

Scottish Courts and Tribunals Service

Returns : 1,219

Response rate : 74%

Civil Service People Survey 2015

 Strength of association with engagement

◇ Statistically significant difference from comparison

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



Returns : 1,219

Response rate : 74%

Civil Service People Survey 2015



Strength of association with engagement



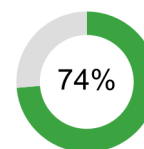
Statistically significant difference from comparison

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.

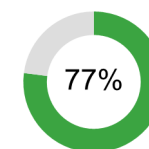
Drivers of Engagement

	Strength of association with engagement	Theme score % Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
Leadership and managing change		46%	-4 ✧	+4 ✧	-5 ✧
My work		74%	-2	-1	-5 ✧
My manager		66%	0	-2 ✧	-5 ✧
Pay and benefits		26%	-1	-3 ✧	-10 ✧
Resources and workload		81%	-2	+8 ✧	+4 ✧
Learning and development		60%	-1	+11 ✧	+5 ✧
Organisational objectives and purpose		89%	-3 ✧	+6 ✧	+2 ✧
My team		76%	0	-3 ✧	-7 ✧
Inclusion and fair treatment		77%	+1	+3 ✧	-1 ✧

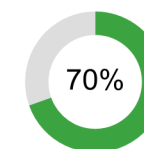
Wellbeing



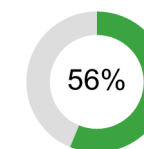
Overall, how satisfied are you with your life nowadays?



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

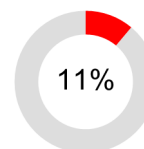


Overall, how happy did you feel yesterday?

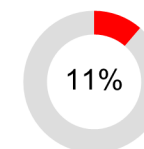


Overall, how anxious did you feel yesterday?

Discrimination, bullying and harassment

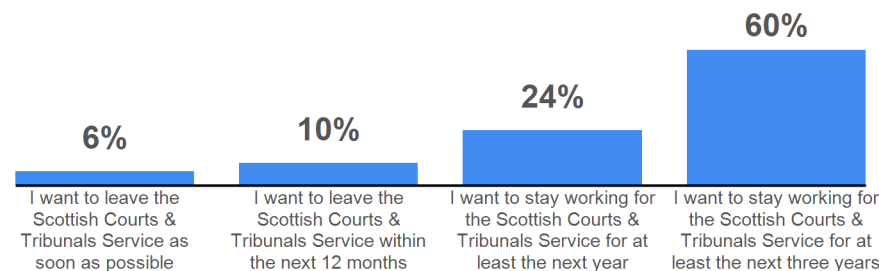


During the past 12 months have you personally experienced discrimination at work?



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

74% -2

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B01 I am interested in my work	45	46	7			91%	-2 ◆	+2 ◆	-1
B02 I am sufficiently challenged by my work	32	47	12	8		79%	0	0	-4 ◆
B03 My work gives me a sense of personal accomplishment	30	49	13	6		78%	-2 ◆	+3 ◆	0
B04 I feel involved in the decisions that affect my work	16	36	21	19	8	52%	-2	-4 ◆	-12 ◆
B05 I have a choice in deciding how I do my work	23	45	17	12		68%	-2	-5 ◆	-11 ◆

Organisational objectives and purpose

89% -3

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B06 I have a clear understanding of the Scottish Courts & Tribunals Service's purpose	34	57	7			91%	-3 ◆	+6 ◆	+1 ◆
B07 I have a clear understanding of the Scottish Courts & Tribunals Service's objectives	31	56	9			87%	-4 ◆	+8 ◆	+3 ◆
B08 I understand how my work contributes to the Scottish Courts & Tribunals Service's objectives	34	54	8			88%	-2 ◆	+5 ◆	+1 ◆

All questions by theme

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

My manager

66% 0

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B09	My manager motivates me to be more effective in my job	25	40	20	11	5	65%	-1	-2 ◆	-7 ◆
B10	My manager is considerate of my life outside work	39	37	16	5	5	76%	-1	-6 ◆	-9 ◆
B11	My manager is open to my ideas	31	46	15	5	5	77%	0	-4 ◆	-7 ◆
B12	My manager helps me to understand how I contribute to the Scottish Courts & Tribunals Service's objectives	22	39	27	9	5	61%	-1	-2 ◆	-7 ◆
B13	Overall, I have confidence in the decisions made by my manager	28	41	19	8	5	69%	-2	-4 ◆	-8 ◆
B14	My manager recognises when I have done my job well	32	44	14	7	5	76%	+1	-3 ◆	-5 ◆
B15	I receive regular feedback on my performance	24	41	19	12	5	65%	+1	-2 ◆	-5 ◆
B16	The feedback I receive helps me to improve my performance	23	38	26	9	5	61%	-2	0	-4 ◆
B17	I think that my performance is evaluated fairly	24	45	22	7	5	69%	0	+7 ◆	+1
B18	Poor performance is dealt with effectively in my team	13	28	32	15	12	41%	+1	+2 ◆	-2 ◆

My team

76% 0

Difference from previous survey



Strength of association with engagement



Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B19	The people in my team can be relied upon to help when things get difficult in my job	36	47	10	5	5	83%	0	-1 ◆	-4 ◆
B20	The people in my team work together to find ways to improve the service we provide	33	44	15	6	5	77%	-1	-3 ◆	-7 ◆
B21	The people in my team are encouraged to come up with new and better ways of doing things	27	42	21	7	5	69%	0	-5 ◆	-9 ◆

All questions by theme

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

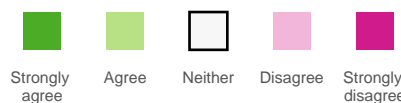
Learning and development

60% -1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B22	I am able to access the right learning and development opportunities when I need to	18	53	18	8	8	72%	-3 ◆	+9 ◆	+4 ◆
B23	Learning and development activities I have completed in the past 12 months have helped to improve my performance	19	38	33	8	8	57%	0	+5 ◆	-1
B24	There are opportunities for me to develop my career in the Scottish Courts & Tribunals Service	17	44	21	12	6	61%	0	+19 ◆	+11 ◆
B25	Learning and development activities I have completed while working for the Scottish Courts & Tribunals Service are helping me to develop my career	15	37	34	10	6	52%	-1	+8 ◆	+2 ◆

Inclusion and fair treatment

77% +1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B26	I am treated fairly at work	30	50	11	6	6	80%	0	+2 ◆	-1 ◆
B27	I am treated with respect by the people I work with	31	52	11	6	6	83%	+1	-1 ◆	-4 ◆
B28	I feel valued for the work I do	24	43	17	11	5	67%	+3 ◆	+3 ◆	-2 ◆
B29	I think that the Scottish Courts & Tribunals Service respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	27	51	16	6	6	78%	+2	+6 ◆	+1

All questions by theme

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

Resources and workload

81% -2

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B30 In my job, I am clear what is expected of me	35	55	6	1	1	90%	-2 ◆	+7 ◆	+4 ◆
B31 I get the information I need to do my job well	22	55	13	8	2	77%	0	+8 ◆	+4 ◆
B32 I have clear work objectives	29	57	10	4	1	86%	-1	+10 ◆	+6 ◆
B33 I have the skills I need to do my job effectively	35	56	7	1	1	91%	+1	+3 ◆	0
B34 I have the tools I need to do my job effectively	26	54	10	8	2	80%	-2	+11 ◆	+5 ◆
B35 I have an acceptable workload	17	53	14	11	5	69%	-3 ◆	+10 ◆	+5 ◆
B36 I achieve a good balance between my work life and my private life	24	50	15	8	3	74%	-4 ◆	+8 ◆	+3 ◆

Pay and benefits

26% -1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B37 I feel that my pay adequately reflects my performance	19	16	34	27	4	23%	0	-9 ◆	-14 ◆
B38 I am satisfied with the total benefits package	6	30	26	24	14	36%	0	+3 ◆	-3 ◆
B39 Compared to people doing a similar job in other organisations I feel my pay is reasonable	17	19	33	28	5	20%	-2	-5 ◆	-12 ◆

All questions by theme

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

Leadership and managing change

46% -4

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B40	I feel that the Scottish Courts & Tribunals Service as a whole is managed well	9	46	28	12	5	55%	-5 ◆	+9 ◆	-1
B41	Senior managers (Grade 7 and above) in the Scottish Courts & Tribunals Service are sufficiently visible	10	38	27	17	7	48%	-4 ◆	-5 ◆	-18 ◆
B42	I believe the actions of senior managers (Grade 7 and above) are consistent with the Scottish Courts & Tribunals Service's values	9	36	42	9	6	45%	-3 ◆	0	-11 ◆
B43	I believe that the SCTS Board has a clear vision for the future of the Scottish Courts & Tribunals Service	10	43	39	6	6	53%	-6 ◆	+10 ◆	-1
B44	Overall, I have confidence in the decisions made by Scottish Courts & Tribunals Service's senior managers (Grade 7 and above)	9	35	39	11	5	45%	-2	+3 ◆	-7 ◆
B45	I feel that change is managed well in the Scottish Courts & Tribunals Service	5	36	32	22	6	41%	-4 ◆	+11 ◆	+2 ◆
B46	When changes are made in the Scottish Courts & Tribunals Service they are usually for the better	5	30	43	18	5	35%	-5 ◆	+8 ◆	0
B47	The Scottish Courts & Tribunals Service keeps me informed about matters that affect me	8	52	25	11	6	60%	-5 ◆	+4 ◆	-4 ◆
B48	I have the opportunity to contribute my views before decisions are made that affect me	6	31	28	24	10	38%	-1	+2 ◆	-7 ◆
B49	I think it is safe to challenge the way things are done in the Scottish Courts & Tribunals Service	8	38	29	19	7	45%	-1	+4 ◆	-5 ◆

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 CS2015	Difference from CS High Performers
B50 I am proud when I tell others I am part of the Scottish Courts & Tribunals Service	16	47	30	6	6	63%	-3 ◆	+6 ◆	-3 ◆
B51 I would recommend the Scottish Courts & Tribunals Service as a great place to work	14	41	31	10	10	55%	-4 ◆	+8 ◆	-4 ◆
B52 I feel a strong personal attachment to the Scottish Courts & Tribunals Service	14	35	34	13	13	49%	-5 ◆	+2 ◆	-4 ◆
B53 The Scottish Courts & Tribunals Service inspires me to do the best in my job	11	37	37	11	11	49%	-4 ◆	+4 ◆	-3 ◆
B54 The Scottish Courts & Tribunals Service motivates me to help it achieve its objectives	11	36	36	13	13	47%	-2	+6 ◆	-1

Taking action

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B55 I believe that senior managers (Grade 7 and above) in the Scottish Courts & Tribunals Service will take action on the results from this survey	11	36	29	16	8	48%	-4 ◆	+4 ◆	-7 ◆
B56 I believe that managers where I work will take action on the results from this survey	16	39	23	13	9	55%	+1	0	-7 ◆
B57 Where I work, I think effective action has been taken on the results of the last survey	13	26	37	15	8	39%	-1	+6 ◆	-3 ◆

All questions by theme

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

Organisational culture

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B58 I am trusted to carry out my job effectively	38	56	5			94%	-1	+6 ◆	+4 ◆
B59 I believe I would be supported if I try a new idea, even if it may not work	22	48	21	7		70%	-2	+2 ◆	-2 ◆
B60 My performance is evaluated based on whether I get things done, rather than solely follow processes	17	47	27	8		63%	-2	-2 ◆	-6 ◆
B61 When I talk about the Scottish Courts & Tribunals Service I say "we" rather than "they"	19	42	27	9		61%	-4 ◆	-9 ◆	-18 ◆
B62 I have some really good friendships at work	35	44	16			79%	-1	+3 ◆	0

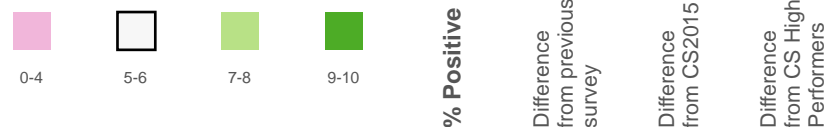
Leadership statement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B63 My manager inspires my team to do our best	20	43	23	9		63%	--	-3 ◆	-8 ◆
B64 Senior managers (Grade 7 and above) inspire people across the Scottish Courts & Tribunals Service to do their best	8	29	41	15	6	37%	--	0	-9 ◆
B65 My manager leads our team with confidence	24	43	19	11		67%	--	-4 ◆	-9 ◆
B66 Senior managers (Grade 7 and above) lead the Scottish Courts & Tribunals Service with confidence	11	34	40	11		46%	--	-1	-11 ◆
B67 My manager empowers me to do my job effectively	23	44	22	8		67%	--	-5 ◆	-9 ◆
B68 Scottish Courts & Tribunals Service's senior managers (Grade 7 and above) empower teams to deliver	9	31	43	12		40%	--	0	-9 ◆
B69 Senior managers (Grade 7 and above) in the Scottish Courts & Tribunals Service actively role model the behaviours set out in the Civil Service Leadership Statement	9	29	48	9		38%	--	+3 ◆	-5 ◆
B70 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	18	38	32	8		56%	--	-1	-6 ◆

All questions by theme

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

Wellbeing

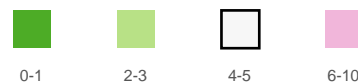


Unlike the questions B01-B70 which ask people to rate their agreement from strongly agree to strongly disagree, the four wellbeing questions use a 11-point scale. The scale ranges from 0 to 10 for each question, where 0 is equivalent to 'not at all' (e.g. 'not at all satisfied' or 'not at all worthwhile') and where 10 is equivalent to 'completely' (e.g. 'completely satisfied' or 'completely anxious').

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

Question	0-4	5-6	7-8	9-10	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
W01 Overall, how satisfied are you with your life nowadays?	9	17	51	22	74%	-1	+8 ◆	+5 ◆
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	8	15	48	29	77%	0	+6 ◆	+3 ◆
W03 Overall, how happy did you feel yesterday?	12	19	42	28	70%	+3 ◆	+8 ◆	+4 ◆

For question W04 the percent positive is the proportion answering 0, 1, 2 or 3 to the question.



Question	0-1	2-3	4-5	6-10	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
W04 Overall, how anxious did you feel yesterday?	32	24	17	27	56%	-4 ◆	+6 ◆	+4 ◆

All questions by theme

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

Your plans for the future

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

			Difference from previous survey	Difference from CS2015	Difference from CS High Performers
I want to leave the Scottish Courts & Tribunals Service as soon as possible		6%	0	-3 ◇	-5 ◇
I want to leave the Scottish Courts & Tribunals Service within the next 12 months		10%	+1	-6 ◇	-10 ◇
I want to stay working for the Scottish Courts & Tribunals Service for at least the next year		24%	+2	-8 ◇	-14 ◇
I want to stay working for the Scottish Courts & Tribunals Service for at least the next three years		60%	-3	+17 ◇	+9 ◇

The Civil Service Code

Differences are based on '% Yes' score

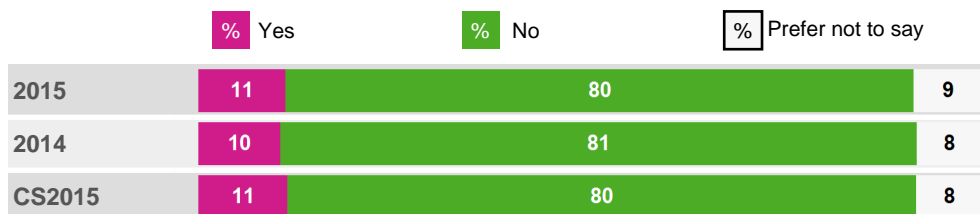
	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		12	88%	-1	-3 ◇	-7 ◇
D02. Are you aware of how to raise a concern under the Civil Service Code?		27	73%	0	+6 ◇	0
D03. Are you confident that if you raised a concern under the Civil Service Code in the Scottish Courts & Tribunals Service it would be investigated properly?		29	71%	-3 ◇	+4 ◇	-2 ◇

All questions by theme

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

Discrimination, harassment and bullying

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



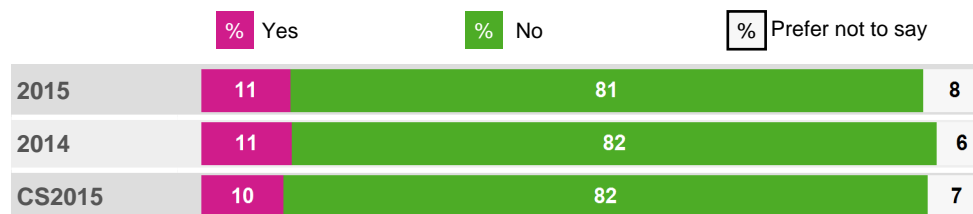
For respondents who selected 'Yes' to question E01.

E02. On which of the following grounds have you personally experienced discrimination at work in the past 12 months? (multiple selection)

Ground	Response Count
Age	13
Caring responsibilities	15
Disability	--
Ethnic background	--
Gender	--
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	35
Main spoken/written language or language ability	--
Religion or belief	--
Sexual orientation	--
Social or educational background	--
Working location	19
Working pattern	32
Any other grounds	44
Prefer not to say	16

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

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



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	52
Your manager	24
Another manager in my part of the Scottish Courts & Tribunals Service	28
Someone you manage	--
Someone who works for another part of the Scottish Courts & Tribunals Service	--
A member of the public	14
Someone else	14
Prefer not to say	18

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 Courts and Tribunals 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	20	48	20	9		68%	+1
F02 I am aware of the Scottish Courts & Tribunals Service's Coaching Programme	22	57	11	8		80%	-6 ◆
F03 (If aware) Since the Scottish Courts & Tribunals Service's Coaching Programme was introduced I have noticed a positive difference in the way I am managed	14	29	39	15		42%	+7 ◆
F04 Poor attendance is dealt with effectively in my court/unit	12	33	35	12	8	45%	+2
F05 I feel well informed about the court reform agenda	10	36	34	15		46%	-4 ◆
F06 I believe my manager displays behaviours that are consistent with the Scottish Courts & Tribunals Service's values and behaviours	23	49	21	5		72%	+1
F07 I understand how the SCTS Business Plan relates to my team and my work	15	46	28	8		61%	-3 ◆
F08 I know what my rights and responsibilities are if I witness or experience Dignity at Work concerns	28	61	8			89%	-1
F09 I would feel confident to challenge unacceptable behaviour if I experienced or witnessed it happening	24	51	12	9		75%	0
F10 Dignity at Work concerns are taken seriously by managers in my court/unit	24	45	21	7		69%	+1

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 2014 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.
CS2015	The CS2015 benchmark is the median percent positive across all organisations that participated in the 2015 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 2015 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, CS2015 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 2015 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.