

Employee engagement is shaped by experience at work, as measured by nine themes in the survey shown below.



The table below shows how you performed on each of the nine themes ranked by the strength of association with engagement. The themes which have the strongest association with engagement should be the focus for action. See the appendix for further details.

## Drivers of Engagement

	Strength of association with engagement	Theme score % Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
Leadership and Managing Change		50%	+3 ✧	+7 ✧	0
My manager		66%	+3 ✧	-1	-5 ✧
My work		75%	+1	0	-3 ✧
Pay and benefits		27%	+4 ✧	-1	-8 ✧
Resources and workload		82%	+2	+8 ✧	+5 ✧
Learning and development		61%	+4 ✧	+12 ✧	+6 ✧
My team		77%	+4 ✧	-3 ✧	-6 ✧
Organisational objectives and purpose		92%	+2 ✧	+9 ✧	+4 ✧
Inclusion and fair treatment		76%	+2	+1	-3 ✧

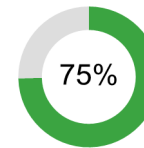


Strength of association with engagement

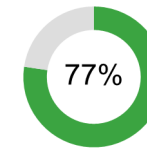


Statistically significant difference from comparison

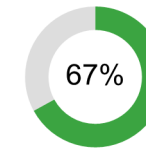
## Wellbeing



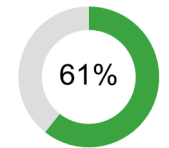
Overall, how satisfied are you with your life nowadays?



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

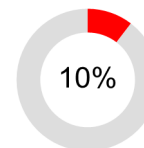


Overall, how happy did you feel yesterday?

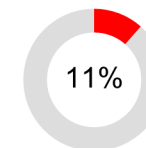


No or low anxiety yesterday

## Discrimination, bullying and harassment

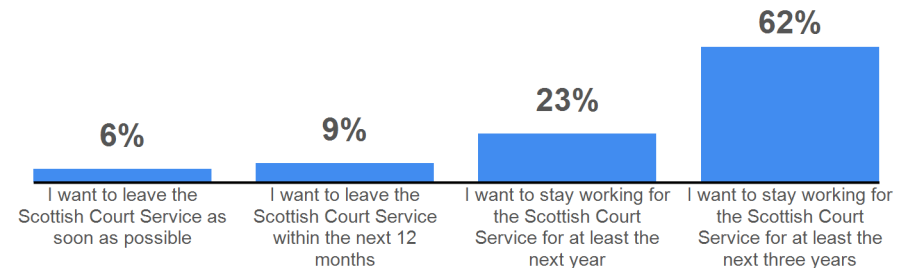


During the past 12 months have you personally experienced discrimination at work?



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

## Your plans for the future



## All questions by theme

◇ indicates statistically significant difference from comparison  
 ^ indicates a variation in question wording from your previous survey

### My work

**75%** +1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B01 I am interested in my work	46	47	5			93%	+2 ◇	+3 ◇	0
B02 I am sufficiently challenged by my work	31	48	11	8		79%	+3 ◇	0	-3 ◇
B03 My work gives me a sense of personal accomplishment	31	50	12	6		81%	+1	+5 ◇	+3 ◇
B04 I feel involved in the decisions that affect my work	18	36	22	17	7	54%	+1	-2 ◇	-8 ◇
B05 I have a choice in deciding how I do my work	25	45	18	10		70%	0	-5 ◇	-10 ◇

### Organisational objectives and purpose

**92%** +2

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B06 I have a clear understanding of the Scottish Court Service's purpose	39	55	5			94%	+2 ◇	+8 ◇	+3 ◇
B07 I have a clear understanding of the Scottish Court Service's objectives	36	55	8			91%	+3 ◇	+10 ◇	+5 ◇
B08 I understand how my work contributes to the Scottish Court Service's objectives	38	53	7			91%	+2	+7 ◇	+3 ◇

## All questions by theme

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

### My manager

**66%** +3  
 Difference from previous survey



Strength of association with engagement



**% Positive**  
 Difference from previous survey  
 Difference from CS2014  
 Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B09 My manager motivates me to be more effective in my job	27	40	18	11	5	66%	+4 ◆	-2	-5 ◆
B10 My manager is considerate of my life outside work	40	38	14	5	5	77%	+3 ◆	-4 ◆	-8 ◆
B11 My manager is open to my ideas	33	43	14	6	6	77%	+3 ◆	-3 ◆	-8 ◆
B12 My manager helps me to understand how I contribute to the Scottish Court Service's objectives	23	40	24	10	7	63%	+4 ◆	-2	-6 ◆
B13 Overall, I have confidence in the decisions made by my manager	30	40	15	8	6	70%	+3	-3 ◆	-7 ◆
B14 My manager recognises when I have done my job well	33	42	14	8	5	75%	+1	-3 ◆	-6 ◆
B15 I receive regular feedback on my performance	23	41	16	16	5	64%	+4 ◆	-1	-5 ◆
B16 The feedback I receive helps me to improve my performance	24	39	21	12	6	63%	+6 ◆	+2	-3 ◆
B17 I think that my performance is evaluated fairly	24	44	20	7	7	69%	+3 ◆	+6 ◆	+2 ◆
B18 Poor performance is dealt with effectively in my team	13	27	32	15	13	40%	+2	+1	-3 ◆

### My team

**77%** +4  
 Difference from previous survey



Strength of association with engagement



Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B19 The people in my team can be relied upon to help when things get difficult in my job	37	46	9	6	6	83%	+5 ◆	-1	-3 ◆
B20 The people in my team work together to find ways to improve the service we provide	34	44	14	6	6	78%	+5 ◆	-2 ◆	-5 ◆
B21 The people in my team are encouraged to come up with new and better ways of doing things	30	38	19	10	10	69%	+2	-5 ◆	-9 ◆

## All questions by theme

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

### Learning and development

**61%** +4

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B22	I am able to access the right learning and development opportunities when I need to	22	53	16	8	8	74%	+2	+12 ◆	+8 ◆
B23	Learning and development activities I have completed in the past 12 months have helped to improve my performance	20	37	32	8	8	57%	+2	+6 ◆	0
B24	There are opportunities for me to develop my career in the Scottish Court Service	17	44	20	13	7	60%	+6 ◆	+18 ◆	+11 ◆
B25	Learning and development activities I have completed while working for the Scottish Court Service are helping me to develop my career	17	35	33	9	5	53%	+4 ◆	+9 ◆	+3 ◆

### Inclusion and fair treatment

**76%** +2

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B26	I am treated fairly at work	30	50	11	6	6	80%	+1	+1	-2 ◆
B27	I am treated with respect by the people I work with	32	51	11	5	5	82%	+2	-2 ◆	-4 ◆
B28	I feel valued for the work I do	24	40	20	12	8	64%	+2	0	-5 ◆
B29	I think that the Scottish Court Service respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	28	49	17	5	5	77%	+2	+3 ◆	-1

## All questions by theme

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### Resources and workload

**82%** +2

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B30 In my job, I am clear what is expected of me	33	58	5	2	2	92%	+1	+8 ◆	+5 ◆
B31 I get the information I need to do my job well	23	55	14	8	2	78%	+3 ◆	+8 ◆	+4 ◆
B32 I have clear work objectives	28	59	8	3	2	87%	+2	+11 ◆	+8 ◆
B33 I have the skills I need to do my job effectively	34	56	8	2	2	90%	-1	+1	-1 ◆
B34 I have the tools I need to do my job effectively	26	55	10	8	2	81%	+1	+9 ◆	+5 ◆
B35 I have an acceptable workload	18	53	14	12	3	72%	+2	+13 ◆	+6 ◆
B36 I achieve a good balance between my work life and my private life	27	51	12	7	3	78%	+5 ◆	+12 ◆	+4 ◆

### Pay and benefits

**27%** +4

Difference from previous survey



Strength of association with engagement



Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B37 I feel that my pay adequately reflects my performance	19	18	32	27	4	23%	+3 ◆	-6 ◆	-13 ◆
B38 I am satisfied with the total benefits package	6	30	27	23	13	36%	+6 ◆	+4 ◆	-4 ◆
B39 Compared to people doing a similar job in other organisations I feel my pay is reasonable	5	18	18	32	28	22%	+2	-2 ◆	-9 ◆

## All questions by theme

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### Leadership and Managing Change

**50%** +3

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B40	I feel that the Scottish Court Service as a whole is managed well	11	49	24	12	0	60%	+6 ◆	+15 ◆	+4 ◆
B41	Senior managers (Grade 7 and above) in the Scottish Court Service are sufficiently visible	11	41	28	15	5	52%	+3 ◆	-1	-11 ◆
B42	I believe the actions of senior managers (Grade 7 and above) are consistent with the Scottish Court Service's values	11	38	40	8	2	49%	+6 ◆	+1	-7 ◆
B43	I believe that the SCS board has a clear vision for the future of the Scottish Court Service	12	47	34	5	2	59%	+3 ◆	+14 ◆	+6 ◆
B44	Overall, I have confidence in the decisions made by Scottish Court Service's senior managers (Grade 7 and above)	11	36	38	11	4	47%	+4 ◆	+3 ◆	-4 ◆
B45	I feel that change is managed well in the Scottish Court Service	7	38	31	19	5	45%	+3 ◆	+14 ◆	+7 ◆
B46	When changes are made in the Scottish Court Service they are usually for the better	7	33	42	14	4	40%	+7 ◆	+10 ◆	+3 ◆
B47	The Scottish Court Service keeps me informed about matters that affect me	10	55	21	11	1	65%	0	+7 ◆	+1
B48	I have the opportunity to contribute my views before decisions are made that affect me	8	30	31	23	8	38%	-3 ◆	+3 ◆	-5 ◆
B49	I think it is safe to challenge the way things are done in the Scottish Court Service	9	38	29	17	7	46%	+2	+5 ◆	-2

## All questions by theme

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

### Engagement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B50 I am proud when I tell others I am part of the Scottish Court Service	22	45	28	5		67%	+4 ◆	+8 ◆	+1
B51 I would recommend the Scottish Court Service as a great place to work	17	42	27	12		59%	+6 ◆	+10 ◆	-1
B52 I feel a strong personal attachment to the Scottish Court Service	17	38	31	11		54%	+1	+7 ◆	0
B53 The Scottish Court Service inspires me to do the best in my job	15	37	33	12		52%	+6 ◆	+7 ◆	+1
B54 The Scottish Court Service motivates me to help it achieve its objectives	13	36	35	13		49%	+6 ◆	+6 ◆	0

### Taking action

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B55 I believe that senior managers (Grade 7 and above) in the Scottish Court Service will take action on the results from this survey	13	39	29	13	7	52%	0	+6 ◆	-2
B56 I believe that managers where I work will take action on the results from this survey	16	38	22	14	9	55%	+1	-1	-6 ◆
B57 Where I work, I think effective action has been taken on the results of the last survey	13	27	38	13	8	40%	+1	+6 ◆	0



## All questions by theme

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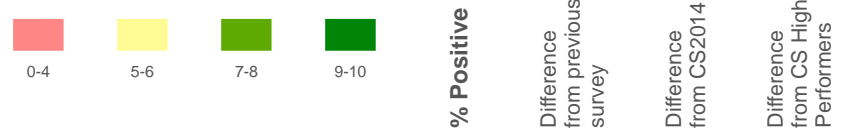
### Organisational Culture

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B58 I am trusted to carry out my job effectively	37	58				95%	+2 ◆	+6 ◆	+4 ◆
B59 I believe I would be supported if I try a new idea, even if it may not work	24	48	18	8		72%	+3 ◆	+3 ◆	0
B60 My performance is evaluated based on whether I get things done, rather than solely follow processes	17	48	27	6		65%	+2	0	-6 ◆
B61 When I talk about the Scottish Court Service I say "we" rather than "they"	20	44	24	10		65%	+4 ◆	-4 ◆	-14 ◆
B62 I have some really good friendships at work	35	45	15			80%	+1	+5 ◆	+1

## All questions by theme

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

### Wellbeing



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

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

Question	0-4	5-6	7-8	9-10	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
W01 Overall, how satisfied are you with your life nowadays?	9	16	50	24	75%	+2	+11 ◆	+8 ◆
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	6	16	49	29	77%	+1	+8 ◆	+5 ◆
W03 Overall, how happy did you feel yesterday?	12	21	41	26	67%	0	+7 ◆	+4 ◆
W04 Overall, how anxious did you feel yesterday?	35	26	17	22	61%	0	+11 ◆	+8 ◆

## All questions by theme

◇ indicates statistically significant difference from comparison  
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### 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 CS2014	Difference from CS High Performers
I want to leave the Scottish Court Service as soon as possible		6%	-1	-1	-4 ◇
I want to leave the Scottish Court Service within the next 12 months		9%	0	-5 ◇	-9 ◇
I want to stay working for the Scottish Court Service for at least the next year		23%	+1	-9 ◇	-15 ◇
I want to stay working for the Scottish Court Service for at least the next three years		62%	0	+16 ◇	+9 ◇

### The Civil Service Code

Differences are based on '% Yes' score

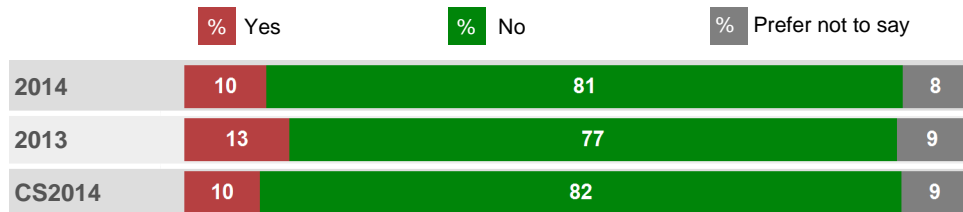
	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?	89	11	89%	+4 ◇	-1	-5 ◇
D02. Are you aware of how to raise a concern under the Civil Service Code?	73	27	73%	+4 ◇	+9 ◇	+2
D03. Are you confident that if you raised a concern under the Civil Service Code in Scottish Court Service it would be investigated properly?	74	26	74%	+4 ◇	+6 ◇	+1

## All questions by theme

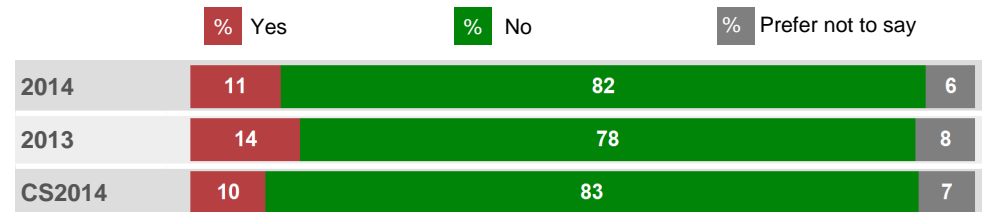
◆ indicates statistically significant difference from comparison  
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### Discrimination, harassment and bullying

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)

Ground	Response Count
Age	--
Caring responsibilities	--
Disability	--
Ethnic background	--
Gender	--
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	21
Main spoken/written language or language ability	--
Religion or belief	--
Sexual orientation	--
Social or educational background	--
Working location	12
Working pattern	25
Any other grounds	28
Prefer not to say	13

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)

Who	Response Count
A colleague	36
Your manager	32
Another manager in my part of Scottish Court Service	25
Someone you manage	--
Someone who works for another part of Scottish Court Service	--
A member of the public	10
Someone else	--
Prefer not to say	14

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

## All questions by theme

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

### Scottish Court Service questions

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01 My manager encourages me to make time for learning and development	21	46	20	10		67%	+3 ◆
F02 I am aware of the Scottish Court Service Coaching Programme	28	57	7	7		85%	+6 ◆
F03 (If aware) Since the Scottish Court Service Coaching Programme was introduced I have noticed a positive difference in the way I am managed	12	23	41	19	5	35%	+5 ◆
F04 Poor attendance is dealt with effectively in my court/unit	12	31	38	12	8	43%	+1
F05 I feel well informed about the court reform agenda	10	40	31	15		50%	--
F06 I believe my manager displays behaviours that are consistent with the Scottish Court Service's values and behaviours	26	45	17	8		71%	-4 ◆
F07 I understand how the SCS Business Plan relates to my team and my work	17	48	26	7		65%	--
F08 I know what my rights and responsibilities are if I witness or experience Dignity at Work concerns	29	61			8	90%	+2 ◆
F09 I would feel confident to challenge unacceptable behaviour if I experienced or witnessed it happening	24	51	13	9		75%	+1
F10 Dignity at Work concerns are taken seriously by managers in my court/unit	25	43	22	7		68%	+4 ◆

## 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 <b>Theme score % positive</b> ).
Previous survey	Comparisons to the previous survey relate to the results from the 2013 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.
CS2014	The CS2014 benchmark is the median percent positive across all organisations that participated in the 2014 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 2014 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, CS2014 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.

strength of association  
with engagement



 the analysis has not identified a significant association with engagement

### Confidentiality

The survey was carried out as part of the 2014 Civil Service People Survey, which is managed by the Cabinet Office on behalf of all participating organisations. The Cabinet Office commissioned ORC International to carry out the survey. ORC International is a member of the Market Research Society, and is bound by their strict code of conduct and confidentiality rules. These rules do not allow for the breakdown of the results to the extent where the anonymity of individuals may be compromised. Groups of 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.