

Ministry of Justice (Corporate Report)

Returns : 33,962

Response rate : 48%

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 CS2017	Difference from CS High Performers
Leadership and managing change		39%	+4 ✧	-7 ✧	-12 ✧
My work		72%	+1 ✧	-4 ✧	-7 ✧
My manager		65%	+2 ✧	-5 ✧	-7 ✧
Pay and benefits		21%	-3 ✧	-9 ✧	-15 ✧
Learning and development		46%	+2 ✧	-7 ✧	-12 ✧
Resources and workload		68%	+1 ✧	-5 ✧	-7 ✧
Organisational objectives and purpose		79%	+1 ✧	-3 ✧	-8 ✧
My team		78%	0	-3 ✧	-6 ✧
Inclusion and fair treatment		73%	+2 ✧	-4 ✧	-7 ✧



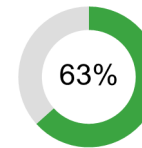
Strength of association with engagement



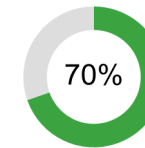
Statistically significant difference from comparison

Wellbeing

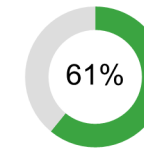
% responding positively (Answering 7,8,9 or 10 for W01 – W03; Answering 0, 1,2 or 3 for W04)



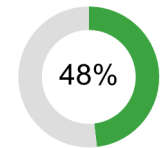
W01. Overall, how satisfied are you with your life nowadays?



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



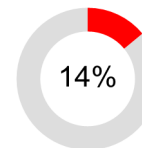
W03. Overall, how happy did you feel yesterday?



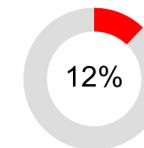
W04. Overall, how anxious did you feel yesterday?

Discrimination, bullying and harassment

% responding Yes

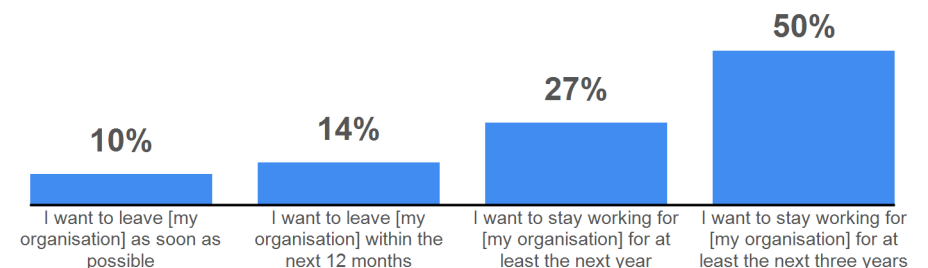


During the past 12 months have you personally experienced discrimination at work?


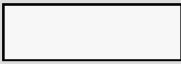


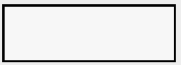

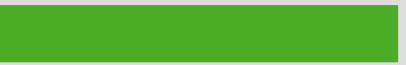
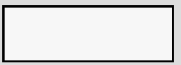




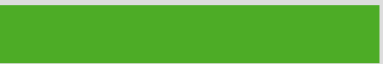




During the past 12 months have you personally experienced bullying or harassment at work?

Your plans for the future



Headline scores

Highest positive scoring questions		% Positive	Highest neutral scoring questions		% Neutral	Highest negative scoring questions		% Negative
B01	I am interested in my work	 89%	B59	[Senior managers] in [my organisation] actively role model the behaviours set out in the Civil Service Leadership Statement	 39%	B35	I feel that my pay adequately reflects my performance	 65%
B54	I am trusted to carry out my job effectively	 89%	B53	Where I work, I think effective action has been taken on the results of the last survey	 38%	B37	Compared to people doing a similar job in other organisations I feel my pay is reasonable	 64%
B31	I have the skills I need to do my job effectively	 87%	B40	I believe that [the Executive Team has] a clear vision for the future of [my organisation]	 37%	B36	I am satisfied with the total benefits package	 52%
B18	The people in my team can be relied upon to help when things get difficult in my job	 83%	B51	[My organisation] motivates me to help it achieve its objectives	 34%	B42	I feel that change is managed well in [my organisation]	 43%
B26	I am treated with respect by the people I work with	 83%	B43	When changes are made in [my organisation] they are usually for the better	 33%	B45	I have the opportunity to contribute my views before decisions are made that affect me	 42%

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All questions by theme

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My work

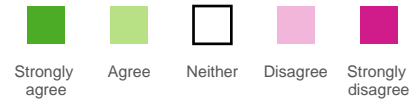
72%

+1

◆ Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2017

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B01 I am interested in my work	41	48	7			89%	+1 ◆	-1 ◆	-3 ◆
B02 I am sufficiently challenged by my work	35	45	11	7		80%	0	-1 ◆	-3 ◆
B03 My work gives me a sense of personal accomplishment	27	48	14	9		75%	+1 ◆	-2 ◆	-5 ◆
B04 I feel involved in the decisions that affect my work	14	37	20	20	9	51%	+2 ◆	-7 ◆	-13 ◆
B05 I have a choice in deciding how I do my work	20	45	17	12	6	65%	+2 ◆	-10 ◆	-15 ◆

Organisational objectives and purpose*

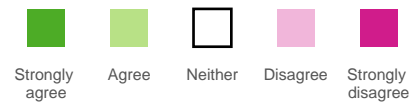
79%

+1

◆ 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 CS2017	Difference from CS High Performers
B06 I have a clear understanding of [my organisation's] objectives	22	56	14	6		77%	+1 ◆	-3 ◆	-9 ◆
B07 I understand how my work contributes to [my organisation's] objectives	24	56	13	5		80%	+1 ◆	-3 ◆	-7 ◆

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My manager

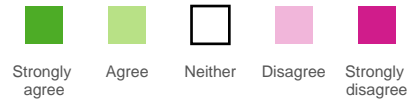
65%

+2

◆ Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2017

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B08	My manager motivates me to be more effective in my job	23	44	18	10	5	67%	+2 ◆	-3 ◆	-7 ◆
B09	My manager is considerate of my life outside work	36	41	14	6	6	76%	+2 ◆	-8 ◆	-11 ◆
B10	My manager is open to my ideas	30	46	15	6	6	76%	+1 ◆	-6 ◆	-9 ◆
B11	My manager helps me to understand how I contribute to [my organisation's] objectives	20	43	24	9	6	63%	+2 ◆	-3 ◆	-8 ◆
B12	Overall, I have confidence in the decisions made by my manager	27	43	17	8	5	70%	+3 ◆	-4 ◆	-9 ◆
B13	My manager recognises when I have done my job well	29	45	14	8	6	74%	+2 ◆	-5 ◆	-8 ◆
B14	I receive regular feedback on my performance	21	42	18	14	5	63%	+2 ◆	-4 ◆	-9 ◆
B15	The feedback I receive helps me to improve my performance	21	40	24	11	5	61%	+2 ◆	-3 ◆	-7 ◆
B16	I think that my performance is evaluated fairly	20	42	22	11	6	61%	+2 ◆	-4 ◆	-9 ◆
B17	Poor performance is dealt with effectively in my team	11	29	32	17	11	40%	+1 ◆	0 ◆	-4 ◆

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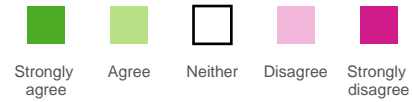
My team

78% 0

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2017

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B18	The people in my team can be relied upon to help when things get difficult in my job	37	46	10	5		83%	0 ◆	-2 ◆	-4 ◆
B19	The people in my team work together to find ways to improve the service we provide	32	47	13	6		79%	0	-4 ◆	-6 ◆
B20	The people in my team are encouraged to come up with new and better ways of doing things	27	44	17	8		71%	+1 ◆	-4 ◆	-8 ◆

Learning and development

46% +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 CS2017	Difference from CS High Performers
B21	I am able to access the right learning and development opportunities when I need to	10	44	24	17	6	54%	+1 ◆	-9 ◆	-15 ◆
B22	Learning and development activities I have completed in the past 12 months have helped to improve my performance	11	35	31	17	7	45%	+1 ◆	-7 ◆	-13 ◆
B23	There are opportunities for me to develop my career in [my organisation]	10	34	25	19	12	44%	+5 ◆	-2 ◆	-11 ◆
B24	Learning and development activities I have completed while working for [my organisation] are helping me to develop my career	9	30	32	19	10	40%	+2 ◆	-7 ◆	-12 ◆

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Inclusion and fair treatment

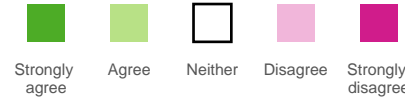
73%

+2 ◆

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2017

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B25	I am treated fairly at work	24	52	13	8	8	76%	+2 ◆	-4 ◆	-8 ◆
B26	I am treated with respect by the people I work with	28	55	10	7	0	83%	+1 ◆	-2 ◆	-4 ◆
B27	I feel valued for the work I do	19	42	18	14	7	61%	+2 ◆	-5 ◆	-11 ◆
B28	I think that [my organisation] respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	22	48	18	7	5	70%	+2 ◆	-5 ◆	-9 ◆

Resources and workload*

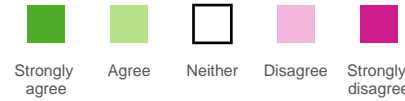
68%

+1 ◆

Difference from previous survey



Strength of association with engagement



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Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B29	I get the information I need to do my job well	12	53	19	13	7	64%	0	-5 ◆	-10 ◆
B30	I have clear work objectives	16	59	15	8	2	75%	0	0	-5 ◆
B31	I have the skills I need to do my job effectively	26	61	9	4	0	87%	0	-1 ◆	-4 ◆
B32	I have the tools I need to do my job effectively	14	46	17	17	6	60%	-1 ◆	-10 ◆	-17 ◆
B33	I have an acceptable workload	10	46	16	18	10	56%	+2 ◆	-5 ◆	-11 ◆
B34	I achieve a good balance between my work life and my private life	16	48	16	13	6	64%	+2 ◆	-4 ◆	-10 ◆

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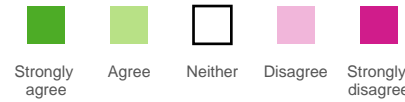
Pay and benefits

21%

-3 ◆ Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2017

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B35 I feel that my pay adequately reflects my performance	17	15	30	35	20%	-3 ◆	-10 ◆	-17 ◆	
B36 I am satisfied with the total benefits package	21	24	26	26	25%	-2 ◆	-9 ◆	-15 ◆	
B37 Compared to people doing a similar job in other organisations I feel my pay is reasonable	16	17	29	36	19%	-2 ◆	-7 ◆	-14 ◆	

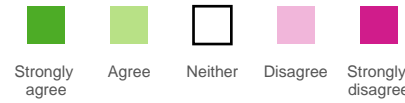
Leadership and managing change*

39%

+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 CS2017	Difference from CS High Performers
B38 [Senior managers] in [my organisation] are sufficiently visible	11	43	19	18	9	54%	+9 ◆	-6 ◆	-15 ◆
B39 I believe the actions of [senior managers] are consistent with [my organisation's] values	10	40	32	11	7	50%	+7 ◆	-4 ◆	-10 ◆
B40 I believe that [the Executive Team has] a clear vision for the future of [my organisation]	8	32	37	14	9	40%	+4 ◆	-9 ◆	-15 ◆
B41 Overall, I have confidence in the decisions made by [my organisation's senior managers]	8	32	32	17	12	39%	+5 ◆	-9 ◆	-15 ◆
B42 I feel that change is managed well in [my organisation]	26	27	30	14	30%	+4 ◆	-3 ◆	-10 ◆	
B43 When changes are made in [my organisation] they are usually for the better	22	33	27	14	26%	+3 ◆	-7 ◆	-14 ◆	
B44 [My organisation] keeps me informed about matters that affect me	6	42	26	17	8	48%	+3 ◆	-10 ◆	-17 ◆
B45 I have the opportunity to contribute my views before decisions are made that affect me	5	26	27	28	15	31%	+2 ◆	-7 ◆	-16 ◆
B46 I think it is safe to challenge the way things are done in [my organisation]	6	31	30	21	13	37%	+3 ◆	-9 ◆	-16 ◆

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Engagement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B47 I am proud when I tell others I am part of [my organisation]	16	40	28	11	5	56%	+4 ◆	-5 ◆	-12 ◆
B48 I would recommend [my organisation] as a great place to work	10	29	29	21	11	39%	+4 ◆	-16 ◆	-24 ◆
B49 I feel a strong personal attachment to [my organisation]	14	34	28	16	7	48%	+3 ◆	-1 ◆	-8 ◆
B50 [My organisation] inspires me to do the best in my job	11	32	33	17	8	43%	+4 ◆	-5 ◆	-12 ◆
B51 [My organisation] motivates me to help it achieve its objectives	10	30	34	18	8	40%	+4 ◆	-6 ◆	-14 ◆

Taking action

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B52 I believe that [senior managers] in [my organisation] will take action on the results from this survey	8	30	26	20	16	38%	+4 ◆	-12 ◆	-20 ◆
B53 Where I work, I think effective action has been taken on the results of the last survey	8	24	38	16	13	33%	0	-4 ◆	-12 ◆

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Organisational culture

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B54 I am trusted to carry out my job effectively	31	58	7			89%	+1 ◆	0	-2 ◆
B55 I believe I would be supported if I try a new idea, even if it may not work	18	47	21	10		66%	+2 ◆	-5 ◆	-10 ◆
B56 In [my organisation], people are encouraged to speak up when they identify a serious policy or delivery risk	15	46	22	11	6	61%	New	-5 ◆	-10 ◆
B57 I feel able to challenge inappropriate behaviour in the workplace	16	50	18	11	5	66%	New	+3 ◆	-2 ◆
B58 [My organisation] is committed to creating a diverse and inclusive workplace	18	51	21	6		70%	New	-4 ◆	-8 ◆

Leadership statement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B59 [Senior managers] in [my organisation] actively role model the behaviours set out in the Civil Service Leadership Statement	9	35	39	10	7	44%	+5 ◆	-3 ◆	-11 ◆
B60 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	18	43	28	7	5	61%	+4 ◆	-5 ◆	-11 ◆

Civil Service vision

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B61 I am aware of the Civil Service vision for 'A Brilliant Civil Service'	6	33	25	27	9	39%	New	-4 ◆	-17 ◆
B62 I understand how my work contributes to helping us become 'A Brilliant Civil Service'	6	31	29	24	9	38%	New	+1 ◆	-7 ◆

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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 CS2017	Difference from CS High Performers
W01 Overall, how satisfied are you with your life nowadays?	14	23	47	16	63%	0	-3 ◆	-5 ◆
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	11	20	46	24	70%	-1 ◆	-1 ◆	-4 ◆
W03 Overall, how happy did you feel yesterday?	17	22	40	21	61%	-1 ◆	-2 ◆	-4 ◆

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	20	32	48%	-2 ◆	0 ◆	-4 ◆
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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 CS2017	Difference from CS High Performers
I want to leave [my organisation] as soon as possible		10%	-1 ◇	+2 ◇	-2 ◇
I want to leave [my organisation] within the next 12 months		14%	-1 ◇	-1 ◇	-4 ◇
I want to stay working for [my organisation] for at least the next year		27%	+1 ◇	-7 ◇	-12 ◇
I want to stay working for [my organisation] for at least the next three years		50%	+1 ◇	+6 ◇	-3 ◇

The Civil Service Code

Differences are based on '% Yes' score

	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		18	82%	-2 ◇	-10 ◇	-12 ◇
D02. Are you aware of how to raise a concern under the Civil Service Code?		35	65%	-3 ◇	-3 ◇	-9 ◇
D03. Are you confident that if you raised a concern under the Civil Service Code in [your organisation] it would be investigated properly?		39	61%	+1 ◇	-9 ◇	-15 ◇

All questions by theme

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 ^ indicates a variation in question wording from your previous survey

Discrimination, harassment and bullying

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

	% Yes	% No	% Prefer not to say
2017	14	76	10
2016	14	76	10
CS2017	12	80	8

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

	% Yes	% No	% Prefer not to say
2017	12	79	9
2016	13	79	9
CS2017	11	82	7

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	43	15
2016	39	47	14
CS2017	37	49	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	61	20
2016	21	61	19
CS2017	19	62	19

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	702
Caring responsibilities	520
Disability	698
Ethnic background	481
Gender	661
Gender reassignment or perceived gender	22
Grade, pay band or responsibility level	1,315
Main spoken/written language or language ability	159
Religion or belief	195
Sexual orientation	162
Social or educational background	236
Working location	681
Working pattern	927
Any other grounds	1,158
Prefer not to say	581

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	1,576
Your manager	1,051
Another manager in my part of [the organisation]	1,025
Someone you manage	201
Someone who works for another part of [your organisation]	273
A member of the public	132
Someone else	201
Prefer not to say	560

Ministry of Justice (Corporate Report)

Returns : 33,962

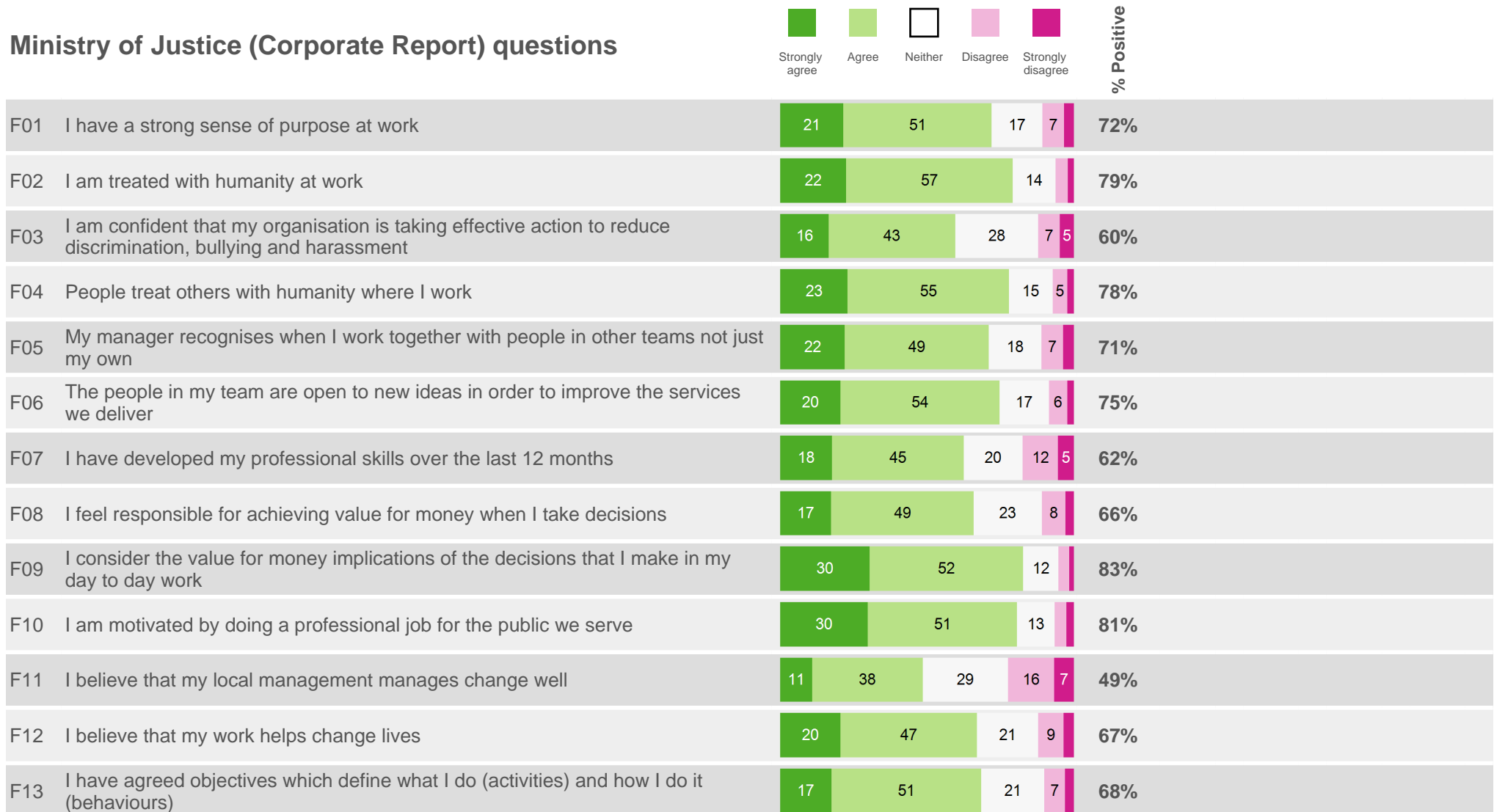
Response rate : 48%

Civil Service People Survey 2017

All questions by theme

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

Ministry of Justice (Corporate Report) questions



Ministry of Justice (Corporate Report)

Returns : 33,962

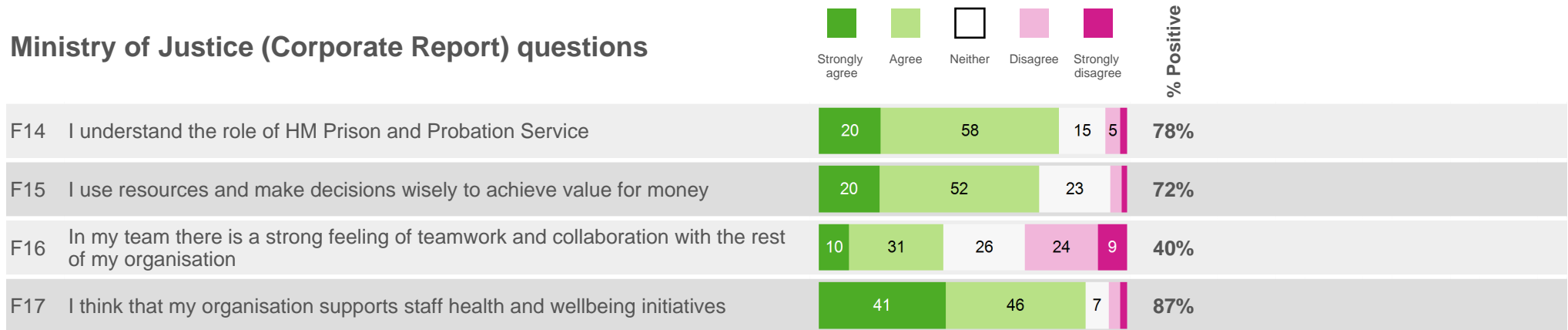
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Civil Service People Survey 2017

All questions by theme

◆ indicates statistically significant difference from comparison
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Ministry of Justice (Corporate Report) questions



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.
CS2017	The CS2017 benchmark is the median percent positive across all organisations that participated in the 2017 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 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, CS2017 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 (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.