



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.



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 CS2016	Difference from CS High Performers
Leadership and managing change		50%	+4 ✧	+7 ✧	-2 ✧
My work		76%	+2 ✧	+1	-3 ✧
My manager		68%	+2 ✧	0	-2 ✧
Pay and benefits		27%	+1	-4 ✧	-11 ✧
Resources and workload		82%	+1	+8 ✧	+5 ✧
Learning and development		61%	0	+10 ✧	+5 ✧
Organisational objectives and purpose		90%	+2 ✧	+8 ✧	+3 ✧
My team		78%	+2 ✧	-2 ✧	-5 ✧
Inclusion and fair treatment		76%	-1	+1	-3 ✧



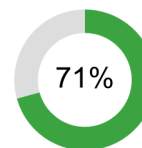
Strength of association with engagement



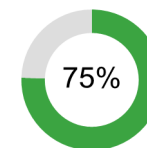
Statistically significant difference from comparison

Wellbeing

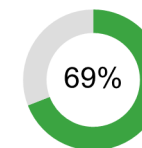
% responding positively (Answering 7,8, 9 or 10 for W01 – W03; Answering 0,1,2 or 3 for W04)



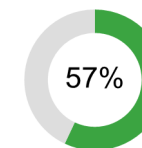
W01. Overall, how satisfied are you with your life nowadays?



W02. Overall, to what extent do you feel that the things you do in your life are worthwhile?



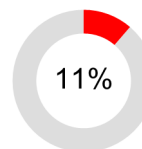
W03. Overall, how happy did you feel yesterday?



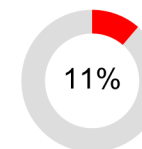
W04. Overall, how anxious did you feel yesterday?

Discrimination, bullying and harassment

% responding Yes

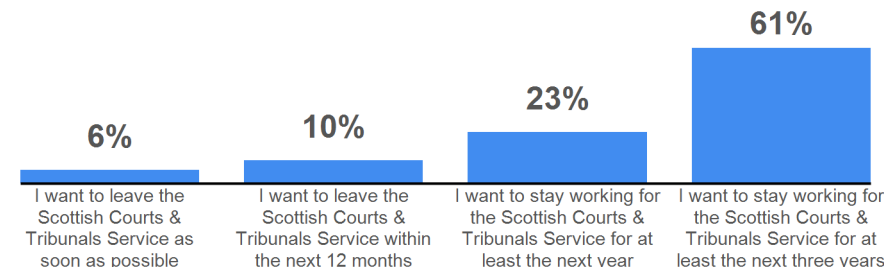


During the past 12 months have you personally experienced discrimination at work?



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

Your plans for the future



All questions by theme

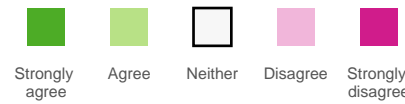
◆ indicates statistically significant difference from comparison
 ▲ indicates a variation in question wording from your previous survey

My work

76% +2
 Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B01 I am interested in my work	44	48	5	1	0	92%	+1 ◆	+2 ◆	0
B02 I am sufficiently challenged by my work	33	49	10	7	1	81%	+3 ◆	+1	-1 ◆
B03 My work gives me a sense of personal accomplishment	31	48	13	6	2	79%	+1	+4 ◆	0
B04 I feel involved in the decisions that affect my work	17	37	19	19	7	54%	+2	-2 ◆	-7 ◆
B05 I have a choice in deciding how I do my work	23	48	15	10	4	71%	+3 ◆	-3 ◆	-7 ◆

Organisational objectives and purpose

90% +2
 Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B06 I have a clear understanding of the Scottish Courts & Tribunals Service's purpose	35	57	7	1	0	92%	+1 ◆	+6 ◆	+2 ◆
B07 I have a clear understanding of the Scottish Courts & Tribunals Service's objectives	32	57	9	2	0	89%	+2 ◆	+9 ◆	+4 ◆
B08 I understand how my work contributes to the Scottish Courts & Tribunals Service's objectives	35	55	8	2	0	90%	+1 ◆	+7 ◆	+2 ◆

All questions by theme

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

My manager

68% +2
 Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B09	My manager motivates me to be more effective in my job	26	40	19	10	5	67%	+2	-2 ◆	-6 ◆
B10	My manager is considerate of my life outside work	38	43	12	5	2	81%	+4 ◆	-2 ◆	-5 ◆
B11	My manager is open to my ideas	32	45	14	6	3	77%	0	-4 ◆	-7 ◆
B12	My manager helps me to understand how I contribute to the Scottish Courts & Tribunals Service's objectives	23	41	26	7	3	64%	+2 ◆	-1	-6 ◆
B13	Overall, I have confidence in the decisions made by my manager	29	42	17	7	5	71%	+3 ◆	-2 ◆	-7 ◆
B14	My manager recognises when I have done my job well	32	46	12	6	4	78%	+2 ◆	0	-4 ◆
B15	I receive regular feedback on my performance	24	44	16	12	4	68%	+3 ◆	+2 ◆	-1
B16	The feedback I receive helps me to improve my performance	24	41	23	8	4	65%	+4 ◆	+3 ◆	-1
B17	I think that my performance is evaluated fairly	25	48	17	7	3	73%	+4 ◆	+10 ◆	+5 ◆
B18	Poor performance is dealt with effectively in my team	12	29	30	17	11	41%	0	+2 ◆	-2 ◆

My team

78% +2
 Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	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	2	83%	0	-1 ◆	-4 ◆
B20	The people in my team work together to find ways to improve the service we provide	32	47	12	7	2	79%	+2 ◆	-3 ◆	-5 ◆
B21	The people in my team are encouraged to come up with new and better ways of doing things	30	42	16	8	4	72%	+3 ◆	-2 ◆	-7 ◆

All questions by theme

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Learning and development

61% 0

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B22	I am able to access the right learning and development opportunities when I need to	20	52	16	10		72%	0	+11 ◆	+4 ◆
B23	Learning and development activities I have completed in the past 12 months have helped to improve my performance	17	40	32	9		57%	0	+6 ◆	0
B24	There are opportunities for me to develop my career in the Scottish Courts & Tribunals Service	16	45	19	14	6	61%	+1	+18 ◆	+10 ◆
B25	Learning and development activities I have completed while working for the Scottish Courts & Tribunals Service are helping me to develop my career	15	38	31	12		53%	+1	+10 ◆	+2 ◆

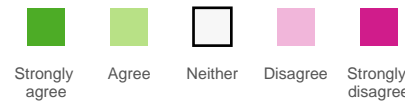
Inclusion and fair treatment

76% -1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B26	I am treated fairly at work	29	51	11	6		80%	0	+1	-3 ◆
B27	I am treated with respect by the people I work with	30	51	12	5		82%	-1	-3 ◆	-6 ◆
B28	I feel valued for the work I do	23	42	19	11	5	65%	-2	+1	-5 ◆
B29	I think that the Scottish Courts & Tribunals Service respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	27	51	15	5		79%	+1	+5 ◆	+1

All questions by theme

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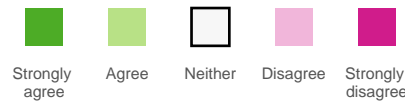
Resources and workload

82% +1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B30 In my job, I am clear what is expected of me	34	57	6	1	2	91%	+1	+9 ◆	+5 ◆
B31 I get the information I need to do my job well	22	54	14	9	2	76%	-1	+7 ◆	+2 ◆
B32 I have clear work objectives	27	60	9	1	3	87%	+1	+11 ◆	+7 ◆
B33 I have the skills I need to do my job effectively	34	58	6	1	2	92%	+1	+3 ◆	0
B34 I have the tools I need to do my job effectively	24	57	10	8	2	81%	+2	+11 ◆	+5 ◆
B35 I have an acceptable workload	18	53	13	13	5	71%	+2	+12 ◆	+6 ◆
B36 I achieve a good balance between my work life and my private life	26	49	14	9	3	74%	0	+7 ◆	+3 ◆

Pay and benefits

27% +1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B37 I feel that my pay adequately reflects my performance	19	17	33	27	4	23%	0	-9 ◆	-16 ◆
B38 I am satisfied with the total benefits package	7	30	25	23	15	37%	+1	+3 ◆	-4 ◆
B39 Compared to people doing a similar job in other organisations I feel my pay is reasonable	18	19	32	28	3	21%	+1	-6 ◆	-13 ◆

All questions by theme

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Leadership and managing change

50% +4

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B40	I feel that the Scottish Courts & Tribunals Service as a whole is managed well	10	47	26	13	5	57%	+2 ◆	+10 ◆	-1
B41	Senior managers (Grade 7 and above) in the Scottish Courts & Tribunals Service are sufficiently visible	10	42	25	16	5	53%	+5 ◆	-2 ◆	-13 ◆
B42	I believe the actions of senior managers (Grade 7 and above) are consistent with the Scottish Courts & Tribunals Service's values	10	39	39	8	5	49%	+4 ◆	+1	-8 ◆
B43	I believe that the SCTS Board has a clear vision for the future of the Scottish Courts & Tribunals Service	11	45	38	6	5	55%	+3 ◆	+12 ◆	+1
B44	Overall, I have confidence in the decisions made by Scottish Courts & Tribunals Service's senior managers (Grade 7 and above)	9	39	35	11	5	48%	+4 ◆	+4 ◆	-6 ◆
B45	I feel that change is managed well in the Scottish Courts & Tribunals Service	6	37	28	22	7	44%	+3 ◆	+14 ◆	+3 ◆
B46	When changes are made in the Scottish Courts & Tribunals Service they are usually for the better	6	36	35	18	5	42%	+7 ◆	+12 ◆	+3 ◆
B47	The Scottish Courts & Tribunals Service keeps me informed about matters that affect me	10	51	23	12	5	61%	+1	+5 ◆	-3 ◆
B48	I have the opportunity to contribute my views before decisions are made that affect me	8	34	27	23	9	41%	+4 ◆	+4 ◆	-6 ◆
B49	I think it is safe to challenge the way things are done in the Scottish Courts & Tribunals Service	8	40	27	18	8	48%	+3 ◆	+5 ◆	-1

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 CS2016	Difference from CS High Performers
B50 I am proud when I tell others I am part of the Scottish Courts & Tribunals Service	19	46	28	6	6	66%	+2 ◆	+7 ◆	-1
B51 I would recommend the Scottish Courts & Tribunals Service as a great place to work	16	43	27	10	6	59%	+4 ◆	+8 ◆	-2 ◆
B52 I feel a strong personal attachment to the Scottish Courts & Tribunals Service	15	38	31	12	6	53%	+4 ◆	+5 ◆	-3 ◆
B53 The Scottish Courts & Tribunals Service inspires me to do the best in my job	15	38	32	12	6	53%	+4 ◆	+7 ◆	0
B54 The Scottish Courts & Tribunals Service motivates me to help it achieve its objectives	13	37	34	13	6	50%	+3 ◆	+7 ◆	0

Taking action

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	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	39	27	15	7	50%	+3 ◆	+4 ◆	-4 ◆
B56 I believe that managers where I work will take action on the results from this survey	16	41	23	13	7	57%	+1	+1	-7 ◆
B57 Where I work, I think effective action has been taken on the results of the last survey	13	29	36	15	8	41%	+2	+7 ◆	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 CS2016	Difference from CS High Performers
B58 I am trusted to carry out my job effectively	36	57				93%	0	+5 ◆	+3 ◆
B59 I believe I would be supported if I try a new idea, even if it may not work	21	49	18	10		70%	0	+2 ◆	-3 ◆
B60 When I talk about the Scottish Courts & Tribunals Service I say "we" rather than "they"	22	44	22	10		66%	+5 ◆	-6 ◆	-13 ◆
B61 I have some really good friendships at work	36	45		15		81%	+2 ◆	+4 ◆	0

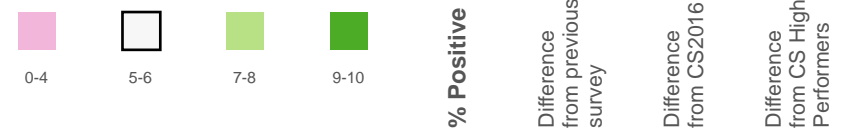
Leadership statement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B62 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	10	35	43	8		45%	+7 ◆	+1	-5 ◆
B63 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	19	41	29	7		60%	+4 ◆	-2 ◆	-7 ◆

All questions by theme

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Wellbeing



Unlike the questions B01-B63 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 CS2016	Difference from CS High Performers
W01 Overall, how satisfied are you with your life nowadays?	9	20	49	22	71%	-3 ◆	+4 ◆	+1 ◆
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	8	17	48	28	75%	-2	+4 ◆	+2 ◆
W03 Overall, how happy did you feel yesterday?	12	19	44	25	69%	0	+5 ◆	+3 ◆

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



W04 Overall, how anxious did you feel yesterday?	32	26	15	28	57%	+1	+7 ◆	+4 ◆
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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 CS2016	Difference from CS High Performers
I want to leave the Scottish Courts & Tribunals Service as soon as possible		0	-3 ◇	-5 ◇
I want to leave the Scottish Courts & Tribunals Service within the next 12 months		+1	-5 ◇	-8 ◇
I want to stay working for the Scottish Courts & Tribunals Service for at least the next year		-1	-9 ◇	-16 ◇
I want to stay working for the Scottish Courts & Tribunals Service for at least the next three years		+1	+18 ◇	+9 ◇

The Civil Service Code

Differences are based on '% Yes' score

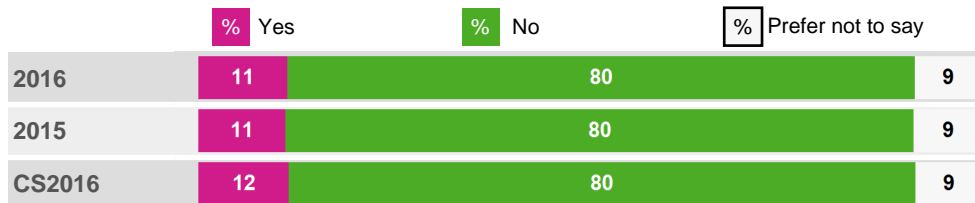
	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		10	90%	+2 ◇	-2 ◇	-5 ◇
D02. Are you aware of how to raise a concern under the Civil Service Code?		24	76%	+4 ◇	+9 ◇	+2 ◇
D03. Are you confident that if you raised a concern under the Civil Service Code in the Scottish Courts & Tribunals Service it would be investigated properly?		25	75%	+4 ◇	+7 ◇	0

All questions by theme

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Discrimination, harassment and bullying

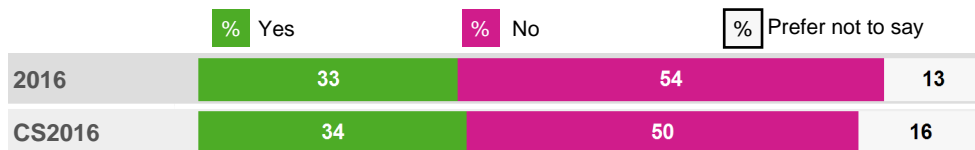
E01. During the past 12 months, have you personally experienced discrimination at work?



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



For respondents who selected 'Yes' to question E03.
 E05. Did you report the bullying and harassment you experienced?



For respondents who selected 'Yes' to question E03.
 E06. In your opinion, has this issue been resolved?



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)

	Response Count
Age	20
Caring responsibilities	12
Disability	15
Ethnic background	--
Gender	--
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	28
Main spoken/written language or language ability	--
Religion or belief	--
Sexual orientation	--
Social or educational background	--
Working location	15
Working pattern	37
Any other grounds	46
Prefer not to say	18

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)

	Response Count
A colleague	56
Your manager	38
Another manager in my part of SCTS	33
Someone you manage	--
Someone who works for another part of SCTS	--
A member of the public	10
Someone else	--
Prefer not to say	18

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

All questions by theme

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 ^ 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	21	47	20	9		69%	0
F02 The Coaching Programme is making a difference in the way my manager supports and develops me ^	10	27	43	15	5	37%	-6 ◆
F03 I have one to one discussions with my manager on a monthly basis that help me plan ahead	16	37	16	24	8	52%	--
F04 I feel that Instant Rewards are a good way of recognising exceptional performance	21	41	19	12	7	62%	--
F05 I feel well informed about Courts and Tribunal Reform agenda^	10	34	33	19		44%	-2 ◆
F06 I am fully supported by my line manager when I return to work after a period of absence	24	42	29			66%	--
F07 Team meetings help me understand our priorities and future plans	20	51	19	7		70%	--
F08 Dignity at work is taken seriously in my team	25	48	15	9		73%	--
F09 I am confident to challenge unacceptable behaviour^	25	51	10	9		76%	+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 2015 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.
CS2016	The CS2016 benchmark is the median percent positive across all organisations that participated in the 2016 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 2016 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, CS2016 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 2016 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 fewer 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.