
B30 I have clear work objectives	14	57	17	9	9	71%	+2 ◆	-4 ◆	-15 ◆
B31 I have the skills I need to do my job effectively	25	61	9	9	9	86%	+1 ◆	-1 ◆	-7 ◆
B32 I have the tools I need to do my job effectively	11	41	20	21	8	52%	-2 ◆	-8 ◆	-25 ◆
B33 I have an acceptable workload	8	42	18	20	13	50%	+1 ◆	-6 ◆	-23 ◆
B34 I achieve a good balance between my work life and my private life	13	44	19	16	8	57%	0	-7 ◆	-21 ◆

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All questions by theme

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Pay and benefits

21%

-5 ◆ Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from MOJ (Corp)

Difference from high performing units

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from MOJ (Corp)	Difference from high performing units
B35 I feel that my pay adequately reflects my performance	18	16	31	32	21%	-6 ◆	+1 ◆	-20 ◆	
B36 I am satisfied with the total benefits package	20	24	27	26	23%	-4 ◆	-2 ◆	-23 ◆	
B37 Compared to people doing a similar job in other organisations I feel my pay is reasonable	17	19	29	32	20%	-5 ◆	+1 ◆	-16 ◆	

Leadership and managing change*

32%

+4 ◆ Difference from previous survey



Strength of association with engagement



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Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from MOJ (Corp)	Difference from high performing units
B38 [Senior managers] in [my organisation] are sufficiently visible	9	39	21	21	11	48%	+9 ◆	-6 ◆	-23 ◆
B39 I believe the actions of [senior managers] are consistent with [my organisation's] values	9	38	33	12	8	47%	+7 ◆	-3 ◆	-16 ◆
B40 I believe that [the Executive Team has] a clear vision for the future of [my organisation]	5	24	43	17	12	29%	+2 ◆	-11 ◆	-28 ◆
B41 Overall, I have confidence in the decisions made by [my organisation's senior managers]	6	28	33	20	14	34%	+5 ◆	-6 ◆	-23 ◆
B42 I feel that change is managed well in [my organisation]	20	27	33	17	23%	+3 ◆	-7 ◆	-21 ◆	
B43 When changes are made in [my organisation] they are usually for the better	15	32	32	19	17%	+2 ◆	-9 ◆	-25 ◆	
B44 [My organisation] keeps me informed about matters that affect me	35	30	21	10	39%	+2 ◆	-9 ◆	-30 ◆	
B45 I have the opportunity to contribute my views before decisions are made that affect me	20	27	31	18	24%	+2 ◆	-8 ◆	-24 ◆	
B46 I think it is safe to challenge the way things are done in [my organisation]	25	32	24	15	29%	+2 ◆	-8 ◆	-26 ◆	

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All questions by theme

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Engagement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from MOU (Corp)	Difference from high performing units
B47 I am proud when I tell others I am part of [my organisation]	17	41	27	10	5	58%	+3 ◆	+2 ◆	-12 ◆
B48 I would recommend [my organisation] as a great place to work	8	26	30	22	13	34%	+3 ◆	-5 ◆	-30 ◆
B49 I feel a strong personal attachment to [my organisation]	16	37	27	13	7	53%	+3 ◆	+4 ◆	-6 ◆
B50 [My organisation] inspires me to do the best in my job	10	30	34	17	8	41%	+3 ◆	-2 ◆	-18 ◆
B51 [My organisation] motivates me to help it achieve its objectives	9	28	35	18	9	37%	+4 ◆	-3 ◆	-19 ◆

Taking action

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from MOU (Corp)	Difference from high performing units
B52 I believe that [senior managers] in [my organisation] will take action on the results from this survey	5	22	29	23	20	28%	+3 ◆	-10 ◆	-31 ◆
B53 Where I work, I think effective action has been taken on the results of the last survey	6	18	40	19	16	24%	+1 ◆	-9 ◆	-28 ◆

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All questions by theme

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Organisational culture

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from MOU (Corp)	Difference from high performing units
B54 I am trusted to carry out my job effectively	29	58	8			87%	+2 ◆	-2 ◆	-7 ◆
B55 I believe I would be supported if I try a new idea, even if it may not work	16	45	23	12		61%	+2 ◆	-5 ◆	-19 ◆
B56 In [my organisation], people are encouraged to speak up when they identify a serious policy or delivery risk	12	42	25	14	7	55%	New	-7 ◆	-21 ◆
B57 I feel able to challenge inappropriate behaviour in the workplace	16	52	17	11	5	67%	New	+1 ◆	-7 ◆
B58 [My organisation] is committed to creating a diverse and inclusive workplace	15	50	24	7		65%	New	-4 ◆	-18 ◆

Leadership statement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from MOU (Corp)	Difference from high performing units
B59 [Senior managers] in [my organisation] actively role model the behaviours set out in the Civil Service Leadership Statement	7	32	42	11	7	39%	+5 ◆	-5 ◆	-20 ◆
B60 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	17	40	31	7	5	57%	+4 ◆	-4 ◆	-20 ◆

Civil Service vision

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from MOU (Corp)	Difference from high performing units
B61 I am aware of the Civil Service vision for 'A Brilliant Civil Service'	24	27	32	13		28%	New	-11 ◆	-32 ◆
B62 I understand how my work contributes to helping us become 'A Brilliant Civil Service'	25	31	28	12		29%	New	-9 ◆	-25 ◆

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Wellbeing



Unlike the questions B01-B62 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 MOJ (Corp)	Difference from high performing units
W01 Overall, how satisfied are you with your life nowadays?	14	23	48	15	63%	0	0	-9 ◆
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	10	19	47	24	71%	0	+1 ◆	-6 ◆
W03 Overall, how happy did you feel yesterday?	18	22	39	21	61%	-2 ◆	0	-8 ◆

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?	24	25	19	32	48%	-3 ◆	0	-7 ◆
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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 MOJ (Corp)	Difference from high performing units
I want to leave [my organisation] as soon as possible		10%	-1 ◇	0 ◇	-3 ◇
I want to leave [my organisation] within the next 12 months		11%	-1 ◇	-2 ◇	-5 ◇
I want to stay working for [my organisation] for at least the next year		23%	+1	-3 ◇	-12 ◇
I want to stay working for [my organisation] for at least the next three years		56%	+1 ◇	+6 ◇	-9 ◇

The Civil Service Code

Differences are based on '% Yes' score

	% Yes	% No	% Yes	Difference from previous survey	Difference from MOJ (Corp)	Difference from high performing units
D01. Are you aware of the Civil Service Code?			76%	-3 ◇	-6 ◇	-22 ◇
D02. Are you aware of how to raise a concern under the Civil Service Code?			58%	-3 ◇	-7 ◇	-22 ◇
D03. Are you confident that if you raised a concern under the Civil Service Code in [your organisation] it would be investigated properly?			53%	0	-8 ◇	-26 ◇

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?

	% Yes	% No	% Prefer not to say
2017	17	73	10
2016	16	74	10
MOJ (Corp)	14	76	10

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

	% Yes	% No	% Prefer not to say
2017	14	78	8
2016	14	77	9
MOJ (Corp)	12	79	9

For respondents who selected 'Yes' to question E03.
 E05. Did you report the bullying and harassment you experienced?

	% Yes	% No	% Prefer not to say
2017	42	45	13
2016	38	48	14
MOJ (Corp)	42	43	15

For respondents who selected 'Yes' to question E03.
 E06. In your opinion, has this issue been resolved?

	% Yes	% No	% Prefer not to say
2017	20	62	18
2016	20	62	17
MOJ (Corp)	20	61	20

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)

	Response Count
Age	435
Caring responsibilities	281
Disability	422
Ethnic background	235
Gender	426
Gender reassignment or perceived gender	16
Grade, pay band or responsibility level	797
Main spoken/written language or language ability	74
Religion or belief	105
Sexual orientation	110
Social or educational background	133
Working location	484
Working pattern	521
Any other grounds	680
Prefer not to say	273

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)

	Response Count
A colleague	882
Your manager	579
Another manager in my part of [the organisation]	618
Someone you manage	113
Someone who works for another part of [your organisation]	141
A member of the public	61
Someone else	137
Prefer not to say	312

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 2016 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.
High performing units	For each question, this is the upper quartile score across all units from all organisations that have taken part in the 2017 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, Ministry of Justice (Corporate Report) results and high performing units 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 (B47-B51). 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

Changes to theme scores in 2017

Small changes have been made to some of the headline themes in 2017. Three theme scores (Organisational objectives and purpose; Resources and workload; Leadership and managing change) are based on one fewer question in this year's survey. Previous survey scores have been recalculated on this basis, to allow for theme trend comparisons.

Confidentiality

The survey was carried out as part of the 2017 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.