

Meeting	OLC Board	Agenda Item Paper No.	11 126.6
Date of meeting	26 April 2023	Time required	15 minutes

Title	2022 People Survey Report
Sponsor	Debbie Wright, Head of People Strategy & Services
Status	OFFICIAL

Executive summary
<p>The annual Civil Service People Survey was launched in LeO on 22 September and closed on 31 October 2022. We had 178 responses, giving a 62% response rate, a 6% increase on last year. This report details the findings, which have already been shared with RemCo members at their meeting on 27 March 2023. Comparisons to headline Civil Service scores are provided where available for some wider context; however, the many types, sizes and other variables of ALBs means meaningful comparison against these is limited and so is not provided.</p> <p>Key points to draw to Board members' attention are:</p> <ul style="list-style-type: none"> • With the exception of pay and benefits, all 9 core themes showed an improvement on 2021 • The engagement score represents the extent to which employees feel engaged with their organisation based on 5 key statements, with 0% very disengaged, 100% very engaged. LeO's score for 2022 was 59%, a 9% increase compared to 2021 • The highest scoring of the 9 core themes were: Organisational Objectives and Purpose; My Manager; and Inclusion and Fair Treatment • The lowest scoring of the 9 core themes were: Pay and Benefits; Learning and Development; and Leadership and Managing Change • The 3 least improved of the 9 core themes were: Pay and Benefits; My Work; and My Team • The most improved of the 9 core themes were: My Manager; Leadership and Managing Change; and Learning & Development • In response to the questions related to discrimination and bullying/harassment, 87% and 94% said they did not feel discriminated against or harassed/bullied respectively • Additional ED&I information is analysed compared to last year's report

- The highest engagement score can be seen from BAME respondents (63%), the lowest engagement score can be seen from respondents identifying as bisexual, gay, lesbian or any other sexual orientation (52%)
- The PERMA Index measures the extent to which employees are 'flourishing' at work. A score of 100% indicates that respondents gave the most positive response possible to all five questions, whereas a score of 0% indicates the opposite. LeO's PERMA index for 2022 is **71%**, the same as in 2021
- The Proxy Stress Index measures conditions that can contribute to stressful environments and is based on Health and Safety Executive stress management standards. A score of 100% indicates that respondents gave the most negative response possible, suggesting they are operating in a highly stressful environment. A score of 0% indicates the opposite. LeO's score for 2022 is **29%**, a positive improvement of **8%**.

To date, the detailed findings of the People Survey have been shared with RemCo, the Executive and the Staff Council. Comms will be prepared to circulate to all staff. Further discussions will take place with Staff Council, the staff networks, the Executive and Management Team, and where applicable, specific actions will be identified to address issues and build on progress to date.

Focus groups and 'safe space' meetings will be held with the networks to explore further the experiences of staff with protected characteristics; findings will inform ED&I Strategy and action planning and the 2023/24 People Strategy.

Recommendation/action required
Board is asked to note the 2022 People Survey report.

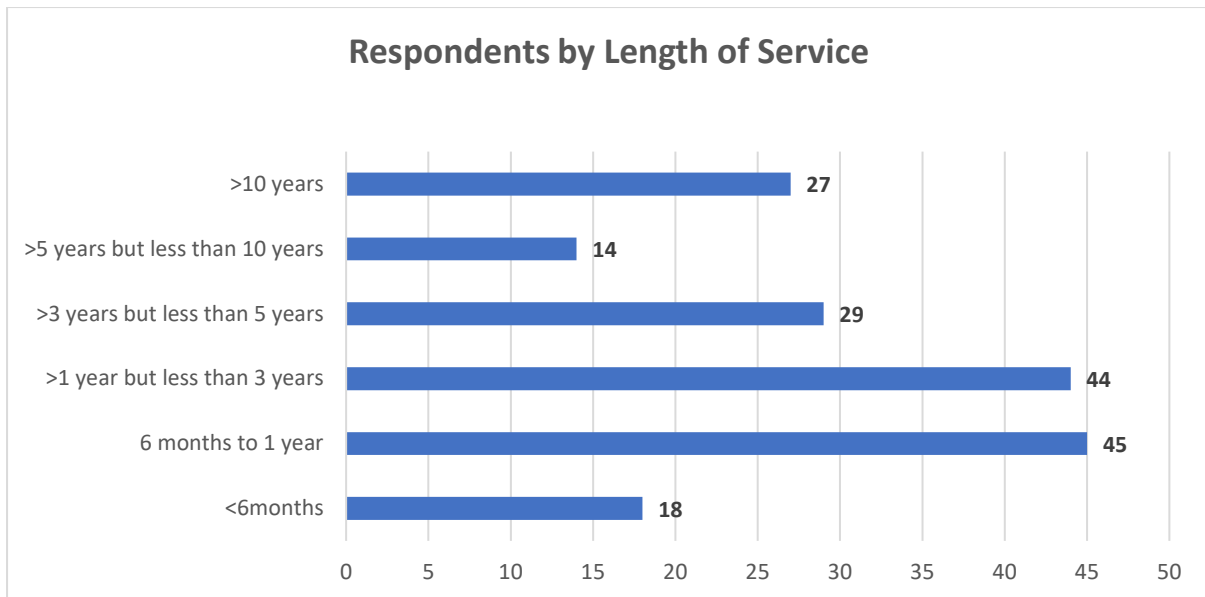
CIVIL SERVICE PEOPLE SURVEY 2022

1 INTRODUCTION

- 1.1 The Civil Service People Survey collects the views and experiences of individuals working within the Civil Service and its associated Arm's Length Bodies (ALBs). It is run annually during September and October by Qualtrics, an organisation procured by the Cabinet Office and administered for the Legal Ombudsman (LeO) by the MoJ Employee Engagement team. The survey was launched in LeO on 22 September and closed on 31 October 2022.
- 1.2 Participation in the People Survey is not compulsory, although individuals are strongly encouraged to use the opportunity to give their opinions and views about LeO in order to inform strategy and action planning going forward. The survey is anonymous; answers with fewer than 10 responses are suppressed to further protect the anonymity of small groups of individuals.
- 1.3 The survey results are broken down into 2 key areas: the Employee Engagement Index and 9 Core Themes, which are underpinned by a series of engagement statements and questions for each individual theme. Comparisons to 2021 results are also provided. There are also two main questions that focus on discrimination, bullying and harassment.
- 1.4 The full set of results can be found in Appendix 1.

2 RESPONSE RATE

- 2.1 The 2022 survey was completed by 178 individuals, giving a 62% response rate (a 6% increase on last year). Of these respondents 38 (21%) were in Corporate roles, 140 (79%) from Operational delivery. LeO's response rate was slightly lower than the Civil Service overall (65%).
- 2.2 The graph below analyses respondents by length of service. Half of all respondents have worked at LeO from between 6 months to 3 years.



3 QUANTITATIVE RESULTS

3.1 Employee Engagement Index

3.1.1 Employee engagement is a workplace approach designed to ensure that employees are committed to their organisation’s goals and values and are motivated to contribute to organisational success. The People Survey uses 5 questions to measure employee engagement; responses are then combined into a summary index score which indicates where employees sit on a scale of very disengaged (0%) through to very engaged (100%). LeO’s 2022 Employee Engagement Index is **59%**, an increase of **9%** on last year. The Civil Service Employee Engagement Index (EEI) in 2022 is 65%. It decreased by 1% compared to 2021.

3.1.2 The table below indicates that every engagement statement shows an improvement compared to 2021.

Engagement statement	2022	2021	% change
I am proud when I tell others I am part of my organisation	59%	48%	+11%
I feel a strong personal attachment to my organisation	44%	36%	+8%
My organisation inspires me to do the best in my job	47%	34%	+13%
My organisation motivates me to help it achieve its objectives	45%	34%	+11%
I would recommend my organisation as a great place to work	46%	30%	+16%

3.2 Results by Core Theme

3.2.1 There are 9 core theme scores within the Civil Service People Survey. Each theme measures a different dimension of employee experiences at work, which are known to have a strong relationship with engagement levels. The following table shows that, with the exception of pay and benefits, all other core themes showed an **increase** in satisfaction compared to 2021.

3.2.2 Civil Service results are also provided for comparison and wider context. The figure in brackets indicates the difference compared to 2021; it can be seen that there has

been a decrease in employee engagement across all of the core themes for the Civil Service as a whole in 2022.

Where Are We Now?	2022 (%)	2021 (%)	% change	Civil Service Score (%)
Engagement Index	59	50	+9	65 (-1)
My work	75	69	+6	79 (-1)
Organisational objectives and purpose	88	76	+12	83 (-2)
My manager	78	62	+16	78 (-1)
My team	75	67	+8	84 (-1)
Learning and development	49	34	+15	55 (-1)
Inclusion and fair treatment	78	64	+14	81 (-1)
Resources and workload	77	63	+14	74 (-1)
Pay and benefits	26	39	-13	28 (-11)
Leadership and managing change	56	41	+15	54 (-4)

3.2.3 The 3 highest scoring themes were:

1. Organisational objectives and purpose (88%)
2. My manager (78%)
3. Inclusion and fair treatment (78%).

3.2.4 The 3 most improved themes compared to 2021 were:

1. My manager (+16%)
2. Leadership and managing change (+15%)
3. Learning and development (+15%).

3.2.5 The 3 lowest scoring themes were:

1. Pay and benefits (26%)
2. Learning and development (49%)
3. Leadership and managing change (56%).

3.2.6 The 3 least improved themes against 2021 were:

1. Pay and benefits (-13%)
2. My work (+6%)
3. My team (+9%).

3.3 Core Theme Results by Job Family

- 3.3.1 The following table shows a further breakdown of responses by job family. The figures highlighted in green indicate a more positive employee experience compared to LeO's overall figures; those in red less positive. The figure in brackets for each job family indicates movement compared to 2021.

Where are we now?	All (%)	Corporate (%)	GET (%)	Ops Leaders* (%)	Investigators (%)	L1 Ombudsmen (%)
Engagement Index	59	61 (+8)	66 (+4)	68 (+8)	52 (+10)	57 (+11)
My work	75	85 (+10)	65 (-11)	84 (+10)	71 (+8)	69 (+4)
Organisational objectives and purpose	88	91 (+17)	94 (+8)	94 (+12)	82 (+13)	96 (+9)
My manager	78	84 (+23)	77 (-4)	72 (+8)	74 (+22)	93 (+37)
My team	75	90 (+24)	76 (+3)	85 (+10)	64 (+4)	77 (-1)
Learning and development	49	50 (+20)	65 (+3)	50 (+18)	43 (+17)	48 (+2)
Inclusion and fair treatment	78	85 (+16)	76 (-5)	78 (+11)	75 (+19)	87 (+18)
Resources and workload	77	78 (+18)	90 (+5)	79 (+12)	71 (+15)	87 (+7)
Pay and benefits	26	35 (-6)	35 (-18)	40 (-10)	18 (-16)	5 (-25)
Leadership and managing change	56	74 (+13)	65 (-)	60 (+17)	45 (+17)	49 (+22)

* Includes Operations Managers, Team Leaders & Senior Ombudsmen

3.3.2 It is clear from the above table that the most satisfied job family is Corporate. The least satisfied is Investigators, a position unchanged from last year – although with the exception of pay and benefits, the satisfaction levels of Investigators have increased across the other core themes compared to 2021.

3.4 Core themes – analysis of underpinning questions

3.4.1 Each core theme is underpinned by a number of questions. The following tables highlight the top 5 organisational scores, the bottom 5 scores and the most improved compared to 2021.

Top 5 organisational scores in 2022	Core theme	Score	Difference v 2021
I am interested in my work	My Work	92%	0%
I have the skills I need to do my job effectively	Resources & Workload	92%	+5%
I understand how my work contributes to my organisation's objectives	Organisation Objectives & Purpose	91%	+12%
My manager is considerate of my life outside work	My Manager	90%	+22%
I am treated with respect by the people I work with	Inclusion & Fair Treatment	89%	+10%

Bottom 5 organisational scores in 2022	Core theme	Score	Difference v 2021
Compared to people doing a similar job in other organisations I feel my pay is reasonable	Pay & Benefits	25%	-13%
I am satisfied with the total benefits package	Pay & Benefits	26%	-16%
I feel that my pay adequately reflects my performance	Pay & Benefits	28%	-11%
Learning and development opportunities I have completed in the past 12 months have helped to improve my performance	Learning & Development	46%	+18%
I feel involved in the decisions that affect my work	My Work	46%	+9%

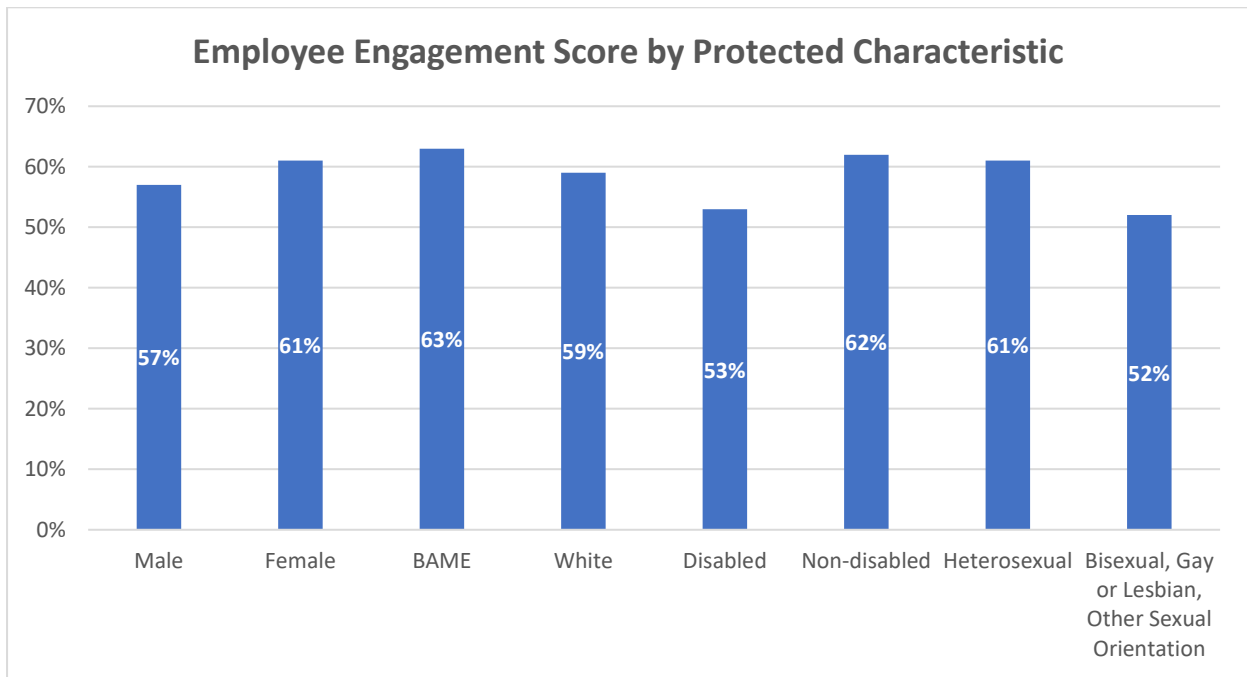
5 most improved scores compared to 2021	Core theme	Score	Difference v 2021
My manager is considerate of my life outside work	My Manager	90%	+22%
I feel valued for the work I do	Inclusion & Fair Treatment	65%	+22%
Overall, I have confidence in the decisions made by my manager	My Manager	79%	+21%
I have a choice in deciding how I do my work	My Work	71%	+20%
There are opportunities for me to develop my career in my organisation	Learning & Development	55%	+20%

3.4.2 The above tables show that the majority of questions showed an improvement on 2021 results. However, noticeably, the lowest scores relate to employees' view of pay and benefits; questions relating to these scored the lowest overall and also show a marked decrease compared to 2021.

4 EQUALITY, DIVERSITY & INCLUSION

4.1 In response to the questions related to discrimination and bullying/harassment, **87%** and **94%** said they did not feel discriminated against or harassed/bullied respectively. This represents an increase of 11% and 10% compared to 2021.

4.2 The following table shows the employee engagement score across a range of protected characteristics.



4.3 The highest engagement score can be seen from BAME respondents – this is a shift from 2021, where the employee engagement score for this group was 52%. The lowest engagement score (52%) can be seen from respondents identifying as bisexual, gay, lesbian or any other sexual orientation; this represents a 2% decrease compared to 2021.

4.4 The following tables show the employee engagement index and response by core themes by different groups. The figures in green indicate a more positive response compared to others in the group.

4.5 Gender

Engagement Index & Core Theme	Male (%) 2022	Male % change vs 2021	Female (%) 2022	Female % change vs 2021
Engagement Index	57	+4%	61	+8%
My work	75	+1%	75	+5%
Organisational objectives and purpose	88	+23%	89	+4%
My manager	75	+10%	79	+12%
My team	66	0%	79	+8%
Learning and development	49	+18%	50	+13%
Inclusion and fair treatment	74	+8%	81	+12%
Resources and workload	77	+14%	78	+9%
Pay and benefits	24	-12%	29	-16%
Leadership and managing change	56	+15%	58	+11%

4.5.1 The above table indicates that female respondents are more satisfied than their male colleagues, although, with the exception of pay and benefits, all core themes showed

an improvement or were unchanged for both male and female respondents compared to 2021.

4.6 Ethnicity

Engagement Index & Core Theme	BAME (%) 2022	BAME % change vs 2021	White (%) 2022	White % change vs 2021
Engagement Index	63	+11%	59	+6%
My work	79	+7%	75	+5%
Organisational objectives and purpose	92	+20%	89	+9%
My manager	78	+7%	79	+15%
My team	71	+3%	77	+5%
Learning and development	56	+15%	46	+14%
Inclusion and fair treatment	75	+7%	82	+13%
Resources and workload	82	+16%	77	+11%
Pay and Benefits	30	-14%	27	-15%
Leadership and managing change	63	+18%	56	+13%

4.6.1 Compared to White respondents, BAME respondents reported lower satisfaction levels in the My Manager, My Team and Inclusion and Fair Treatment themes, although with the exception of pay and benefits responses to all other themes were more positive than in 2021.

4.7 Disability

Engagement Index & Core Theme	Disabled (%) 2022	Disabled % change vs 2021	Non-disabled (%) 2022	Non-disabled % change vs 2021
Engagement Index	53	+4%	62	+9%
My work	67	+2%	79	+7%
Organisational objectives and purpose	86	+16%	90	+12%
My manager	75	+13%	81	+16%
My team	72	0%	78	+12%
Learning and development	39	+10%	52	+18%
Inclusion and fair treatment	73	+16%	81	+13%
Resources and workload	70	+10%	81	+16%
Pay and benefits	14	-17%	33	-11%
Leadership and managing change	47	+13%	62	+16%

4.7.1 Disabled respondents were less satisfied than non-disabled across all the key themes, although with the exception of pay and benefits responses to all other themes were more positive or unchanged compared to 2021.

4.8 Sexual Orientation

Engagement Index & Core Theme	Heterosexual (%) 2022	Heterosexual % change vs 2021	Bisexual, Gay or Lesbian, Other Sexual Orientation* (%) 2022	Bisexual, Gay or Lesbian, Other Sexual Orientation* % change vs 2021
Engagement Index	61	+9%	52	-2%
My work	77	+7%	68	-3%
Organisational objectives and purpose	91	+14%	88	+2%
My manager	80	+15%	74	+3%
My team	76	+6%	74	+5%
Learning and development	50	+18%	38	-12%
Inclusion and fair treatment	81	+15%	79	+4%
Resources and workload	79	+14%	74	+4%
Pay and benefits	29	-13%	21	-25%
Leadership and managing change	58	+16%	56	+5%

*Grouped for anonymity (less than 10 responses for each category)

4.8.1 Bisexual, gay, lesbian or any other sexual orientation respondents had the lowest employee engagement compared to the other groups and were less satisfied across all of the key themes compared to heterosexual respondents. In addition to pay and benefits, 'the 'My Work' and 'Learning and Development' themes also scored lower than in 2021 for these colleagues.

4.9 Whilst in the main responses across the different groups were generally improved compared to last year's results, there is clearly further work to be done to analyse the above findings in more detail to be able to identify and address any underlying issues. Further detail is provided in section 10 below.

5 HEALTH AND WELLBEING

5.1 PERMA Index

5.1.1 The PERMA Index measures the extent to which employees are 'flourishing' at work. It is based on the work of psychologist Martin Seligman and looks at five dimensions of wellbeing and happiness. A score of 100% indicates that respondents gave the most positive response possible to all five questions, whereas a score of 0% indicates the opposite. LeO's PERMA index for 2022 is **71%**, the same as in 2021.

5.2 Proxy Stress Index

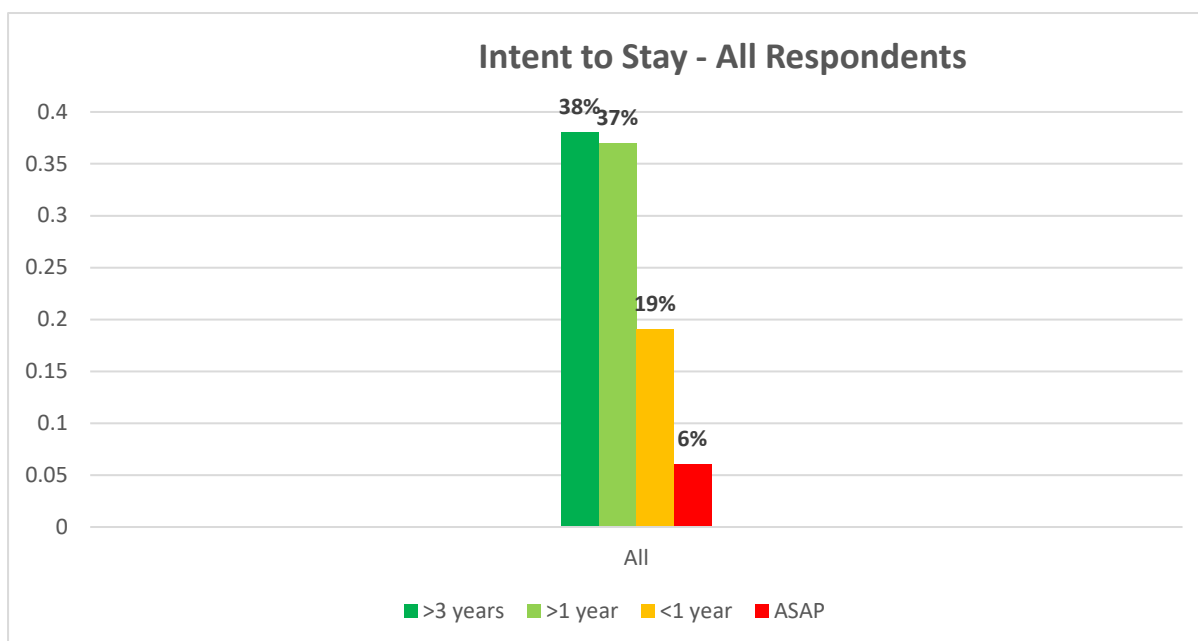
5.2.1 The Proxy Stress Index measures conditions that can contribute to stressful environments and is based on Health and Safety Executive stress management standards. A score of 100% indicates that respondents gave the most negative

response possible, suggesting they are operating in a highly stressful environment. A score of 0% indicates the opposite. LeO's score for 2022 sees a positive improvement of **8%**.

2022 Proxy Stress Index	2021 Proxy Stress Index
29%	37%

6 RETENTION

6.1 The graph below indicates the future intentions of all respondents in relation to their continuing employment at LeO.



6.2 The above graph shows that the majority of respondents wish to remain at LeO for at least the next 3 years. Further analysis by job family is not possible due to the number of responses that were suppressed to protect anonymity.

7 QUALITATIVE RESULTS

7.1 The free text question **'What is the one change you would most like your organisation to make in the next 12 months?'** was posed in the People Survey. There were 126 free text responses covering a range of themes. The 5 themes attracting the highest number of comments were pay and benefits; training and development; operational processes; hybrid working and attrition. This year the MoJ has given a strong steer that comments to the free text question should not be shared verbatim across the organisation to protect anonymity and confidentiality. Therefore, comments have been summarised as follows.

7.2 Pay and benefits

7.2.1 As can be seen from the analysis above, pay and benefits was the only theme that saw a decrease in satisfaction compared to 2021. There were 24 responses to this theme, which can be summarised as follows:

- LeO's pay and benefits are not competitive with other organisations and comparable job roles
- Any future pay award needs to be in line with inflation
- More flexibility is needed regarding remote working, in terms of both an improved benefits package and to support with the cost-of-living crisis (travel costs, etc).
- Pay awards need to be implemented sooner (this was levelled at MoJ protocols around the annual pay remit rather than LeO)
- The pay grade structure should be extended to enable reward of more experienced/productive employees
- Completion of the pay benchmarking exercise needs to be prioritised.

7.3 Training and development opportunities

7.3.1 There were 14 responses centred around development opportunities and training, including for new recruits. These can be summarised as follows:

- Identify talent and provide career development opportunities to progress within LeO
- Create career development schemes/pathways
- Provide coaching and mentoring opportunities
- Increase investment in employee development
- Provide a comprehensive refresher training for existing staff, e.g., for key processes/procedures
- Review the induction/training programme and support for new recruits
- Review probation and expectations of new recruits during the probationary period.

7.4 Operational processes

7.4.1 There were 13 responses relating to operational processes. Whilst some of the feedback was very specific to particular processes within particular roles, generally, comments can be summarised as follows:

- Review the consistency and relevance of operational processes to ensure they are properly focused on the customer experience and resolution of disputes
- Reduce the amount of checking and duplication of work where possible
- Review closure and timeliness targets to ensure they are fair and realistic and take into account case complexity and the work of FET.

7.5 Hybrid working

7.5.1 There were 10 responses relating to hybrid working. These were split between wanting a move to a fully homeworking model and better enforcement of the hybrid model already in place. The range of comments are summarised as follows:

- Provide more flexibility by allowing 100% homeworking for those who want it, as this would promote increased productivity and alleviate costs associated with travelling to the office
- Fully commit to our hybrid model and promote compliance
- Improve communication and consistency in relation to expectations of application of the hybrid model.

7.6 Attrition

7.6.1 There were 9 responses relating to attrition, which can be summarised as follows:

- Staff retention needs to be a key focus – consider ways in which employees can feel more valued and supported in their role
- Review the recruitment process to identify reasons for staff turnover of new recruits and ensure consistency
- Be clear on the real reasons why employees are leaving and take appropriate action
- Take feedback from employees to obtain their views on staff attrition.

8 **PROGRESS AGAINST THE 2021 PEOPLE SURVEY**

8.1 As can be seen from the analysis above, with the exception of pay and benefits all of the core themes have seen improvements compared to the 2021 People Survey. Responses relating to the questions on discrimination and bullying and harassment also show improvements compared to 2021.

8.2 Last year the bottom 5 organisational scores were in relation to change management, learning and development and the effectiveness of staff performance management; analysis of responses from BAME and disabled employees also highlighted a less positive experience across a number of the core themes in 2021. During the last 12 months significant activity has taken place regarding people-related matters to address priority people issues and themes identified from last year's survey. These include:

- Development of a new performance management framework, underpinned by new performance-related HR policies which were subject to a comprehensive review and re-write. These were rolled out to the business in July 2022. The new policies provide a more robust and consistent framework by which to manage performance and provide support to employees.
- A new Personal Development Review (PDR) process was launched across the business in December 2022. The PDR provides the opportunity for managers and employees to set focused, relevant objectives aligned to the business plan and other strategic priorities; it also enables employees to identify training and development needs, other support needs (including reasonable adjustments) and highlight any career aspirations. The PDR process is underpinned by ongoing performance conversations throughout the year to ensure objectives and development needs remain relevant and focused.
- A new leadership development programme was launched in November 2022. The programme comprises 7 sessions, 3 of which have already been delivered, with the remainder running until the summer. The programme focuses on the development of people management skills for LeO's leaders and managers and is aligned closely to the new developmental performance management framework and revised HR performance-related policies.

- Focus groups and ‘safe space’ meetings were held with the staff networks to further analyse the feedback from particular groups in the 2021 survey and gain a greater understanding of the experience of colleagues with protected characteristics, in order to inform ED&I strategy and action planning. A new ED&I Steering Group was established to further strengthen ED&I activity and communications within the business, and November saw the launch of a new Women’s Network.
- Targeted ED&I training was also provided; an Inclusive Leadership session was delivered to Board and Executive members, and a session on neurodiversity awareness was delivered to managers in June 2022.
- Expectations of performance and productivity for new investigator recruits were reviewed to ensure they were reasonable and that new staff were being appropriately supported, particularly those working permanently from home. Changes were also made to the quality assurance process to make it less onerous and stressful on probationary staff, and mentoring and improved support by Ombudsmen and Team Leaders were put in place.
- An external consultancy has been commissioned to manage the pay benchmarking process for all of LeO’s roles, in order to ensure the most up to date comparisons with other organisations. This work is well underway, with expected completion by the end of April.

9 KEY THEMES FROM THE 2022 PEOPLE SURVEY

- 9.1 Whilst it is very pleasing to note the clear positives from the 2022 People Survey, there is still much to do to build on the progress seen since 2021. In particular, it is clear that pay and benefits are a real issue for LeO’s people and a major contributor to the attrition challenges facing the business. Developing LeO’s employee value proposition (EVP) will be a priority going forward; this will require a holistic approach, incorporating not just pay and benefits but other complementary people activity that contributes to retention, such as effective staff engagement; development and progression opportunities; an inclusive environment; and attraction, reward and recognition strategy.
- 9.2 The 2023/24 People Strategy will continue to build on the progress to date but will also be informed by the above priorities. It will be closely aligned to LeO’s 2023/24 Strategy and Business Plan and the ED&I Strategy, with key areas of focus to include:
- Development of a new EVP, supported by the findings of the current pay benchmarking exercise
 - Review of the Staff Council and ED&I networks to maximise employee engagement, communication and feedback mechanisms
 - Development of an attraction and recruitment strategy, underpinned by a comprehensive review of current recruitment policy and processes
 - Development of career pathways that facilitate progression
 - Provision of an Aspiring Leaders development programme
 - Development of a competency framework
 - Development of a talent management and succession planning strategy
 - Development of a future ways of working strategy

- Recruitment to vacant posts within the new HR structure and continued implementation of the HR Business Partner model
- Continued development of an annual programme of ED&I awareness activities
- Continued active promotion of health and wellbeing through a range of wellbeing initiatives and engagement activities.

10 NEXT STEPS

- 10.1 The findings of the People Survey will be shared with all staff. Further discussions will take place with Staff Council, the staff networks, the Executive, Management Team, RemCo and the Board and where applicable, specific actions will be identified to address issues and build on progress to date.
- 10.2 Focus groups and 'safe space' meetings will be held with the networks to explore further the experiences of staff with protected characteristics; findings will inform ED&I Strategy and action planning and the 2023/24 People Strategy.



2022 Headlines

OFFICIAL SENSITIVE

Responses:

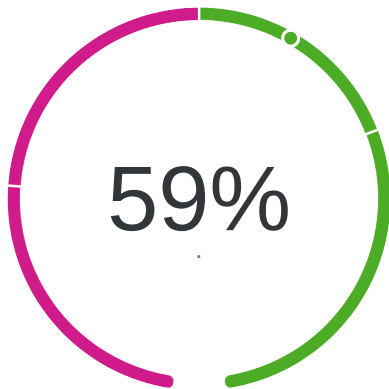
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The 2022 Civil Service People Survey ran from 22 September to 31 October. 346,957 people, from 102 Civil Service organisations, completed the survey; giving us an overall response rate of 65%.

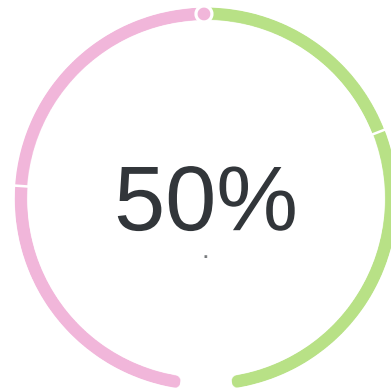
Here you'll find your Employee Engagement Index, the nine Core Theme Scores, and the Discrimination, Bullying and Harassment rates. Your percent positive theme score is shown in green and the centre of the chart. Your percent neutral is in grey, and percent negative in pink.

Your Employee Engagement Index - 2022 vs 2021

Your 2022 Employee Engagement Index.

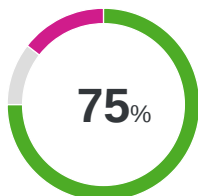


Your 2021 Employee Engagement Index.



Core Themes

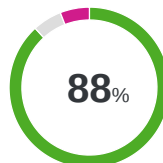
My Work Theme Score



vs 2021

▲ 6

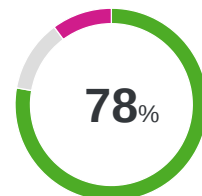
Organisational Objectives & Purpose Theme Score



vs 2021

▲ 12

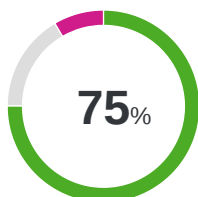
My Manager Theme Score



vs 2021

▲ 16

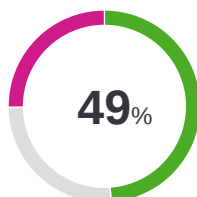
My Team Theme Score



vs 2021

▲ 8

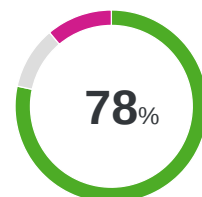
Learning & Development Theme Score



vs 2021

▲ 15

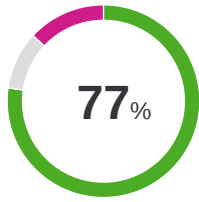
Inclusion & Fair Treatment Theme Score



vs 2021

▲ 14

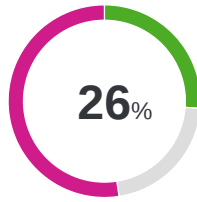
Resources and Workload Theme Score



vs 2021

▲ 14

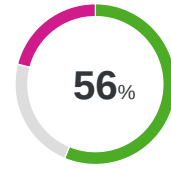
Pay & Benefits Theme Score



vs 2021

▼ 13

Leadership & Managing Change Theme Score



vs 2021

▲ 15

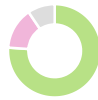
Discrimination, Bullying and Harassment - 2022 vs 2021

2022 Discriminated against grouped ▾



■ No ■ Yes
■ Prefer not to say

2021 Discriminated against grouped ▾



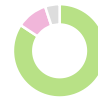
■ No ■ Yes
■ Prefer not to say

2022 Bullied/Harrassed grouped ▾



■ No ■ Prefer not to say
■ Yes

2021 Bullied/Harrassed grouped ▾



■ No ■ Yes
■ Prefer not to say



2022 Employee Engagement & Core Theme Scores

This page includes the findings for your organisation and at Civil Service Level for the following core themes: employee engagement; my work, organisational objectives, my manager, my team, learning and development; inclusion and fair treatment; resources and workload; pay and benefits; leadership and managing change. A comparison between 2022 and 2021 scores is also included.

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Employee Engagement

Employee engagement is a workplace approach designed to ensure that employees are committed to their organisation's goals and values, and are motivated to contribute to organisational success. We use five questions (B47 - B51) in the People Survey to measure employee engagement, and combine all responses (positive, neutral and negative) into a summary index score to tell you where they sit on a scale of very disengaged (0%) through to very engaged (100%).

The Civil Service Employee Engagement Index (EEI) in 2022 is 65%. It decreased 1 percentage point compared to 2021 (median scores).

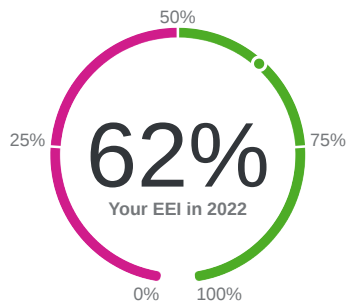
The graphs on the right present your EEI for 2022 and 2021.

The charts below, instead, displays the five questions that are used to calculate your EEI.

For each question, we've looked at the difference between the proportion of your employees who responded favourably (i.e. selected agree or strongly agree), and compared this to your 2021 results, your parent, and the Civil Service Benchmark.

If the difference is statistically significant, giving us confidence that the difference is not due to random chance, then an arrow will appear. If the arrow is

Your 2022 Employee Engagement Index is: ▽



Your 2021 Employee Engagement Index was: ▽

No data found - your filters may be too exclusive!

Employee Engagement Question Scores 2022 vs 2021

Question	Distribution	vs 2021	ALOB0000 Ministry of Justice Arm's Length and Other Bodies	Civil Service Benchmark 2022	Action Planning
B47. I am proud when I tell others I am part of my organisation		-	-10	0	Improve
B50. My organisation inspires me to do the best in my job		-	-5	+2	Improve
B49. I feel a strong personal attachment to my organisation		-	-8	-1	Improve
B51. My organisation motivates me to help it achieve its objectives		-	-21	-10	Improve
B48. I would recommend my organisation as a great place to work		-	-32 ▽	-28 ▽	Improve

Core Theme Scores

There are nine core theme scores within the Civil Service People Survey. Each theme measures a different dimension of employee experiences at work, which are known to have a strong relationship with engagement levels. Below, you'll find your overall theme score, plus the results for the individual questions underpinning each theme. Unlike the engagement score only positive responses count towards these scores.

Your percent positive theme score is shown in green and the centre of the chart. Your percent neutral is in grey, and percent negative in pink.

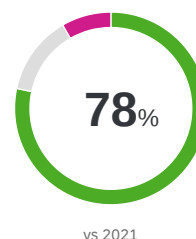
My Work

The Civil Service benchmark score for the My Work theme in 2022 is 79%, 1 percentage point lower compared to 2021.

The graph on the right shows the My Work score for your organisation, while the one below presents the scores for each of the theme questions (B01-B04).

Your percent positive theme score is shown in green and the centre of the chart. Your percent neutral is in grey, and percent negative in pink.

My Work Theme Score △



My Work Question Scores 2022 vs 2021

Question	Distribution	vs 2021	ALOB0000 Ministry of Justice Arm's Length and Other Bodies	Civil Service Benchmark 2022	Action Planning
B01. I am interested in my work	100%	-	+7	+10	Improve
B03. My work gives me a sense of personal accomplishment	92% 8%	-	+10	+14	Improve
B02. I am sufficiently challenged by my work	83% 8% 8%	-	-1	0	Improve
B05. I have a choice in deciding how I do my work	67% 8% 25%	-	-14	-14	Improve
B04. I feel involved in the decisions that affect my work	50% 42% 8%	-	-13	-12	Improve

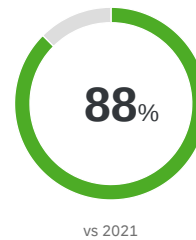
Organisational Objectives & Purpose

The Civil Service benchmark score for the Organisational Objectives & Purpose theme in 2022 is 83%, 2 percentage points lower than in 2021.

The graph on the right shows the Organisational Objectives & Purpose score for your organisation, while the one below presents the scores for each of the theme questions (B06-B07).

Your percent positive theme score is shown in green and the centre of the chart. Your percent neutral is in grey, and percent negative in pink.

Organisational Objectives & Purpose Theme Score



Organisation Objectives & Purpose Question Scores 2022 vs 2021

Question	Distribution	vs 2021	ALOB0000 Ministry of Justice Arm's Length and Other Bodies	Civil Service Benchmark 2022	Action Planning
B07. I understand how my work contributes to my organisation's objectives	92% 8%	-	+1	+7	Improve
B06. I have a clear understanding of my organisation's objectives	83% 17%	-	-4	+1	Improve

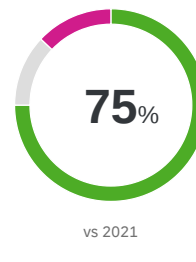
My Manager

The Civil Service benchmark score for the My Manager theme in 2022 is 78%, 1 percentage point lower compared to 2021.

The graph on the right shows the My Manager score for your organisation, while the one below presents the scores for each of the theme questions (B08-B16 [question number B17 has been removed as this question was not included in 2022 and scores - including for 2021 - have been re-calculated excluding it]).

Your percent positive theme score is shown in green and the centre of the chart. Your percent neutral is in grey, and percent negative in pink.

My Manager Theme Score



My Manager Question Scores 2022 vs 2021

Question	Distribution	vs 2021	ALOB0000 Ministry of Justice Arm's Length and Other Bodies	Civil Service Benchmark 2022	Action Planning
B10. My manager is open to my ideas	92% 8%	-	+6	+6	Improve
B09. My manager is considerate of my life outside work	92% 8%	-	+1	+3	Improve
B11. My manager helps me to understand how I contribute to my organisation's objectives	83% 8% 8%	-	+7	+12	Improve
B14. I receive regular feedback on my performance	75% 17% 8%	-	0	+3	Improve
B13. My manager recognises when I have done my job well	75% 17% 8%	-	-9	-8	Improve
B12. Overall, I have confidence in the decisions made by my manager	75% 25%	-	-6	-7	Improve
B08. My manager motivates me to be more effective in my job	67% 17% 17%	-	-8	-9	Improve
B16. I think that my performance is evaluated fairly	58% 25% 17%	-	-13	-14	Improve
B15. The feedback I receive helps me to improve my performance	58% 25% 17%	-	-12	-9	Improve

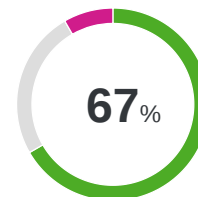
My Team

The Civil Service benchmark score for the My Team theme in 2022 is 84%, 1 percentage point lower compared to 2021.

The graph on the right shows the My Team score for your organisation, while the one below presents the scores for each of the theme questions (B18-B20).

Your percent positive theme score is shown in green and the centre of the chart. Your percent neutral is in grey, and percent negative in pink.

My Team Theme Scores



vs 2021

-

My Team Question Scores 2022 vs 2021

Question	Distribution	vs 2021	ALOB0000 Ministry of Justice Arm's Length and Other Bodies	Civil Service Benchmark 2022	Action Planning
B20. The people in my team are encouraged to come up with new and better ways of doing things	67% 17% 17%	-	-10	-11	Improve
B19. The people in my team work together to find ways to improve the service we provide	67% 25% 8%	-	-17	-18	Improve
B18. The people in my team can be relied upon to help when things get difficult in my job	67% 33%	-	-20	-21	Improve

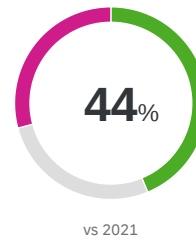
Learning & Development

The Civil Service benchmark score for the Learning & Development theme in 2022 is 55%, 1 percentage point lower compared to 2021. The graph on the right shows the Learning & Development score for your organisation, while the one below presents the scores for each of the theme questions (B21-B24).

Your percent positive theme score is shown in green and the centre of the chart. Your percent neutral is in grey, and percent negative in pink. The full question text for two of the questions is below:

B22 "Learning and development activities I have completed in the past 12 months have helped to improve my performance"

Learning & Development Theme Score ⚠



Learning & Development Question Scores 2022 vs 2021

Question	Distribution	vs 2021	ALOB0000 Ministry of Justice Arm's Length and Other Bodies	Civil Service Benchmark 2022	Action Planning
B24. Learning and development activities I have completed while working for ...	<div style="display: flex; justify-content: space-between;"><div style="width: 58%; background-color: #28a745;">58%</div><div style="width: 8%; background-color: #6c757d;">8%</div><div style="width: 33%; background-color: #dc3545;">33%</div></div>	-	+9	+8	Improve
B23. There are opportunities for me to develop my career in my organisation	<div style="display: flex; justify-content: space-between;"><div style="width: 42%; background-color: #28a745;">42%</div><div style="width: 25%; background-color: #6c757d;">25%</div><div style="width: 33%; background-color: #dc3545;">33%</div></div>	-	-9	-10	Improve
B22. Learning and development activities I have completed in the past 12 months have helped to improve...	<div style="display: flex; justify-content: space-between;"><div style="width: 42%; background-color: #28a745;">42%</div><div style="width: 42%; background-color: #6c757d;">42%</div><div style="width: 17%; background-color: #dc3545;">17%</div></div>	-	-10	-10	Improve
B21. I am able to access the right learning and development opportunities when I need to	<div style="display: flex; justify-content: space-between;"><div style="width: 33%; background-color: #28a745;">33%</div><div style="width: 33%; background-color: #6c757d;">33%</div><div style="width: 33%; background-color: #dc3545;">33%</div></div>	-	-29 ⬇	-33 ⬇	Improve

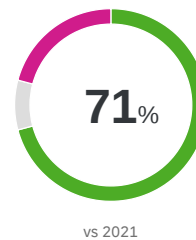
Inclusion and Fair Treatment

The Civil Service benchmark score for the Inclusion and Fair Treatment theme in 2022 is 81%, 1 percentage point lower compared to 82% in 2021.





The graph on the right shows the Inclusion and Fair Treatment score for your organisation, while the one below presents the scores for each of the theme questions (B25-B28).

Your percent positive theme score is shown in green and the centre of the chart. Your percent neutral is in grey, and percent negative in pink.

Inclusion & Fair Treatment Theme Score ⚠



Inclusion & Fair Treatment Question Scores 2022 vs 2021

Question	Distribution	vs 2021	ALOB0000 Ministry of Justice Arm's Length and Other Bodies	Civil Service Benchmark 2022	Action Planning
B25. I am treated fairly at work		-	-1	-2	Improve
B26. I am treated with respect by the people I work with		-	-13	-14	Improve
B27. I feel valued for the work I do		-	-8	-4	Improve
B28. I think that my organisation respects individual differences (for example cultures, working styles, backgrounds, ideas, etc.)		-	-24 ↓	-22	Improve

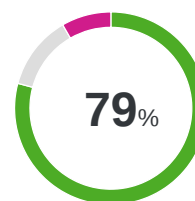
Resources & Workload

The Civil Service benchmark score for the Resources & Workload theme in 2022 is 74%, 1 percentage point lower compared to 2021.

The graph on the right shows the Resources & Workload score for your organisation, while the one below presents the scores for each of the theme questions (B29-B34).

Your percent positive theme score is shown in green and the centre of the chart. Your percent neutral is in grey, and percent negative in pink.


Resources & Workload Theme Score



vs 2021

-

Resources & Workload Question Scores 2022 vs 2021

Question	Distribution	vs 2021	ALOB0000 Ministry of Justice Arm's Length and Other Bodies	Civil Service Benchmark 2022	Action Planning
B29. I get the information I need to do my job well		-	+15	+20	Improve
B32. I have the tools I need to do my job effectively		-	+4	+8	Improve
B31. I have the skills I need to do my job effectively		-	-8	-6	Improve
B34. I achieve a good balance between my work life and my private life		-	-1	+2	Improve
B30. I have clear work objectives		-	-8	-2	Improve
B33. I have an acceptable workload		-	+2	+5	Improve

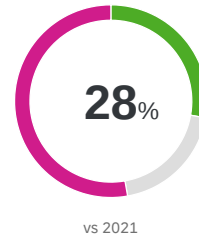
Pay & Benefits

The Civil Service benchmark score for the Pay & Benefits theme in 2022 is 28%, 11 percentage points lower compared to 39% in 2021.

The graph on the right shows the Pay & Benefits score for your organisation, while the one below presents the scores for each of the theme questions (B35-B37).

Your percent positive theme score is shown in green and the centre of the chart. Your percent neutral is in grey, and percent negative in pink.

Pay & Benefits Theme Score ⚠



Pay & Benefits Question Scores 2022 vs 2021

Question	Distribution	vs 2021	ALOB0000 Ministry of Justice Arm's Length and Other Bodies	Civil Service Benchmark 2022	Action Planning
B37. Compared to people doing a similar job in other organisations I feel my pay is reasonable	33% 8% 58%	-	+8	+11	Improve
B35. I feel that my pay adequately reflects my performance	33% 8% 58%	-	+3	+6	Improve
B36. I am satisfied with the total benefits package	17% 42% 42%	-	-18	-17	Improve

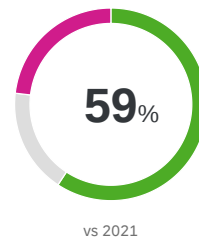
Leadership & Managing Change

The Civil Service benchmark score for the Leadership & Managing Change theme in 2022 is 54%, 4 percentage points lower compared to 58% in 2021.






The graph on the right shows the Leadership & Managing Change score for your organisation, while the one below presents the scores for each of the theme questions (B38-B46).

Your percent positive theme score is shown in green and the centre of the chart. Your percent neutral is in grey, and percent negative in pink.

Leadership & Managing Change Score ⚠



Leadership & Managing Change Question Scores 2022 vs 2021

Question	Distribution	vs 2021	ALOB0000 Ministry of Justice Arm's Length and Other Bodies	Civil Service Benchmark 2022	Action Planning
B44. My organisation keeps me informed about matters that affect me		-	+1	+9	Improve
B40. I believe that my organisation's senior leaders have a clear vision for the future of my organisation		-	+7	+20	Improve
B38. Senior managers in my organisation are sufficiently visible		-	-4	+3	Improve
B39. I believe the actions of senior managers are consistent with my organisation's values		-	-5	0	Improve
B42. I feel that change is managed well in my organisation		-	+10	+20	Improve
B41. Overall, I have confidence in the decisions made by my organisation's senior managers		-	-9	0	Improve
B45. I have the opportunity to contribute my views before decisions are made that affect me		-	-1	+8	Improve
B46. I think it is safe to challenge the way things are done in my organisation		-	-17	-11	Improve
B43. When changes are made in my organisation they are usually for the better		-	-15	-3	Improve



2022 Discrimination, Bullying and Harassment Scores

This page includes the findings for your organisation and at Civil Service Level for the following topics: discrimination; types of discrimination experienced; bullying and harassment at work; grounds and nature of bullying and harassment; reporting of the incident and outcomes.

A comparison between 2022 and 2021 scores is also included.

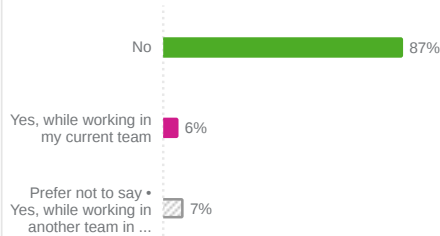
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2022 Discrimination

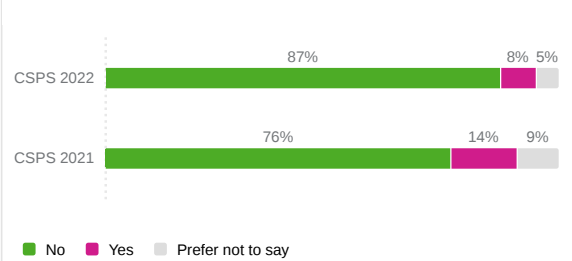
In 2022, 7% of Civil Servants indicated that they have been discriminated against at work in the past 12 months. This remained unchanged compared to 2021.

The graphs in this section show the figures for the organisation or team you have selected.

E01. Discriminated against at work 2022



E01. Discriminated against at work (grouped) 2022 vs 2021



E02. Count of types of discrimination experienced (multiple choice allowed) 2022 vs 2021. Answer options with fewer than 10 responses will be suppressed to protect the anonymity of small groups of individuals.

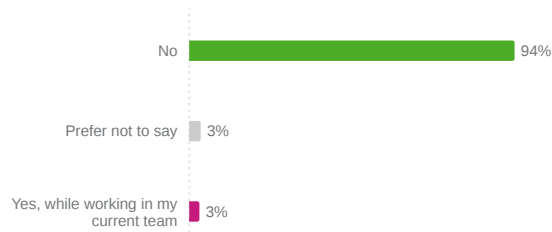


Bullying & Harassment

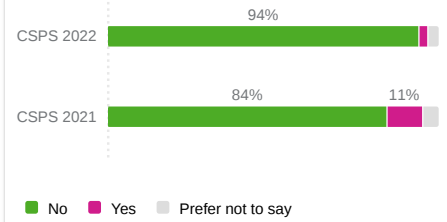
In 2022, 7% of Civil Servants indicated that they have been bullied and/or harassed at work in the past 12 months. This remained unchanged compared to 2021.

The graphs in this section show the figures for the organisation or team you have selected.

E03. Bullying and or harassed at work in 2022



E03. Bullied and or harassed at work 2022 vs 2021



Grounds and nature of bullying and harassment

Of those who said they had experienced bullying and/or harassment at work in the past 12 months, these are the ground(s) on which they felt it was based (Question E03A). Answer options with fewer than 10 responses will be suppressed to protect the anonymity of small groups of individuals.

Caution should be applied when comparing the two years, considering the change in the headcounts and that this question allowed multiple choices.

E03A. Count of nature of bullying and/or harassment experienced (multiple choice allowed) 2022 vs 2021

No data found - your filters may be too exclusive!

Perpetrator of bullying and harassment

Of those who said they had experienced bullying and/or harassment at work in the past 12 months, the graph below shows who bullied and or harassed them (Question E04). Answer options with fewer than 10 responses will be suppressed to protect the anonymity of small groups of individuals.

Caution should be applied when comparing the two years, considering the change in the headcounts and that this question allowed multiple choices.

E04. Count of who perpetrated the bullying and/or harassment (multiple choice allowed) 2022 vs 2021

No data found - your filters may be too exclusive!

Whether and how the incident was reported

In 2022, 39% of Civil Servants indicated that they have reported their experience of bullying and harassment (compared to 38% in 2021) while 47% did not (compared to 48% in 2021).

The graph on the right shows the findings of reporting for your organisation or team for question E05, while those below present information on how people reported their experience (q. E05A); whether they felt punished for reporting it (q. E06_D) and why did they not report the incident (q. E05B).

Please note that for questions E05A and E05B multiple choice were allowed.

E05. Reported experience of bullying and or harassment in 2022 vs 2021



Grouped for Anonymity

E05A. How the incident was reported, if reported (count - multiple choice allowed) 2022 vs 2021

No data found - your filters may be too exclusive!

E06_D. Did you feel you were punished for reporting the incident? 2022 vs 2021

No data found - your filters may be too exclusive!

E05B. Why the incident was not reported for those who experienced bullying and or harassment (count - multiple choice allowed) 2022 vs 2021

No data found - your filters may be too exclusive!

How respondents would describe their situation now

In 2022, of those who said they had experienced bullying and/or harassment in the past 12 months, the proportion of Civil Servants who said they felt appropriate action was taken to address it is 29% (unchanged compared to 2021). 57% indicated that they feel that no action was taken (unchanged compared to 2021); and 13% preferred not to say (unchanged compared to 2021).

The graph on the right shows the proportion of responses to E06_A for the organisation or team you are selecting.

E06_A. Appropriate action was taken to address the behaviour 2022 vs 2021

No data found - your filters may be too exclusive!

In 2022, of those who said they had experienced bullying and or harassment in the past 12 months preceding the 2022 People Survey, the proportion of Civil Servants who said the behaviour has stopped at the point of completing the survey is 40%. 32% indicated the behaviour is continuing; and 28% preferred not to say.

In 2021, at Civil Service level:
40% indicated that the behaviour has stopped;
30% indicated that it has not;
27% preferred not to say.

The graph on the right shows the proportion of responses to E06_B for the organisation or team you are selecting.

E06_B. The bullying and or harassment has stopped 2022 vs 2021



Grouped for Anonymity

In 2022, of those who said they had experienced bullying and or harassment in the past 12 months preceding the 2021 People Survey, the proportion of Civil Servants who said the culture in their area allowed this behaviour to continue is 59%. 22% indicated that the culture in their area did not allow the behaviour to continue; and 18% preferred not to say.

In 2021, at Civil Service level:
57% indicated that the culture in their area allowed this behaviour to continue;
21% indicated that the culture in their area did not allow the behaviour to continue;
and
19% preferred not to say.

The graph on the right shows the proportion of responses to E06_C for the organisation or team you are selecting.

E06_C. The culture in my area allows this behaviour to continue 2022 vs 2021



Grouped for Anonymity



2022 Personal Wellbeing

These four questions are used by the Office for National Statistics (ONS) to monitor wellbeing across the UK, as part of their Measuring National Wellbeing Programme. One of the main benefits of collecting information in this way, is that it is based on people's views of their own individual wellbeing and takes account of what matters to people by allowing them to decide what is important when they respond to questions.

Personal wellbeing response scale

The four questions on personal wellbeing use a response scale that ranges from 0 to 10, as shown below. You'll see that the scale is reversed for question W04, where the percent 'favourable' in green is the proportion of respondents who said they have experienced low or very low levels of anxiety.

Response scale for questions W01, W02 and W03

High (7-8) or Very High (9-10) in green
 Medium (5-6) in grey
 Low (0-4) in pink

Response scale for questions W04

Very Low (0-2) or Low (2-3) in green
 Medium (4-5) in grey
 High (6-10) in pink

The percent favourable represents the proportion of respondents who reported high or very high satisfaction or happiness levels, and the proportion who reported low or very low anxiety levels.

In 2022 at Civil Service Level:

- W01. 64% of respondents are satisfied with their life nowadays (unchanged compared to 2021)
- W02. 69% think that the things they do in their life are worthwhile (1 percentage point less compared to 2021)
- W03. 61% indicated that they felt happy yesterday (unchanged compared to 2021)
- W04. 35% felt anxious yesterday (unchanged compared to 2021).

The graphs on the right show the findings for these questions for the organisation or team you have selected.

Personal Wellbeing Results 2022 vs 2021

Question	Distribution	ALOB0000 Ministry of Justice Arm's Length and Other Bodies	vs 2021	Civil Service Benchmark 2022	Action Planning
W02. Overall, to what extent do you feel that things you do in your life are worthwhile?		-8 ↓	-5	-4	Improve
W01. Overall, how satisfied are you with your life nowadays?		-8 ↓	-6	-5	Improve
W03. Overall, how happy did you feel yesterday?		-7	-2	-5	Improve
W04. Overall, how anxious did you feel yesterday?		+2	+15 ↑	+1	Improve

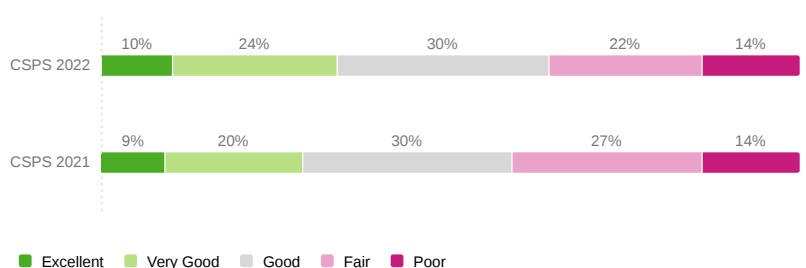
2022 Mental Health & Physical Health

To help organisations and teams understand what they can do better to support those with mental and physical health problems to remain in and thrive through work, we asked two questions specifically on these topics (based on the World Health Organization's Health and Work Performance Questionnaire). Due to the Coronavirus pandemic many of us changed the frequency we work at an office or traditional workplace. This reduced our contact with others and meant working from home without office equipment so we have included an ONS recommended question on experiences of loneliness, and a question on musculoskeletal disorders.

J04B. In 2022 71% of civil servants who responded to the survey, self-reported their overall mental health to be excellent, very good or good. This was 1 percentage point lower compared to 2021.

The graph on the right shows the findings for the organisation or team you have selected.

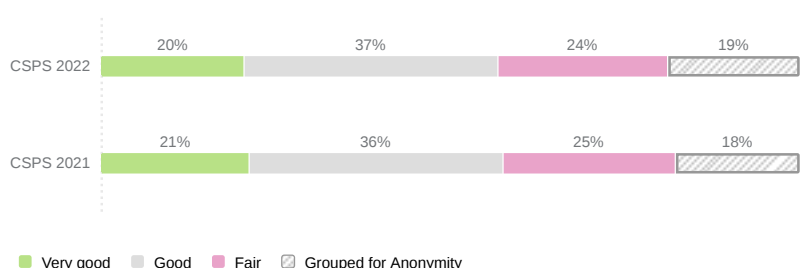
J04B. Self-reported overall mental health 2022 vs 2021



W05. In 2022 73% of civil servants who responded to the survey self-reported their overall physical health to be excellent, very good or good. This score remained unchanged compared to 2021.

The graph on the right shows the findings for the organisation or team you have selected.

W05. Self-reported overall physical health now 2022 vs 2021

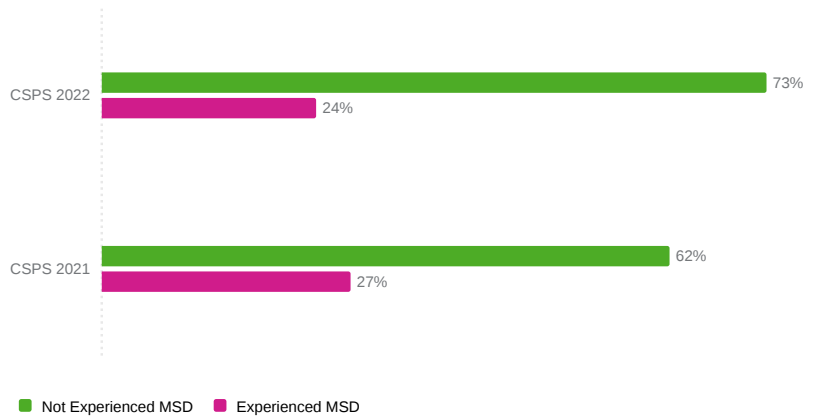


W06. In 2022 25% of civil servants self-reported that in the last year they have experienced musculoskeletal problems (MSD) compared to 34% in 2021; while 64% of them have not experienced musculoskeletal problems (MSD), compared to 57% in 2021.

The graph on the right shows the findings for the organisation or team you have selected.

Please note that those who agreed or strongly agreed with the statement 'In the last 12 months I have experienced musculoskeletal problems' have been coded as "experienced MSD". Those who disagreed or strongly disagreed have been coded as "not experienced MSD". Those who answered 'neither agree nor disagree' are not shown.

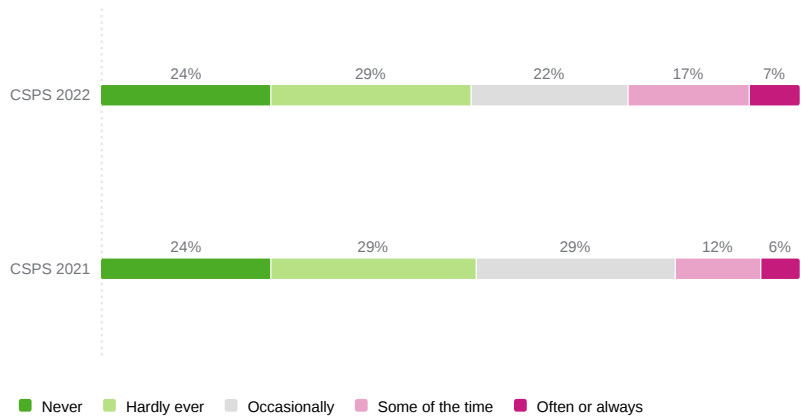
W06. Musculoskeletal problems (MSD) in the last 12 months 2022 vs 2021



W07. In 2022 civil servants self-reported that in the last year: 19% never felt lonely (compared to 20% in 2021); 33% hardly ever felt lonely (compared to 33% in 2021); 26% occasionally felt lonely (unchanged compared to 2021); 16% some of the time felt lonely (compared to 17% in 2021); 5% often or always felt lonely (unchanged compared to 2021).

The graph on the right shows the findings for the organisation or team you have selected.

W07. How often do you feel lonely? 2022 vs 2021



2022 Factors influencing wellbeing

In the Civil Service People Survey we explore three main factors that can influence people's wellbeing: a stressful working environment; a flourishing working environment, and team support.

Stressful work environments

We use something called the Proxy Stress Index to measure conditions that can contribute to stressful environments. It is based on the following Health and Safety Executive stress management standards and People Survey insights:

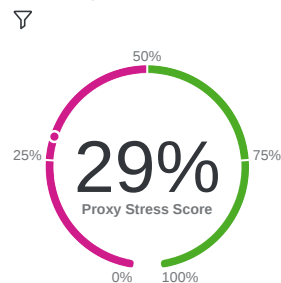
- **Demands** - 'I have an acceptable workload' (B33)
- **Control over work** - 'I have a choice in deciding how I do my work' (B05)
- **Support** - 'My manager motivates me to be more effective in my job' (B08) & 'I am treated with respect by the people I work with' (B26)
- **Relationships** - 'The people in my team can be relied upon to help when things get difficult in my job' (B18) & 'During the past 12 months have you experienced bullying or harassment at work?' (E03)
- **Role in organisation** - 'I have clear work objectives' (B30)
- **Change** - 'I have the opportunity to contribute my views before decisions are made that affect me' (B45)

A score of 100% tells you that respondents gave the most negative response possible to all eight questions, suggesting they are operating in a highly stressful environment. A score of 0% tells you the opposite.

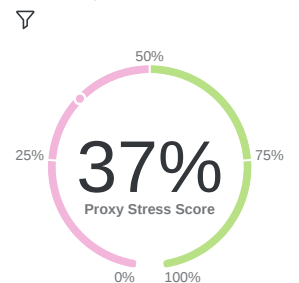
The 2022 Proxy Stress Index for all Civil Servants is 27%. This increased by 1 percentage point compared to the 2021 index.

The graphs on the right show the Proxy Stress Indexes for 2022 and 2021 for the organisation or team you have selected.

Your Proxy Stress Index in 2022



Your Proxy Stress Index in 2021



Flourishing work environments

We use the PERMA Index to measure the extent to which employees are flourishing 'at work'. It is based on the work of psychologist Martin Seligman and looks at the following five dimensions of wellbeing and happiness, and People Survey insights:

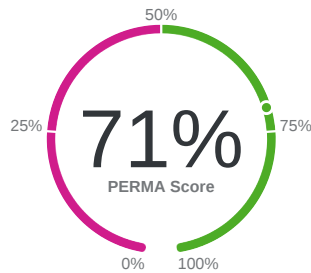
- **Positive emotion** - 'Overall, how satisfied are you with your life nowadays?' (W01)
- **Meaning** - 'Overall, to what extent do you feel the things you do in your life are worthwhile?' (W02)
- **Engagement** - 'I am interested in my work' (B01)
- **Relationships** - 'The people in my team can be relied upon to help when things get difficult in my job' (B18)
- **Accomplishment** - 'My work gives me a sense of personal accomplishment' (B03)

A score of 100% tells you that respondents gave the most positive response possible to all five questions, whereas a score of 0% tells you the opposite.

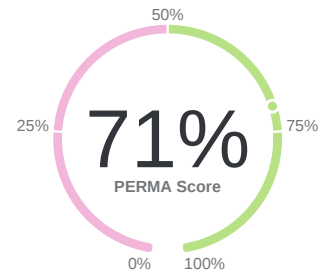
The 2022 PERMA Index for all Civil Servants is 74%, unchanged compared to 2021.

The graphs on the right show the PERMA Indexes for 2022 and 2021 for the organisation or team you have selected.

2022 Your PERMA Index 



2021 Your Perma Index 



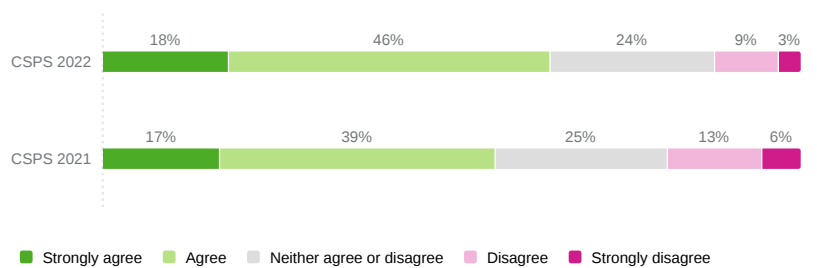
Team support

As an additional measure of flourishing workplace environments, we also asked respondents whether they feel their colleagues genuinely care about their wellbeing.

At Civil Service level, 77% of respondents indicated in 2022 that the people in their team genuinely care about their wellbeing; this remained unchanged compared to 2021.

The graphs on the right show the results for 2022 and 2021 for the organisation or team you have selected.

W08. The people in my team genuinely care about my wellbeing 2022 vs 2021





2022 Disability and Carers

This page includes information on the support respondents receive if they have a disability or are carers.

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Support for disability

J04F. In 2022 70% of Civil Service colleagues with disabilities, conditions or illnesses agreed that their manager supports them to ensure they have the workplace adjustments they need to reduce the barriers they face due to their condition(s) or illness(es). This is one percentage point higher than in 2021.

J04G. Of those colleagues that indicated to have a long-term condition:
 9% said that they do have a workplace adjustment passport that helps them to get appropriate adjustment and support;
 2% said they do have a workplace adjustment passport but that doesn't help them to get the adjustment and support needed;
 67% said that they do not have a workplace adjustment passport;
 19% said that they do not know what a workplace adjustment passport is.

The graph on the right presents the scores for the organisation or team you have selected.

Manager support for colleagues with disabilities, conditions or illnesses 2022 vs 2021

Question	Distribution	vs 2021	ALOB0000 Ministry of Justice Arm's Length and Other Bodies	Civil Service Benchmark 2022	Action Planning
J04F. My manager supports me to ensure I have the workplace adjustments I need to reduce the barriers I...		-4	-8	-8	Improve

J04G. 2022 Having a workplace adjustment passport



Support for caring responsibilities

In 2022, colleagues who indicated they give support or help to anyone because they have a long-term condition or illnesses indicated:

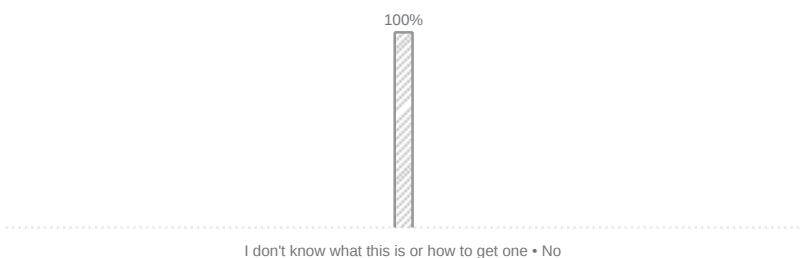
J05A. 54% that they know where to access information and support in their organisation (compared to 57% in 2021);
 J05B. 76% that they feel supported by their manager to balance their work and caring responsibilities (unchanged compared to 2021);
 J05C. 6% that they do have a carer's passport (compared to 4% in 2021).

The graph on the rights shows the figures for J05A , J05B and J05C for the organisation or team you have selected.
 Please note that green is for those who agree with the statement, pink for those who disagree and grey for those that neither agree or disagree.

Manager support for carers 2022 vs 2021

Question	Distribution	vs 2021	ALOB0000 Ministry of Justice Arm's Length and Other Bodies	Civil Service Benchmark 2022	Action Planning
J05B. I feel supported by my manager to balance my work and caring responsibilities		+10	-8	-9	Improve
J05A. As a carer, I know where to access information and support in my organisation		-12	-1	-1	Improve

J05C. 2022 Having a carer's passport





2022 Covid-19 and Hybrid Working

This page includes information on staff having 'long Covid' and on hybrid working.

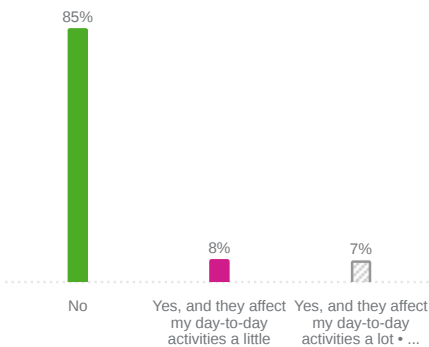
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CV3. In 2022 we asked respondents whether they would describe themselves as having 'long Covid', that is, they were experiencing symptoms more than 4 weeks after they first had COVID-19, that were not explained by something else.

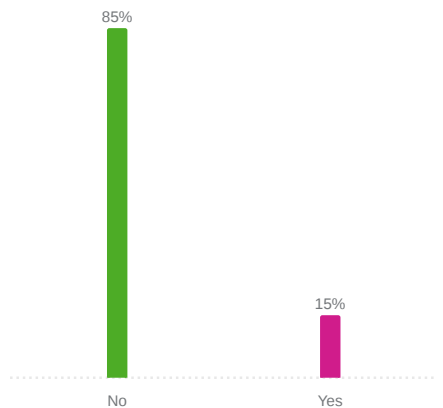
The figures below refer to civil servants who self-reported having 'long Covid' as per the definition above.

- 89% No experience of long Covid;
- 5% Yes, with day-to-day activities not affected;
- 5% Yes, with day-to-day activities affected a little;
- 1% Yes, with day-to-day activities affected a lot.

CV3. 2022 Long Covid



CV3. 2022 Long Covid (grouped)

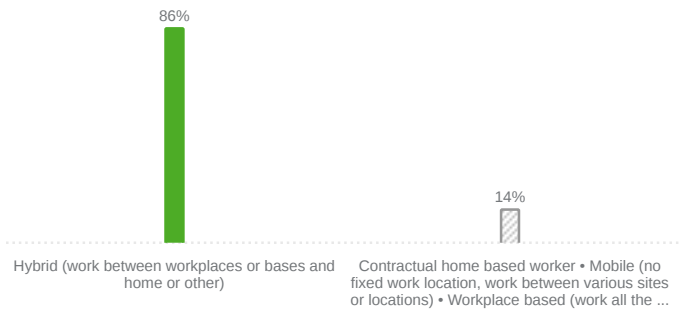


Hybrid Working

H10. In 2022, across the entire Civil Service it emerged that:
 6% of respondents were workplace based;
 2% of respondents were contractual home based worker;
 89% of respondents worked hybrid;
 1% of respondents worked mobile.

The graphs on the right show the figures for the organisation or team you have selected.

H10. 2022 Working arrangements



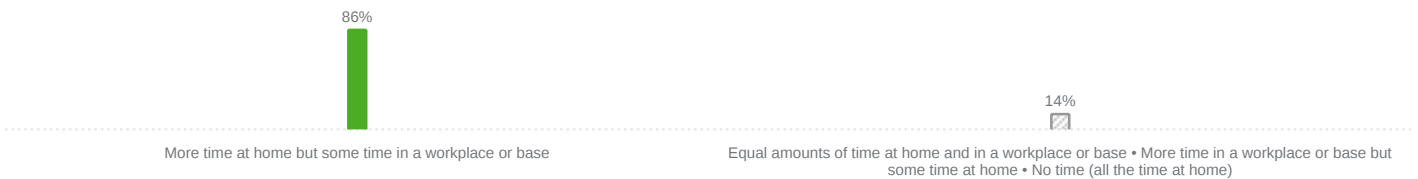
H02A. Of those civil servants who in 2022 indicated 'hybrid approach' to question H10 it emerged that:

- 2% of respondents worked all the time at home;
- 64% of respondents worked more time at home and some of the time in a workplace;
- 18% of respondents worked equal amounts of time at home and in a workplace;
- 10% of respondents worked more time in a workplace and some of the time at home;
- <1% of respondents worked all the time in a workplace.

H02A. 2022 Hybrid Working (grouped)




H02A. 2022 Hybrid Working



Civil Servants who answered that they have mainly been working from home indicated:

H02B. 89% said that when they are working from home their colleagues are good at keeping in touch formally and informally (compared to 78% in 2021).

This question was not shown to respondents who said they have mainly been working in an office location.
The graphs on the right show the figures for the organisation or team you have selected.

Question	Distribution	vs 2021	ALOB0000 Ministry of Justice Arm's Length and Other Bodies	Civil Service Benchmark 2022	Action Planning
H02B. When working from home, my colleagues are good at keeping in touch formally and informally		+17 ^	-2	-1	Improve



2022 Civil Service changes

This page includes the findings for four topics: Civil Service Reform and Modernisation, Civil Service organisational culture and leadership, the Civil Service Code, and productivity.

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Civil Service Reform and Modernisation

In 2022, at Civil Service level:

Civil Service Vision

B59. 60% indicated to be aware of the Civil Service vision for 'A Modern Civil Service', compared to 57% in 2021.

Civil Service Reform

B59A. 41% indicated they understand how they can help to achieve the vision for a 'A Modern Civil Service'. This is 1 percentage point higher than 2021.

B59B. 80% affirmed that the technology provided by their organisation enables them to easily connect and collaborate with the colleagues they need to for them to do their job effectively. This is 1 percentage point lower than 2021.

B59E. 79% indicated to have a choice in deciding where to do their work (usual workplace/base; another workplace; home) to best deliver their individual, team and organisation objectives, compared to 82% in 2021.

B59F. 95% affirmed their manager trusts them to do their job effectively, even if they are not working from the same location as them, unchanged compared to 2021.

The graphs on the right present the findings for the organisation or team you have selected.

Civil Service Vision 2022 vs 2021

Question	Distribution	vs 2021	ALOB0000 Ministry of Justice Arm's Length and Other Bodies	Civil Service Benchmark 2022	Action Planning
B59. I am aware of the Civil Service vision for 'A Modern Civil Service'		+8	-25 ↓	-27 ↓	Improve

Civil Service Reform 2022 vs 2021

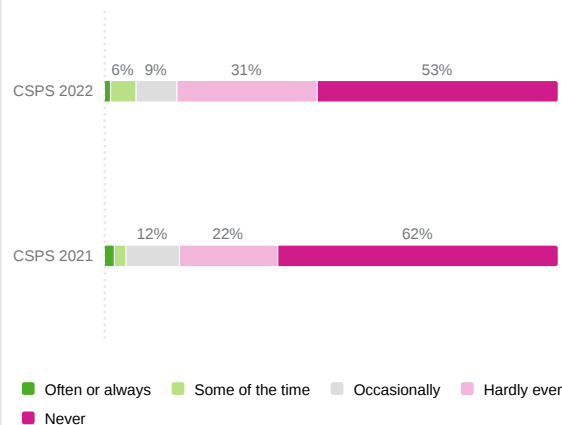
Question	Distribution	vs 2021	ALOB0000 Ministry of Justice Arm's Length and Other Bodies	Civil Service Benchmark 2022	Action Planning
B59F. My manager trusts me to do my job effectively, even if I am not working from the same location as...		+18 ^	-1	-1	Improve
B59B. The technology provided by my organisation enables me to easily connect and collabo...		+5	+8 ^	+11 ^	Improve
B59E. I have a choice in deciding where I do my work (usual workplace or base, another workplace, home)		+19 ^	-5	-8 ↓	Improve
B59A. I understand how I can help achieve the vision for 'A Modern Civil Service'		+6	-18 ↓	-16 ↓	Improve

B59C. In 2022 at Civil Service level, 36% of respondents indicate that they often/always or some of the time collaborate with colleagues in other government departments and agencies to achieve common goals. This is an increase of 1 percentage point compared to 2021.

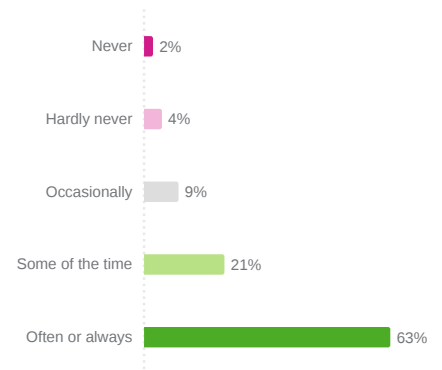
B59D. In 2022 87% of civil servants completing the survey always/often or sometimes consider how their work impacts upon the public in the course of carrying out their duties. This is 1 percentage point higher compared to 2021.

The graphs on the right show the findings for B59C and B59D for the organisation or team you have selected.

B59C. How often do you collaborate with civil servants in other Government departments and agencies to achieve common goals? 2022 vs 2021



B59D. I consider how my work impacts upon the public in the course of carrying out my duties



Organisational Culture & Leadership

In 2022, at Civil Service level:

B54. 91% of respondents indicated that they are trusted to carry out their job effectively (compared to 92% in 2021);

B55. 75% believed they would be supported if they try a new idea, even if it may not work (unchanged compared to 2021);

B56. 74% agreed that in their organisation people are encouraged to speak up when they identify a serious policy or delivery risk (compared to 75% in 2021);

B57. 71% felt able to challenge inappropriate behaviour in the workplace (compared to 70% in 2021);

B58. 78% agreed that their organisation is committed to creating a diverse and inclusive workplace (compared to 80% in 2021).

The graph on the right shows the findings for the organisation or team you have selected.

Organisational Culture Results 2022 vs 2021

Question	Distribution	vs 2021	ALOB0000 Ministry of Justice Arm's Length and Other Bodies	Civil Service Benchmark 2022	Action Planning
B58. My organisation is committed to creating a diverse and inclusive workplace	 85%	+9	+4	+7	Improve
B54. I am trusted to carry out my job effectively	 85%	+13	-6	-6	Improve
B56. In my organisation, people are encouraged to speak up when they identify a serious policy or delivery risk	 71%	+13	-3	-3	Improve
B57. I feel able to challenge inappropriate behaviour in the workplace	 70%	+7	-1	-1	Improve
B55. I believe I would be supported if I try a new idea, even if it may not work	 61%	+13	-10	-14	Improve

The Civil Service Code


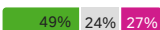

D01A. In 2022, 89% of civil servants indicated that they understand the Civil Service Code and what it means for their conduct (unchanged compared to 2021).

D02. 68% of civil servants indicated to be aware of how to raise a concern under the Civil Service Code (unchanged compared to 2021).

D03. 75% of civil servants indicated to be confident that if they raised a concern under the Civil Service Code in their organisation it would be investigated properly; this is 1 percentage point lower compared to 2021.

The graph on the right shows the results for the organisation or team you have selected. Please note that green shows the proportion of those who answered "Agree" or "Strongly Agree" for D01A and "Yes" for D02 and D03.


Civil Service Code 2022 vs 2021

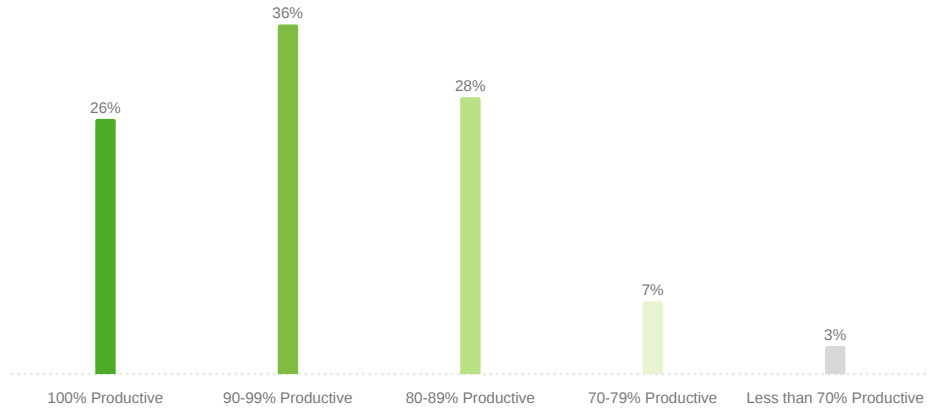
Question	Distribution	vs 2021	ALOB0000 Ministry of Justice Arm's Length and Other Bodies	Civil Service Benchmark 2022	Action Planning
D03. Are you confident that if you raised a concern under the Civil Service Code in ...	 53% 47%	+9	-20 ↓	-22 ↓	Improve
D01A. I understand the Civil Service Code and what it means for my conduct	 49% 24% 27%	+6	-32 ↓	-40 ↓	Improve
D02. Are you aware of how to raise a concern under the Civil Service Code?	 30% 70%	-1	-32 ↓	-38 ↓	Improve

Productivity and Efficiency

B59G. At Civil Service level it emerged that over the last month 69% of civil servants indicated to have been between 100% and 90% productive. This is 1 percentage point lower compared to 2021.

The graph on the right shows the findings for the organisation or team you have selected.


B59G. Over the last month, roughly how productive have you been? 



B59H. In 2022 a new question was introduced to assess whether civil servants think that efficiency is pursued as a priority in their organisation. At Civil Service level it emerged that 57% agreed or strongly agreed that efficiency is a priority in their organisation.

A comparison is not possible with 2021.

The graph on the right shows the findings for the organisation or team you have selected.

Question	Distribution	vs 2021	ALOB0000 Ministry of Justice Arm's Length and Other Bodies	Civil Service Benchmark 2022	Action Planning
B59H. Efficiency is pursued as a priority in my organisation	 74%	-	+12 ^	+17 ^	Improve



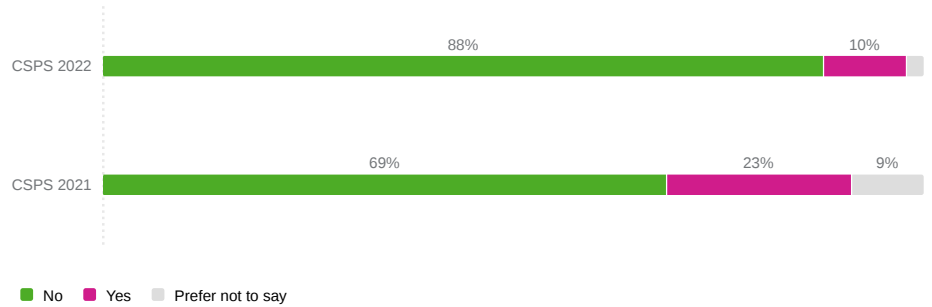
2022 Local questions: Safe to Challenge

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Local questions focuses on specific topics that your organisation wanted to explore in more detail.

The graphs on the right show the scores for the organisation or team you have selected.

LQB1. In the last 12 months, I have seen someone else being bullied or treated unfairly in my organisation 2022 vs 2021



Local question results: Safe to Challenge

Question	Distribution	vs 2021	ALOB0000 Ministry of Justice Arm's Length and Other Bodies	Civil Service Benchmark 2022
LQB5. If I see or experience any form of wrongdoing in my organisation, I know how to raise it...	80%	+12 ^	0	+2
LQB2. I make a point of tackling bullying, harassment and other inappropriate behaviours when I see it...	67%	-4	-4	-6
LQB3. I feel comfortable speaking to those more senior than me about their actions and impact	55%	+11 ^	-1	-4
LQB4. I feel confident that if I challenged someone more senior than me in my Area, Directorate or Division...	38%	+4	-9 v	-7 v



2022 Local questions: Support for Managers

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Local questions focuses on specific topics that your organisation wanted to explore in more detail.

These questions are asked only to respondents who answered 'Yes' to being a manager.

The graph on the right shows the scores for the organisation or team you have selected.

Local question results: Support for Managers

Question	Distribution	vs 2021	ALOB0000 Ministry of Justice Arm's Length and Other Bodies	Civil Service Benchmark 2022
LQ11. I understand what is expected of me as a manager	93%	-	-1	+1
LQ15. I feel confident in managing others even if they are working in a different location to me	93%	-	0	+2
LQ14. I feel confident in addressing poor performance in my team	89%	-	+7	+13
LQ13. I feel confident in supporting the health and wellbeing of the people I manage	82% 14%	-	-7	-5
LQ12. As a manager, I feel adequately supported to deliver my responsibilities	71% 21%	-	-8	-4



2022 Local questions: Collaboration and Team Performance

OFFICIAL SENSITIVE

Local questions focuses on specific topics that your organisation wanted to explore in more detail.

The graph on the right shows the scores for the organisation or team you have selected.

Local question results: Collaboration & Team Performance

Question	Distribution	vs 2021	ALOB0000 Ministry of Justice Arm's Length and Other Bodies	Civil Service Benchmark 2022
LQL1. My team works well together to achieve shared objectives	73% 20%	+8	-12 ↓	-12 ↓
LQL2. We regularly review our performance as a team	72% 18%	+5	+2	0
LQL3. I believe my team works well with other parts of my organisation	71% 21%	+9	-12 ↓	-8 ↓
LQL4. I work with people from different teams or professions to improve the services we deliver	60% 19% 21%	+5	-19 ↓	-14 ↓

2022 Heatmaps

This page includes the heatmaps for the engagement questions, the main core themes and the wellbeing questions

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Heatmaps: what they are and how to use them

Heatmaps are colour-coded tables that display a breakdown of questions by team and/or demographic. Unfortunately we cannot display negatively phrased questions (like E01 or E03) in these types of tables.

Heatmaps are handy if you are wanting to compare groups side-by-side. Simply scroll down to the table you are interested in, and click the 'breakout' filter at the top of the table, to select the comparison you are interested in. Teams or demographic groups that are 5 or 10 percentage points above the average displayed in the first column of your table will be highlighted in light and dark green, and those that are 5 or 10 percentage points below the average will be highlighted in light and dark pink.

Team Comparisons

By default, your dashboard will display the results for your organisation overall. The first column in your heatmap will therefore be your organisation's results, and the other columns will show the results for "one unit below", i.e. each business area that sits directly under the top level of your organisation.

If you filter your dashboard to focus on the results for a specific business area, then that business area will appear in the first column, and the other columns will show the results for each team within that area.

Demographic Comparisons

If you click on the 'breakout' filter at the top of any heatmap table, you'll see a drop-down list appear with your demographic variables listed. Click any of these to compare the results for demographic sub-groups side-by-side (e.g. men and women), relative to the average score for your organisation overall.

You can then use the hierarchy filter at the very top of your dashboard, to reproduce these tables for specific business areas or teams. You can also apply further demographic filters at the top of your dashboard page; for example, if I wanted to produce a table that showed me the results for ethnic minority men and women, I would select all ethnic minority groups at the top of my dashboard, and then click sex as the table breakout. Remember that you should always set your hierarchy filter first, and then select your demographics.

You'll notice that in your demographic heatmap tables, an extra column called "[no value]" will appear. This represents the results for respondents who chose not to answer the demographic question(s) you've selected.

Exporting your results

We'd recommend exporting these tables to CSV (which you can open in Excel), because exporting to JPG or PDF sometimes (though not always) cuts off some of the rows and columns. This is a known limitation of the platform that we hope to improve.

Engagement questions Heatmaps

Below are two heatmaps for the engagement questions: percent favourable results and percentage point difference.

Unfortunately, it is not possible to display the Employee Engagement Index in this type of table, in the Qualtrics platform. Please note that if a difference is statistically significant from the results in the first column, an arrow will appear.

Engagement Questions Heatmap (percent favourable results)

Comparison: vs Current

Breakout: **One level below**

ALOB0049 Office of...
ALOB0052 Operatio...
ALOB0053 Corpora...

Responses	178	140	38
B47. I am proud when I tell others I am part of my organisation	59%	59%	61%
B48. I would recommend my organisation as a great place to work	46%	44%	50%
B49. I feel a strong personal attachment to my organisation	44%	45%	42%
B50. My organisation inspires me to do the best in my job	47%	43%	63%
B51. My organisation motivates me to help it achieve its objectives	45%	42%	55%

Engagement Questions Heatmap (percentage points difference)

Comparison: vs Current

Breakout: **One level below**

ALOB0049 Office of...
ALOB0052 Operatio...
ALOB0053 Corpora...

Responses	178	140	38
B47. I am proud when I tell others I am part of my organisation	59%	0	+2
B48. I would recommend my organisation as a great place to work	46%	-1	+4
B49. I feel a strong personal attachment to my organisation	44%	+1	-2
B50. My organisation inspires me to do the best in my job	47%	-4	+16
B51. My organisation motivates me to help it achieve its objectives	45%	-3	+10

Core Themes Heatmap

Below are two heatmaps for the core themes questions: percent favourable results and percentage point difference.

Click on the arrow next to each theme, e.g. > My Work, to display all questions feeding into that theme score.

Please note that if a difference is statistically significant from the results in the first column, an arrow will appear. Question number B17 (formerly in the My Manager theme) has been removed in 2022.

Core Themes Heatmap (percent favourable results)

Comparison: vs Current

Breakout: **One level below**

ALOB0049 Office of...
ALOB0052 Operatio...
ALOB0053 Corpora...

Responses	178	140	38
> My Work	75%	72%	85%
> Organisational objectives and purpose	88%	88%	91%
> My Manager	78%	76%	84%
> My team	75%	71%	90% ^
> Learning and development	49%	49%	50%
> Inclusion and fair treatment	78%	77%	85%
> Resources and workload	77%	77%	78%
> Pay and benefits	26%	24%	35%
> Leadership and managing change	56%	51%	74% ^

Core Themes Heatmap (percentage point difference)

Comparison: vs Current

Breakout: **One level below**

ALOB0049 Office of...
ALOB0052 Operatio...
ALOB0053 Corpora...

Responses	178	140	38
> My Work	75%	-3	+10
> Organisational objectives and purpose	88%	-1	+3
> My Manager	78%	-2	+6
> My team	75%	-4	+15 ^
> Learning and development	49%	0	+1
> Inclusion and fair treatment	78%	-2	+6
> Resources and workload	77%	0	0
> Pay and benefits	26%	-2	+9
> Leadership and managing change	56%	-5	+18 ^

Personal Wellbeing and Health & Wellbeing Heatmap

Below are two heatmaps for the wellbeing questions: percent favourable results and percentage point difference.

Click on the arrow next to each theme, e.g. > Personal Wellbeing, to display all questions feeding into that theme score. Please note that if a difference is statistically significant from the results in the first column, an arrow will appear.

Personal Wellbeing and Health & Wellbeing Heatmap (percent favourable results)

Comparison: vs Current

Breakout: **One level below**

ALOB0049 Office of...
ALOB0052 Operatio...
ALOB0053 Corpora...

Responses	178	140	38
W03. Overall, how happy did you feel yesterday?	56%	55%	61%
J04B. In general, how would you rate your overall mental health now?	34%	32%	39%
W05. In general, how would you rate your overall physical health now?	25%	24%	26%
W06. In the last 12 months I have experienced musculoskeletal problems (for example MSD)	73%	79%	53% v
W08. The people in my team genuinely care about my wellbeing	64%	61%	74%
W02. Overall, to what extent do you feel that things you do in your life are worthwhile?	65%	61%	76%
W01. Overall, how satisfied are you with your life nowadays?	59%	56%	68%
W04. Overall, how anxious did you feel yesterday?	46%	44%	53%
W07. How often do you feel lonely?	53%	52%	55%


Personal Wellbeing and Health & Wellbeing Heatmap (percentage point difference)

Comparison: vs Current

Breakout: **One level below**

ALOB0049 Office of...
 ALOB0052 Operatio...
 ALOB0053 Corpora...

Responses	178	140	38
W03. Overall, how happy did you feel yesterday?	56%	-1	+4
J04B. In general, how would you rate your overall mental health now?	34%	-2	+6
W05. In general, how would you rate your overall physical health now?	25%	0	+2
W06. In the last 12 months I have experienced musculoskeletal problems (for example MSD)	73%	+6	-20
W08. The people in my team genuinely care about my wellbeing	64%	-3	+10
W02. Overall, to what extent do you feel that things you do in your life are worthwhile?	65%	-3	+12
W01. Overall, how satisfied are you with your life nowadays?	59%	-3	+10
W04. Overall, how anxious did you feel yesterday?	46%	-2	+7
W07. How often do you feel lonely?	53%	-1	+2

G01. What is the one change you would most like your organisation to make in the next 12 months? (Individual Comments) 125 

Career Growth & Development

More Career development schemes

Employee Listening, Intent to stay, Pay

To review pay and conditions to bring LeO jobs in line with the market. Take action to retain staff.

Intent to stay, Reward & Recognition

Address the high turnover of staff/look for more ways to make staff feel valued and supported in their job - stronger focus on staff as well as performance/output.



2022 Summary Tables

This page includes some summary tables with all the scores for the main questions included in the Civil Service People Survey 2022.
They show the findings for the organisation or team you have selected.

OFFICIAL SENSITIVE

Engagement

2022 Scores for the 'Engagement' questions ∨

Engagement	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
B47. I am proud when I tell others I am part of my organisation	4%	6%	31%	41%	18%
B48. I would recommend my organisation as a great place to work	10%	15%	30%	33%	13%
B49. I feel a strong personal attachment to my organisation	7%	17%	31%	34%	10%
B50. My organisation inspires me to do the best in my job	7%	12%	34%	35%	12%
B51. My organisation motivates me to help it achieve its objectives	7%	13%	35%	33%	12%

Health & Wellbeing


2022 Scores for the 'Personal Wellbeing' Theme ∨

w01-w03	Very High	High	Medium	Low
W01. Overall, how satisfied are you with your life nowadays?	14%	45%	24%	18%
W02. Overall, to what extent do you feel that things you do in your life are worthwhile?	21%	43%	24%	12%
W03. Overall, how happy did you feel yesterday?	20%	36%	21%	23%

2022 Scores for the 'Personal Wellbeing' Theme

w04	High	Medium	Low
W04. Overall, how anxious did you feel yesterday?	34%	20%	46%


2022 Scores for W05 & J04B - Mental and Physical Health

Health 	Excellent	Very Good	Good	Fair	Poor
J04B. In general, how would you rate your overall mental health now?	10%	24%	30%	22%	14%
W05. In general, how would you rate your overall physical health now?	4%	20%	37%	24%	15%

2022 Scores for W06 & W08. Musculoskeletal problems & Wellbeing on team

MSD & W08	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
W06. In the last 12 months I have experienced musculoskeletal problems (for example MSD)	42%	31%	3%	16%	8%
W08. The people in my team genuinely care about my wellbeing	3%	9%	24%	46%	18%

W07. How often do you feel lonely?

Question 	Never	Hardly ever	Occasionally	Some of the time	Often or always
W07. How often do you feel lonely?	24%	29%	22%	17%	7%

Main Themes

2022 Scores for the 'My Work' questions

My Work	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
B01. I am interested in my work	1%	2%	5%	49%	43%
B02. I am sufficiently challenged by my work	2%	6%	5%	42%	46%
B03. My work gives me a sense of personal accomplishment	4%	7%	12%	53%	25%
B04. I feel involved in the decisions that affect my work	8%	23%	22%	35%	11%
B05. I have a choice in deciding how I do my work	6%	14%	8%	47%	24%

2022 Scores for the 'Organisational Objectives and Purpose' questions ▾

Organisational objectives and purpose	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
B06. I have a clear understanding of my organisation's objectives	2%	5%	8%	51%	34%
B07. I understand how my work contributes to my organisation's objectives	2%	3%	4%	51%	40%

2022 Scores for the 'My Manager' questions ▾

My Manager	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
B08. My manager motivates me to be more effective in my job	4%	7%	16%	45%	29%
B09. My manager is considerate of my life outside work	2%	1%	7%	41%	49%
B10. My manager is open to my ideas	2%	6%	11%	47%	34%
B11. My manager helps me to understand how I contribute to my organisation's objectives	3%	3%	11%	54%	28%
B12. Overall, I have confidence in the decisions made by my manager	3%	8%	9%	43%	37%
B13. My manager recognises when I have done my job well	2%	7%	10%	44%	37%
B14. I receive regular feedback on my performance	4%	6%	9%	46%	35%
B15. The feedback I receive helps me to improve my performance	5%	10%	17%	38%	30%
B16. I think that my performance is evaluated fairly	5%	12%	19%	42%	22%

2022 Scores for the 'My Team' questions ▾

My team	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
B18. The people in my team can be relied upon to help when things get difficult in my job	1%	3%	17%	52%	26%
B19. The people in my team work together to find ways to improve the service we provide	2%	7%	16%	51%	24%
B20. The people in my team are encouraged to come up with new and better ways of doing things	4%	7%	16%	48%	24%

2022 Scores for the 'Learning and Development' questions ▾

Learning and development	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
B21. I am able to access the right learning and development opportunities when I need to	6%	19%	25%	39%	11%
B22. Learning and development activities I have completed in the past 12 months have helped to improve...	10%	13%	31%	30%	15%
B23. There are opportunities for me to develop my career in my organisation	11%	13%	21%	40%	15%
B24. Learning and development activities I have completed while working for ...	11%	18%	26%	33%	11%


2022 Scores for the 'Inclusion and Fair Treatment' questions


Inclusion and fair treatment	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
B25. I am treated fairly at work	4%	6%	12%	48%	30%
B26. I am treated with respect by the people I work with	2%	3%	6%	55%	34%
B27. I feel valued for the work I do	7%	12%	16%	44%	21%
B28. I think that my organisation respects individual differences (for example cultures, working styles, backgrounds, ideas, etc.)	3%	7%	7%	46%	37%

2022 Scores for the 'Resources and Workload' questions

Resources and workload	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
B29. I get the information I need to do my job well	5%	16%	13%	55%	11%
B30. I have clear work objectives	5%	7%	13%	57%	19%
B31. I have the skills I need to do my job effectively	1%	4%	6%	60%	29%
B32. I have the tools I need to do my job effectively	3%	10%	11%	59%	17%
B33. I have an acceptable workload	12%	21%	16%	45%	6%
B34. I achieve a good balance between my work life and my private life	6%	13%	15%	49%	17%

2022 Scores for the 'Pay and Benefits' questions

Pay and benefits	Strongly disagree	Disagree 	Neither agree nor disagree	Agree	Strongly agree
B36. I am satisfied with the total benefits package	19%	29%	26%	23%	3%
B35. I feel that my pay adequately reflects my performance	22%	32%	18%	24%	3%
B37. Compared to people doing a similar job in other organisations I feel my pay is reasonable	22%	33%	20%	17%	8%

2022 Scores for the 'Leadership and Managing Change' questions 

Leadership and managing change	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
B38. Senior managers in my organisation are sufficiently visible	5%	15%	12%	48%	20%
B39. I believe the actions of senior managers are consistent with my organisation's values	5%	10%	21%	48%	15%
B40. I believe that my organisation's senior leaders have a clear vision for the future of my organisation	5%	7%	16%	51%	21%
B41. Overall, I have confidence in the decisions made by my organisation's senior managers	8%	7%	24%	42%	19%
B42. I feel that change is managed well in my organisation	12%	23%	22%	33%	9%
B43. When changes are made in my organisation they are usually for the better	5%	12%	40%	36%	7%
B44. My organisation keeps me informed about matters that affect me	4%	10%	13%	59%	14%
B45. I have the opportunity to contribute my views before decisions are made that affect me	11%	24%	30%	30%	4%
B46. I think it is safe to challenge the way things are done in my organisation	8%	17%	25%	40%	10%