

Your engagement index

62%

Difference from previous survey

+4 ✧

Difference from CS2013

+4 ✧

Difference from CS High Performers

0

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 previous survey	Difference from CS2013
B50. I am proud when I tell others I am part of the Scottish Court Service	62%	+4 ✧	+7 ✧
B51. I would recommend the Scottish Court Service as a great place to work	53%	+11 ✧	+8 ✧

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

B52. I feel a strong personal attachment to the Scottish Court Service	54%	+8 ✧	+8 ✧
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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	46%	+5 ✧	+3 ✧
B54. The Scottish Court Service motivates me to help it achieve its objectives	44%	+7 ✧	+4 ✧

✧ = 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 previous survey	Difference from CS2013	Difference from CS High Performers
Leadership and managing change		47%	+6 ✧	+5 ✧	-4 ✧
My work		74%	+4 ✧	+1	-4 ✧
My manager		63%	+4 ✧	-4 ✧	-7 ✧
Resources and workload		81%	+3 ✧	+7 ✧	+4 ✧
Pay and benefits		23%	+3 ✧	-6 ✧	-11 ✧
Learning and development		58%	+4 ✧	+10 ✧	+3 ✧
My team		73%	+1	-6 ✧	-9 ✧
Organisational objectives and purpose		90%	+1	+7 ✧	+2 ✧
Inclusion and fair treatment		74%	+3 ✧	0	-4 ✧




✧ = 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 CS2013.

^ indicates a variation in question wording from your previous survey

◇ indicates statistically significant difference from comparison

	% Positive	Diff. from previous survey	Difference from CS2013
Leadership and managing change		Strength of association with engagement: 	
B43. I believe that the SCS board has a clear vision for the future of the Scottish Court Service	56%	+7 ◇	+14 ◇
B45. I feel that change is managed well in the Scottish Court Service	42%	+4 ◇	+13 ◇
B40. I feel that the Scottish Court Service as a whole is managed well	54%	+6 ◇	+10 ◇
B47. The Scottish Court Service keeps me informed about matters that affect me	65%	+4 ◇	+7 ◇
B49. I think it is safe to challenge the way things are done in the Scottish Court Service	44%	+5 ◇	+6 ◇
B46. When changes are made in the Scottish Court Service they are usually for the better	33%	+7 ◇	+6 ◇
B48. I have the opportunity to contribute my views before decisions are made that affect me	41%	+5 ◇	+5 ◇
B44. Overall, I have confidence in the decisions made by Scottish Court Service's senior managers (Grade 7 and above)	43%	+7 ◇	+2 ◇
B42. I believe the actions of senior managers (Grade 7 and above) are consistent with the Scottish Court Service's values	42%	+3 ◇	-1
B41. Senior managers (Grade 7 and above) in the Scottish Court Service are sufficiently visible	49%	+8 ◇	-2
My work		Strength of association with engagement: 	
B03. My work gives me a sense of personal accomplishment	80%	+2 ◇	+5 ◇
B01. I am interested in my work	91%	+1 ◇	+2 ◇
B04. I feel involved in the decisions that affect my work	54%	+8 ◇	0
B02. I am sufficiently challenged by my work	76%	+2	-2 ◇
B05. I have a choice in deciding how I do my work	70%	+5 ◇	-2 ◇
My manager		Strength of association with engagement: 	
B17. I think that my performance is evaluated fairly	65%	+3 ◇	+3 ◇
B18. Poor performance is dealt with effectively in my team	38%	+3 ◇	-1
B16. The feedback I receive helps me to improve my performance	57%	+5 ◇	-2 ◇
B09. My manager motivates me to be more effective in my job	62%	+3 ◇	-3 ◇
B13. Overall, I have confidence in the decisions made by my manager	68%	+2	-3 ◇
B12. My manager helps me to understand how I contribute to the Scottish Court Service's objectives	58%	+4 ◇	-4 ◇
B14. My manager recognises when I have done my job well	73%	+3 ◇	-4 ◇
B15. I receive regular feedback on my performance	59%	+7 ◇	-4 ◇
B11. My manager is open to my ideas	74%	+2 ◇	-5 ◇
B10. My manager is considerate of my life outside work	75%	+3 ◇	-6 ◇

All questions by theme

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

^ indicates a variation in question wording from your previous survey

◇ indicates statistically significant difference from comparison



My work

:Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
B01. I am interested in my work	48	44	6			91%	+1 ◇	+2 ◇	-1
B02. I am sufficiently challenged by my work	30	46	14	9		76%	+2	-2 ◇	-6 ◇
B03. My work gives me a sense of personal accomplishment	32	48	12	7		80%	+2 ◇	+5 ◇	+1
B04. I feel involved in the decisions that affect my work	17	37	20	19	7	54%	+8 ◇	0	-7 ◇
B05. I have a choice in deciding how I do my work	23	48	16	11		70%	+5 ◇	-2 ◇	-7 ◇

Organisational objectives and purpose

:Strength of association with engagement

B06. I have a clear understanding of the Scottish Court Service's purpose	37	56	6			92%	0	+7 ◇	+3 ◇
B07. I have a clear understanding of the Scottish Court Service's objectives	33	55	10			88%	+1	+8 ◇	+3 ◇
B08. I understand how my work contributes to the Scottish Court Service's objectives	35	54	8			89%	+1	+6 ◇	+3 ◇

All questions by theme

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

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My manager

:Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
B09. My manager motivates me to be more effective in my job	22	40	20	12	5	62%	+3 ◇	-3 ◇	-7 ◇
B10. My manager is considerate of my life outside work	34	41	15	6	4	75%	+3 ◇	-6 ◇	-9 ◇
B11. My manager is open to my ideas	29	44	17	6	6	74%	+2 ◇	-5 ◇	-9 ◇
B12. My manager helps me to understand how I contribute to the Scottish Court Service's objectives	20	38	27	11	4	58%	+4 ◇	-4 ◇	-8 ◇
B13. Overall, I have confidence in the decisions made by my manager	27	41	17	10	5	68%	+2	-3 ◇	-8 ◇
B14. My manager recognises when I have done my job well	28	45	15	9	5	73%	+3 ◇	-4 ◇	-7 ◇
B15. I receive regular feedback on my performance	21	39	19	17	5	59%	+7 ◇	-4 ◇	-9 ◇
B16. The feedback I receive helps me to improve my performance	20	37	28	10	4	57%	+5 ◇	-2 ◇	-8 ◇
B17. I think that my performance is evaluated fairly	21	44	22	10	5	65%	+3 ◇	+3 ◇	-1
B18. Poor performance is dealt with effectively in my team	11	26	32	17	13	38%	+3 ◇	-1	-4 ◇

My team

:Strength of association with engagement

B19. The people in my team can be relied upon to help when things get difficult in my job	34	44	12	8	5	78%	0	-6 ◇	-8 ◇
B20. The people in my team work together to find ways to improve the service we provide	31	42	16	9	5	73%	0	-7 ◇	-10 ◇
B21. The people in my team are encouraged to come up with new and better ways of doing things	26	41	20	8	5	67%	+4 ◇	-6 ◇	-9 ◇

All questions by theme


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■ % Strongly agree
 ■ % Agree
 ■ % Neither
 ■ % Disagree
 ■ % Strongly disagree
 % Positive
 Difference from previous survey
 Difference from CS2013
 Difference from CS High Performers

Learning and development

 :Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
B22. I am able to access the right learning and development opportunities when I need to	18	55	18	7		73%	+4 ◇	+12 ◇	+8 ◇
B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance	16	38	35	8		55%	+4 ◇	+7 ◇	+1
B24. There are opportunities for me to develop my career in the Scottish Court Service	15	40	22	15	9	54%	+3 ◇	+16 ◇	+7 ◇
B25. Learning and development activities I have completed while working for the Scottish Court Service are helping me to develop my career	14	35	35	12	5	48%	+4 ◇	+7 ◇	0

Inclusion and fair treatment

 :Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
B26. I am treated fairly at work	30	49	12	7		79%	+2	0	-3 ◇
B27. I am treated with respect by the people I work with	30	51	12	6		81%	+1	-4 ◇	-6 ◇
B28. I feel valued for the work I do	22	40	19	13	5	62%	+6 ◇	-1	-5 ◇
B29. I think that the Scottish Court Service respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	28	47	19	5		75%	+4 ◇	+3 ◇	-3 ◇

All questions by theme

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Resources and workload

:Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
B30. In my job, I am clear what is expected of me	32	59	6			91%	+1 ◇	+8 ◇	+5 ◇
B31. I get the information I need to do my job well	21	53	16	9		74%	+4 ◇	+5 ◇	+1
B32. I have clear work objectives	27	58	11			85%	+1	+10 ◇	+5 ◇
B33. I have the skills I need to do my job effectively	34	57	6			92%	+1	+3 ◇	+1 ◇
B34. I have the tools I need to do my job effectively	25	55	10	8		80%	+3 ◇	+9 ◇	+4 ◇
B35. I have an acceptable workload	17	53	12	13	4	70%	+8 ◇	+11 ◇	+5 ◇
B36. I achieve a good balance between my work life and my private life	24	48	14	10		73%	+2 ◇	+5 ◇	0

Pay and benefits

:Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
B37. I feel that my pay adequately reflects my performance	4	15	17	34	29	20%	+1	-9 ◇	-16 ◇
B38. I am satisfied with the total benefits package	6	24	27	27	16	30%	+5 ◇	-2 ◇	-8 ◇
B39. Compared to people doing a similar job in other organisations I feel my pay is reasonable	5	15	18	32	30	20%	+4 ◇	-5 ◇	-12 ◇

All questions by theme

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% Strongly agree
 % Agree
 % Neither
 % Disagree
 % Strongly disagree
 % Positive
 Difference from previous survey
 Difference from CS2013
 Difference from CS High Performers

Leadership and managing change

 : Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
B40. I feel that the Scottish Court Service as a whole is managed well	9	45	28	14	4	54%	+6 ◇	+10 ◇	-3 ◇
B41. Senior managers (Grade 7 and above) in the Scottish Court Service are sufficiently visible	10	39	28	17	6	49%	+8 ◇	-2	-13 ◇
B42. I believe the actions of senior managers (Grade 7 and above) are consistent with the Scottish Court Service's values	8	34	44	9	4	42%	+3 ◇	-1	-13 ◇
B43. I believe that the SCS board has a clear vision for the future of the Scottish Court Service	11	44	36	6		56%	+7 ◇	+14 ◇	+1
B44. Overall, I have confidence in the decisions made by Scottish Court Service's senior managers (Grade 7 and above)	10	33	40	12	5	43%	+7 ◇	+2 ◇	-7 ◇
B45. I feel that change is managed well in the Scottish Court Service	7	35	32	20	6	42%	+4 ◇	+13 ◇	+3 ◇
B46. When changes are made in the Scottish Court Service they are usually for the better	5	27	42	20	6	33%	+7 ◇	+6 ◇	-2 ◇
B47. The Scottish Court Service keeps me informed about matters that affect me	10	55	21	10	4	65%	+4 ◇	+7 ◇	+1
B48. I have the opportunity to contribute my views before decisions are made that affect me	8	33	30	20	9	41%	+5 ◇	+5 ◇	-3 ◇
B49. I think it is safe to challenge the way things are done in the Scottish Court Service	9	35	30	17	8	44%	+5 ◇	+6 ◇	-4 ◇

All questions by theme

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

^ indicates a variation in question wording from your previous survey

◇ indicates statistically significant difference from comparison

	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
Engagement									
B50. I am proud when I tell others I am part of the Scottish Court Service	20	42	30	5	5	62%	+4 ◇	+7 ◇	-3 ◇
B51. I would recommend the Scottish Court Service as a great place to work	15	38	30	12	5	53%	+11 ◇	+8 ◇	-3 ◇
B52. I feel a strong personal attachment to the Scottish Court Service	17	37	28	14	5	54%	+8 ◇	+8 ◇	+1
B53. The Scottish Court Service inspires me to do the best in my job	14	33	37	12	4	46%	+5 ◇	+3 ◇	-4 ◇
B54. The Scottish Court Service motivates me to help it achieve its objectives	12	32	38	14	4	44%	+7 ◇	+4 ◇	-4 ◇
Taking action									
B55. I believe that senior managers (Grade 7 and above) in the Scottish Court Service will take action on the results from this survey	12	39	28	14	7	51%	+11 ◇	+8 ◇	-1
B56. I believe that managers where I work will take action on the results from this survey	16	38	25	14	9	53%	+8 ◇	0	-6 ◇
B57. Where I work, I think effective action has been taken on the results of the last survey	13	27	39	13	8	40%	+10 ◇	+6 ◇	0

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 previous survey	Difference from CS2013	Difference from CS High Performers
Organisational Culture									
B58. I am trusted to carry out my job effectively	38	55	4			93%	+3 ◇	+5 ◇	+3 ◇
B59. I believe I would be supported if I try a new idea, even if it may not work	23	47	19	10		69%	+5 ◇	+2	-2
B60. My performance is evaluated based on whether I get things done, rather than solely follow processes	17	45	29	7		63%	+4 ◇	-2 ◇	-7 ◇
B61. When I talk about the Scottish Court Service I say "we" rather than "they"	18	42	26	10	4	60%	+5 ◇	-7 ◇	-16 ◇
B62. I have some really good friendships at work	33	46	15	5		79%	+3 ◇	+4 ◇	0

Please note these questions were not asked on paper surveys in 2012.

All questions by theme

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%	%	%	%	% Positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
0-4	5-6	7-8	9-10				

Wellbeing

Unlike the questions B01-B62 which ask people to rate their agreement from strongly agree to strongly disagree, the four wellbeing questions use a 11-point scale. This scale ranges from 0 to 10 for each question, where 0 is equivalent to 'not at all' (e.g. 'not at all satisfied' or 'not at all worthwhile') and where 10 is equivalent to 'completely' (e.g. 'completely satisfied' or 'completely anxious').

For questions W01, W02 and W03 the percent positive is the proportion answering 7, 8, 9 or 10 to each question. For question W04 the percent positive is the proportion answering 0, 1, 2 or 3 to the question.

W01. Overall, how satisfied are you with your life nowadays?	11	16	51	22	72%	+5 ◇	+9 ◇	+6 ◇
W02. Overall, to what extent do you feel that the things you do in your life are worthwhile?	9	14	48	28	76%	+5 ◇	+7 ◇	+4 ◇
W03. Overall, how happy did you feel yesterday?	16	17	41	26	67%	+2	+7 ◇	+4 ◇
	%	%	%	%				
	0-1	2-3	4-5	6-10				
W04. Overall, how anxious did you feel yesterday?	34	26	17	23	61%	+2	+11 ◇	+8 ◇

All questions by theme

Your plans for the future

C01. Which of the following statements most reflects your current thoughts about working for Scottish Court Service?

			Difference from previous survey	Difference from CS2013	Difference from CS High Performers
I want to leave the Scottish Court Service as soon as possible		7%	-1	-1	-3 ✧
I want to leave the Scottish Court Service within the next 12 months		9%	-1	-4 ✧	-8 ✧
I want to stay working for the Scottish Court Service for at least the next year		22%	0	-8 ✧	-13 ✧
I want to stay working for the Scottish Court Service for at least the next three years		62%	+2	+14 ✧	+4 ✧

The Civil Service Code

Differences are based on '% Yes' score

	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?			85%	0	-4 ✧	-9 ✧
D02. Are you aware of how to raise a concern under the Civil Service Code?			69%	+1	+4 ✧	-1
D03. Are you confident that if you raised a concern under the Civil Service Code in Scottish Court Service it would be investigated properly?			70%	+2	+3 ✧	-2 ✧

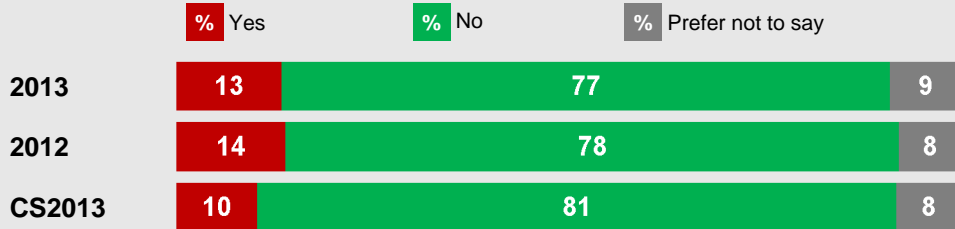
^ indicates a variation in question wording from your previous survey

✧ indicates statistically significant difference from comparison

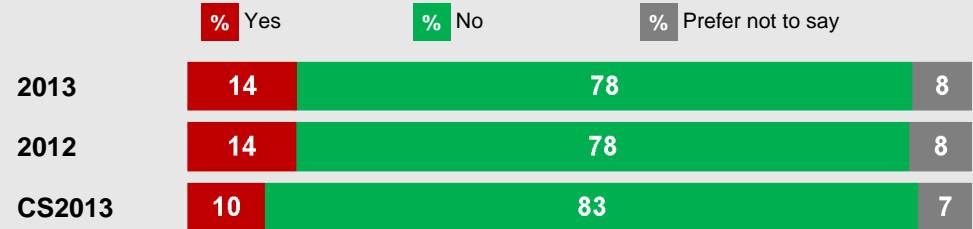
All questions by theme

Discrimination, harassment and bullying

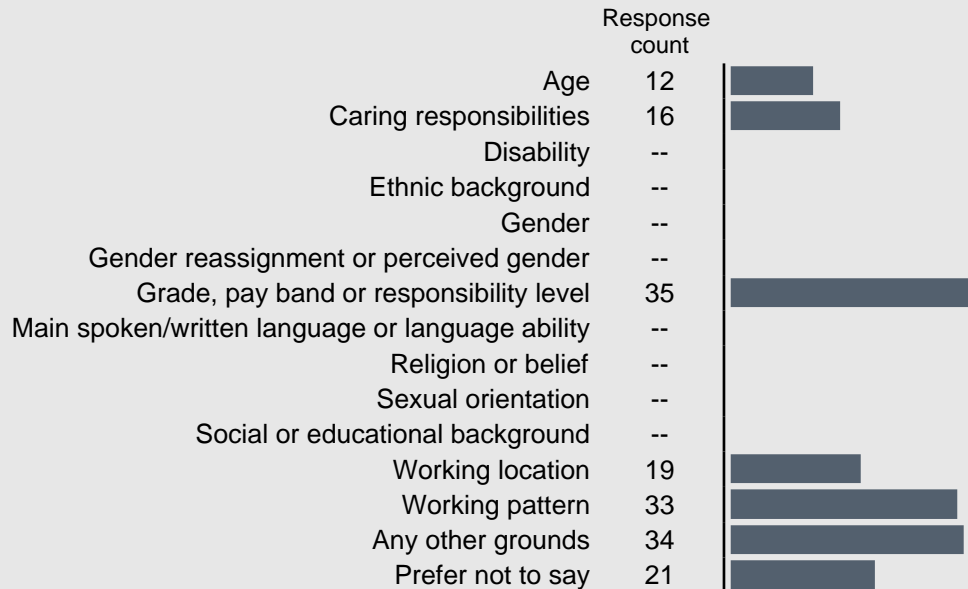
E01. During the past 12 months, have you personally experienced discrimination at work?



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

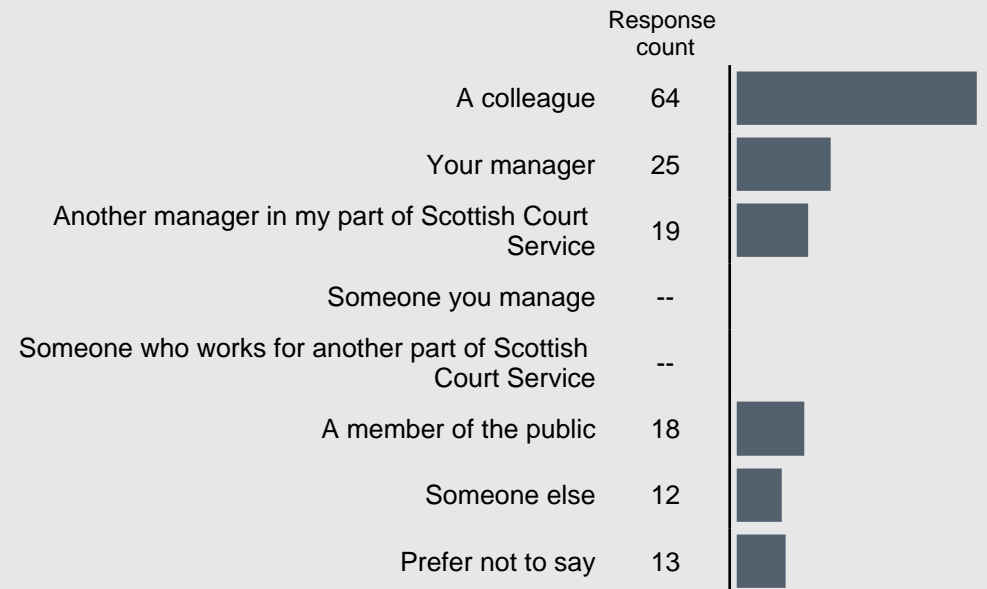


For respondents who selected 'Yes' to question E01.
E02. On which of the following grounds have you personally experienced discrimination in the past 12 months? (multiple selection)



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

For respondents who selected 'Yes' to question E03.
E04. Who were you bullied or harassed by at work in the past 12 months? (multiple selection)



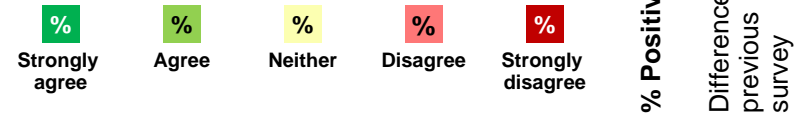
Please note: Counts of fewer than ten responses are suppressed and replaced with '--'

All questions by theme

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Scottish Court Service questions

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01. My manager encourages me to make time for learning and development	19	45	23	10		64%	-
F02. I am aware of the Scottish Court Service Coaching Programme	23	56	10	9		79%	-
F03. (If aware) Since the Scottish Court Service Coaching Programme was introduced I have noticed a positive difference in the way I am managed	10	20	45	19	6	30%	-
F04. Poor attendance is dealt with effectively in my court/unit	11	30	39	13	7	41%	-
F05. My manager gives me the opportunity to discuss, provide input and agree my work objectives for the coming year	23	54	15	6		77%	-
F06. I believe my manager displays behaviours that are consistent with the Scottish Court Services values and behaviours	25	49	17	7		75%	-
F07. When thinking of 'my team' I think about the people I work with in my immediate court/unit	27	59	8	4		87%	-
F08. I know what my rights and responsibilities are if I witness or experience Dignity at Work concerns	27	62	8	4		88%	-
F09. I would feel confident to challenge unacceptable behaviour if I experienced or witnessed it happening	24	50	12	9	5	74%	-
F10. Dignity at Work concerns are taken seriously by managers in my court/unit	24	39	24	9	4	64%	-

Appendix

Glossary of key terms

% positive	The proportion who selected either "agree" or "strongly agree" for a question (or all questions within a theme in the case of Theme score % positive).
Previous survey	Comparisons to the previous survey relate to the results from the 2012 Civil Service People Survey. Where a question is flagged as changed since the last survey comparisons should be treated with caution as changes to wording may affect how people respond to the question.
CS2013	The CS2013 benchmark is the median percent positive across all organisations that participated in the 2013 Civil Service People Survey.
CS High Performers	For each question, this is the upper quartile score across all organisations that have taken part in the 2013 Civil Service People Survey.

Rounding

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

Statistical significance: ✦

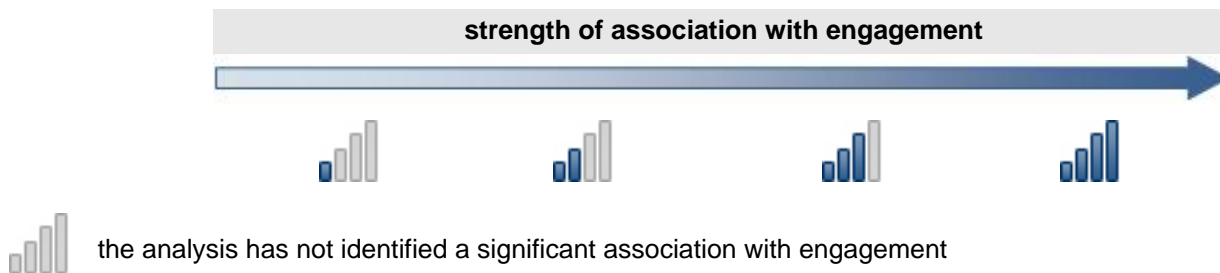
Statistical testing has been carried out on the comparisons between this year's results and your previous survey, CS2013 results and CS High Performers results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in 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 show below. Themes with a full 4-bar icon have the strongest association with engagement.



Confidentiality

This survey was carried out as part of the 2013 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 the 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.