

Returns: 1,216

Response rate: 74%

## Your engagement index

# 57%

Difference from  
CS2010

+1 ✧

Difference from CS High  
Performers

-5 ✧

See the appendix for further details

### The three elements of engagement and their component questions are:

#### Say: speaks positively of the organisation...

	% Positive	Difference from CS2010
B50. I am proud when I tell others I am part of the Scottish Court Service	57%	+2 ✧
B51. I would recommend the Scottish Court Service as a great place to work	43%	+2 ✧

#### Stay: emotionally attached and committed to the organisation...

B52. I feel a strong personal attachment to the Scottish Court Service	45%	-1
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#### Strive: motivated to do the best for the organisation...










B53. The Scottish Court Service inspires me to do the best in my job	39%	0
B54. The Scottish Court Service motivates me to help it achieve its objectives	35%	-1

✧ = Statistically significant difference from comparison

The results for the engagement questions are shown in detail on page 8

## Drivers of engagement

Employee engagement is shaped by experiences at work, as measured by nine themes in the survey. The table below shows how you performed on each of these themes, ranked by the strength of association with engagement. The themes which have the strongest association with engagement should be the focus for action. See the appendix for further details.




	Strength of association with engagement	Theme score % positive	Difference from CS2010	Difference from CS High Performers
Leadership and managing change		33%	-4 ✧	-13 ✧
My work		69%	-2 ✧	-6 ✧
My line manager		56%	-8 ✧	-11 ✧
Pay and benefits		25%	-12 ✧	-18 ✧
Resources and workload		77%	+4 ✧	0
Learning and development		50%	+7 ✧	+1 ✧
Organisational objectives and purpose		88%	+7 ✧	+2 ✧
My team		68%	-9 ✧	-13 ✧
Inclusion and fair treatment		68%	-5 ✧	-8 ✧

✧ = Statistically significant difference from comparison

# Top three key driver themes in more detail

The three themes which have the strongest association with engagement are shown below. Questions are ranked by difference from the Civil Service 2010 benchmark (CS2010).








✦ indicates statistically significant difference from comparison

	% Positive	Diff. from CS2010
<b>Leadership and managing change</b> Strength of association with engagement: 		
B45. I feel that change is managed well in the Scottish Court Service	33%	+6 ✦
B46. When changes are made in the Scottish Court Service they are usually for the better	24%	0
B40. I feel that the Scottish Court Service as a whole is managed well	40%	-1
B47. The Scottish Court Service keeps me informed about matters that affect me	52%	-2 ✦
B43. I believe that the SCS board have a clear vision for the future of the Scottish Court Service	33%	-2 ✦
B42. I believe the actions of Senior Managers are consistent with the Scottish Court Service's values	33%	-7 ✦
B44. Overall, I have confidence in the decisions made by the Scottish Court Service's Senior Managers	29%	-7 ✦
B48. I have the opportunity to contribute my views before decisions are made that affect me	24%	-8 ✦
B49. I think it is safe to challenge the way things are done in the Scottish Court Service	29%	-10 ✦
B41. Senior Managers in the Scottish Court Service are sufficiently visible	33%	-12 ✦
<b>My work</b> Strength of association with engagement: 		
B01. I am interested in my work	92%	+3 ✦
B03. My work gives me a sense of personal accomplishment	74%	+2 ✦
B02. I am sufficiently challenged by my work	74%	0
B04. I feel involved in the decisions that affect my work	43%	-6 ✦
B05. I have a choice in deciding how I do my work	64%	-6 ✦
<b>My line manager</b> Strength of association with engagement: 		
B17. I think that my performance is evaluated fairly	58%	-3 ✦
B18. Poor performance is dealt with effectively in my team	32%	-5 ✦
B09. My manager motivates me to be more effective in my job	56%	-6 ✦
B13. Overall, I have confidence in the decisions made by my manager	62%	-6 ✦
B12. My manager helps me to understand how I contribute to the Scottish Court Service's objectives	51%	-7 ✦
B10. My manager is considerate of my life outside work	70%	-8 ✦
B16. The feedback I receive helps me to improve my performance	49%	-8 ✦
B14. My manager recognises when I have done my job well	68%	-9 ✦
B11. My manager is open to my ideas	68%	-10 ✦
B15. I receive regular feedback on my performance	50%	-10 ✦

# All questions by theme

This section shows the results for each question in the survey, by theme.








✧ indicates statistically significant difference from comparison

	 % Strongly agree	 % Agree	 % Neither	 % Disagree	 % Strongly disagree	% Positive	Difference from CS2010	Difference from CS High Performers
<b>My work</b>								
 :Strength of association with engagement								
B01. I am interested in my work	42	49	6			92%	+3 ✧	+1
B02. I am sufficiently challenged by my work	23	51	13	10		74%	0	-4 ✧
B03. My work gives me a sense of personal accomplishment	24	50	17	7		74%	+2 ✧	-3 ✧
B04. I feel involved in the decisions that affect my work	10	33	24	23	10	43%	-6 ✧	-14 ✧
B05. I have a choice in deciding how I do my work	15	49	18	13	5	64%	-6 ✧	-13 ✧
<b>Organisational objectives and purpose</b>								
 :Strength of association with engagement								
B06. I have a clear understanding of the Scottish Court Service's purpose	29	63	6			91%	+7 ✧	+2 ✧
B07. I have a clear understanding of the Scottish Court Service's objectives	25	61	11			86%	+9 ✧	0
B08. I understand how my work contributes to the Scottish Court Service's objectives	27	61	8			88%	+8 ✧	+2 ✧

# All questions by theme

This section shows the results for each question in the survey, by theme.








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	 % Strongly agree	 % Agree	 % Neither	 % Disagree	 % Strongly disagree	% Positive	Difference from CS2010	Difference from CS High Performers
<b>My line manager</b>								
 :Strength of association with engagement								
B09. My manager motivates me to be more effective in my job	15	41	23	15	7	56%	-6 ✦	-11 ✦
B10. My manager is considerate of my life outside work	26	44	18	7	5	70%	-8 ✦	-12 ✦
B11. My manager is open to my ideas	20	47	20	8	5	68%	-10 ✦	-14 ✦
B12. My manager helps me to understand how I contribute to the Scottish Court Service's objectives	11	39	32	13	4	51%	-7 ✦	-13 ✦
B13. Overall, I have confidence in the decisions made by my manager	18	45	21	11	6	62%	-6 ✦	-12 ✦
B14. My manager recognises when I have done my job well	21	47	18	10	4	68%	-9 ✦	-12 ✦
B15. I receive regular feedback on my performance	13	37	23	22	6	50%	-10 ✦	-16 ✦
B16. The feedback I receive helps me to improve my performance	12	36	32	14	5	49%	-8 ✦	-12 ✦
B17. I think that my performance is evaluated fairly	14	45	25	12	4	58%	-3 ✦	-8 ✦
B18. Poor performance is dealt with effectively in my team	6	26	32	22	14	32%	-5 ✦	-9 ✦
<b>My team</b>								
 :Strength of association with engagement								
B19. The people in my team can be relied upon to help when things get difficult in my job	28	49	13	8		76%	-7 ✦	-9 ✦
B20. The people in my team work together to find ways to improve the service we provide	21	48	17	11		69%	-9 ✦	-13 ✦
B21. The people in my team are encouraged to come up with new and better ways of doing things	18	41	24	14	4	58%	-11 ✦	-16 ✦

# All questions by theme

This section shows the results for each question in the survey, by theme.








✧ indicates statistically significant difference from comparison

	 % Strongly agree	 % Agree	 % Neither	 % Disagree	 % Strongly disagree	% Positive	Difference from CS2010	Difference from CS High Performers
<b>Learning and development</b>								
 :Strength of association with engagement								
B22. I am able to access the right learning and development opportunities when I need to	11	54	24	9		65%	+10 ✧	+2 ✧
B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance	10	41	36	10		51%	+3 ✧	-2 ✧
B24. There are opportunities for me to develop my career in the Scottish Court Service	7	38	25	22	9	44%	+16 ✧	+8 ✧
B25. Learning and development activities I have completed while working for the Scottish Court Service are helping me to develop my career	8	33	38	15	5	41%	0	-5 ✧
<b>Inclusion and fair treatment</b>								
 :Association with engagement not identified								
B26. I am treated fairly at work	19	57	14	7		76%	-3 ✧	-6 ✧
B27. I am treated with respect by the people I work with	22	56	14	6		78%	-6 ✧	-9 ✧
B28. I feel valued for the work I do	13	40	25	17	5	53%	-7 ✧	-12 ✧
B29. I think that the Scottish Court Service respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	16	52	22	8		68%	-3 ✧	-8 ✧

# All questions by theme

This section shows the results for each question in the survey, by theme.







✧ indicates statistically significant difference from comparison

	 % Strongly agree	 % Agree	 % Neither	 % Disagree	 % Strongly disagree	% Positive	Difference from CS2010	Difference from CS High Performers
<b>Resources and workload</b>								
 :Strength of association with engagement								
B30. In my job, I am clear what is expected of me	25	64	7			89%	+7 ✧	+3 ✧
B31. I get the information I need to do my job well	14	56	18	10		70%	+3 ✧	0
B32. I have clear work objectives	18	63	14	4		81%	+7 ✧	+2 ✧
B33. I have the skills I need to do my job effectively	28	64	6			92%	+4 ✧	+1 ✧
B34. I have the tools I need to do my job effectively	17	58	14	9		75%	+4 ✧	0
B35. I have an acceptable workload	10	54	15	16	4	64%	+2 ✧	-3 ✧
B36. I achieve a good balance between my work life and my private life	17	54	15	12		71%	+1	-3 ✧
<b>Pay and benefits</b>								
 :Strength of association with engagement								
B37. I feel that my pay adequately reflects my performance	22	17	35	25		23%	-15 ✧	-22 ✧
B38. I am satisfied with the total benefits package	27	28	27	14		31%	-8 ✧	-16 ✧
B39. Compared to people doing a similar job in other organisations I feel my pay is reasonable	18	18	35	26		20%	-11 ✧	-19 ✧

# All questions by theme

This section shows the results for each question in the survey, by theme.






✧ indicates statistically significant difference from comparison

	 % Strongly agree	 % Agree	 % Neither	 % Disagree	 % Strongly disagree	% Positive	Difference from CS2010	Difference from CS High Performers
<b>Leadership and managing change</b>								
 :Strength of association with engagement								
B40. I feel that the Scottish Court Service as a whole is managed well	37		34	18	8	40%	-1	-13 ✧
B41. Senior Managers in the Scottish Court Service are sufficiently visible	4	29	28	28	11	33%	-12 ✧	-27 ✧
B42. I believe the actions of Senior Managers are consistent with the Scottish Court Service's values	30		45	15	7	33%	-7 ✧	-19 ✧
B43. I believe that the SCS board have a clear vision for the future of the Scottish Court Service	30		51	11	5	33%	-2 ✧	-14 ✧
B44. Overall, I have confidence in the decisions made by the Scottish Court Service's Senior Managers	26		43	19	8	29%	-7 ✧	-18 ✧
B45. I feel that change is managed well in the Scottish Court Service	31		34	26	8	33%	+6 ✧	-6 ✧
B46. When changes are made in the Scottish Court Service they are usually for the better	22		46	23	7	24%	0	-8 ✧
B47. The Scottish Court Service keeps me informed about matters that affect me	4	48	27	16	5	52%	-2 ✧	-10 ✧
B48. I have the opportunity to contribute my views before decisions are made that affect me	22		33	29	14	24%	-8 ✧	-15 ✧
B49. I think it is safe to challenge the way things are done in the Scottish Court Service	27		34	27	10	29%	-10 ✧	-18 ✧

# All questions by theme

This section shows the results for each question in the survey, by theme.

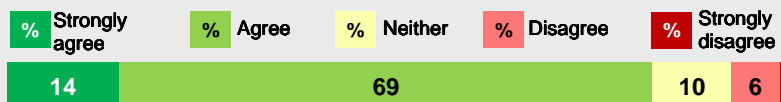
✧ indicates statistically significant difference from comparison

	 % Strongly agree	 % Agree	 % Neither	 % Disagree	 % Strongly disagree	% Positive	Difference from CS2010	Difference from CS High Performers
<b>Engagement</b>								
B50. I am proud when I tell others I am part of the Scottish Court Service	13	43	34	6	5	57%	+2 ✧	-8 ✧
B51. I would recommend the Scottish Court Service as a great place to work	8	35	34	17	5	43%	+2 ✧	-8 ✧
B52. I feel a strong personal attachment to the Scottish Court Service	11	34	35	15	5	45%	-1	-9 ✧
B53. The Scottish Court Service inspires me to do the best in my job	8	31	38	18	5	39%	0	-10 ✧
B54. The Scottish Court Service motivates me to help it achieve its objectives	6	29	40	20	5	35%	-1	-11 ✧
<b>Taking action</b>								
B55. I believe that Senior Managers in the Scottish Court Service will take action on the results from this survey	4	28	31	24	14	32%	-6 ✧	-16 ✧
B56. I believe that managers where I work will take action on the results from this survey	6	30	28	23	13	36%	-10 ✧	-17 ✧

# All questions by theme

## Data Security

C01. I know where to go to find out about how to handle personal and sensitive information



Differences are based on '% Positive' score

**83%** | **2010 % Positive**

+1 | Difference from CS2010

C02. In the past 12 months, have you received training on handling data and procedures to protect personal and sensitive information?



Differences are based on '% Yes' score

**78%** | **2010 % Yes**

0 | Difference from CS2010

## Your plans for the future

D01. Which of the following statements most reflects your current thoughts about working for the Scottish Court Service?

Statement	Percentage	Difference from CS2010
I want to leave the Scottish Court Service as soon as possible	7%	-1 ✧
I want to leave the Scottish Court Service within the next 12 months	9%	-2 ✧
I want to stay working for the Scottish Court Service for at least the next year	21%	-6 ✧
I want to stay working for the Scottish Court Service for at least the next three years	64%	+9 ✧

## The Civil Service Code

Differences are based on '% Yes' score

Statement	% Yes	% No	% Positive	Difference from CS2010
E01. Are you aware of the Civil Service Code?	75	25	75%	-6 ✧
E02. Are you aware of how to raise a concern under the Civil Service Code?	53	47	53%	0
E03. Are you confident that if you raised a concern under the Civil Service Code in the Scottish Court Service it would be investigated properly?	59	41	59%	-3 ✧

✧ indicates statistically significant difference from comparison

# All questions by theme

## Discrimination, harassment and bullying

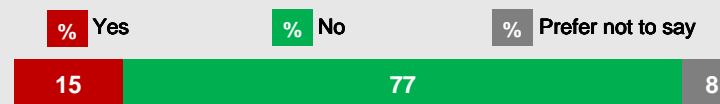
F01. During the past 12 months, have you personally experienced discrimination at work?



% Yes

10% ✧ | CS2010

F03. During the past 12 months, have you personally experienced bullying or harassment at work?

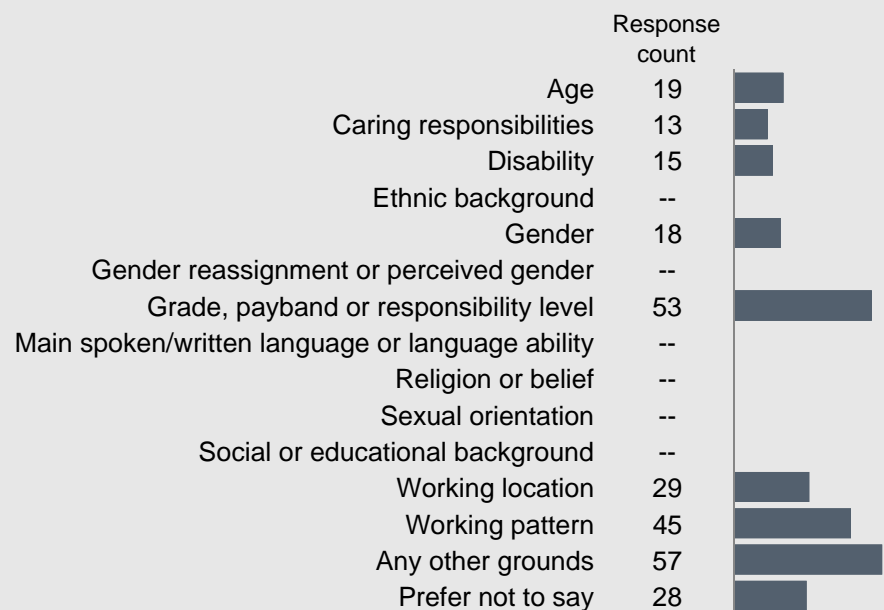


% Yes

10% ✧ | CS2010

For respondents who selected 'Yes' to question F01.

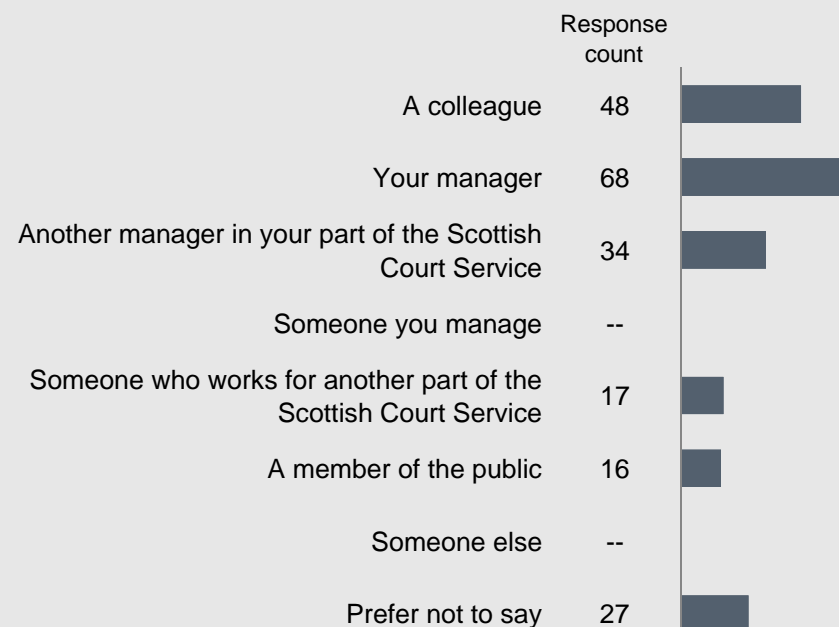
F02. On which of the following grounds have you personally experienced discrimination in the past 12 months? (multiple selection)



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

For respondents who selected 'Yes' to question F03.

F04. Who were you bullied or harassed by at work in the past 12 months? (multiple selection)



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

✧ indicates statistically significant difference from comparison

# Appendix

## Glossary of key terms

<b>% positive</b>	The proportion who selected either "agree" or "strongly agree" for a question (or all questions within a theme in the case of <b>Theme score % positive</b> ).
<b>CS2010</b>	The CS2010 benchmark is the median percent positive across all organisations that participated in the 2010 Civil Service People Survey.
<b>CS High Performers</b>	For each question, this is the upper quartile score across all organisations that have taken part in the 2010 Civil Service People Survey.

## Rounding

Results are presented as whole numbers for ease of reading, with rounding performed at the last stage of calculation for maximum accuracy.

## Statistical significance: ✧

Statistical testing has been carried out on the comparisons between this year's results and CS2010 results and CS High Performers results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in opinion between the results.

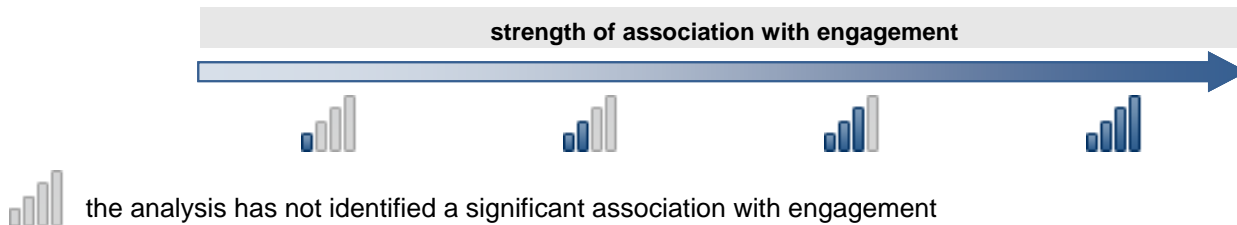
## The employee engagement index

The survey includes five questions that make up the engagement index (B50-B54). The index score represents the average level of engagement in that unit and ranges from 0 to 100. An index score of 0 represents all respondents in that unit saying they strongly disagree to all five engagement questions and a score of 100 represents all respondents saying they strongly agree to all five engagement questions.

## The drivers of engagement

While the engagement index shows the average level of engagement, it does not show what you can do to improve engagement. Nine themes have been included in the survey to measure employees' experiences at work. A statistical technique, stepwise regression, is used to identify the extent to which each of these themes has an association with engagement. The themes identified as having an association are called the 'Drivers of engagement'.

The strength of association with engagement varies by theme and is illustrated by a 4-bar icon, as shown below. Themes with a full 4-bar icon have the strongest association with engagement.



## Confidentiality

This survey was carried out as part of the 2010 Civil Service People Survey, which is managed by the Cabinet Office on behalf of all the participating organisations. The Cabinet Office commissioned ORC International to carry out the survey. ORC International is a member of the Market Research Society, and is bound by their strict code of conduct and confidentiality rules. These rules do not allow for the breakdown of results to the extent where the anonymity of individuals may be compromised. Groups of less than 10 respondents will not be reported on, however their responses do contribute to the overall scores for the unit and organisation they belong to and the overall Civil Service results.