

Returns : 1,219

Response rate : 72%

Civil Service People Survey 2017



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 CS2017	Difference from CS High Performers
Leadership and managing change		43%	-6 ✧	-3 ✧	-8 ✧
My manager		67%	-1	-3 ✧	-5 ✧
My work		74%	-1	-2 ✧	-5 ✧
Learning and development		60%	-1	+7 ✧	+2 ✧
Resources and workload		78%	-2 ✧	+6 ✧	+3 ✧
Pay and benefits		23%	-4 ✧	-7 ✧	-13 ✧
Inclusion and fair treatment		75%	-1	-1	-5 ✧
Organisational objectives and purpose		88%	-1 ✧	+6 ✧	+1
My team		75%	-3 ✧	-6 ✧	-9 ✧



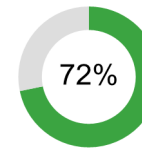
Strength of association with engagement



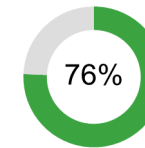
Statistically significant difference from comparison

## Wellbeing

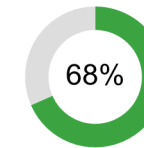
% responding positively (Answering 7,8,9 or 10 for W01 – W03; Answering 0,1,2 or 3 for W04)



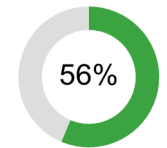
W01. Overall, how satisfied are you with your life nowadays?



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



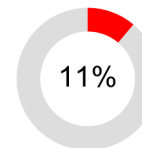
W03. Overall, how happy did you feel yesterday?



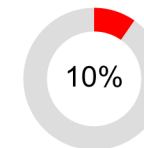
W04. Overall, how anxious did you feel yesterday?

## Discrimination, bullying and harassment

% responding Yes

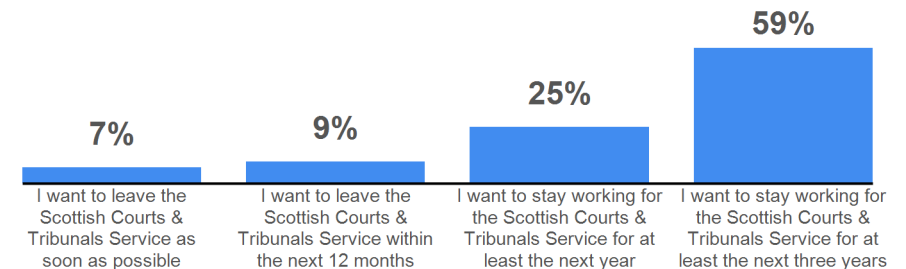


During the past 12 months have you personally experienced discrimination at work?



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

## Your plans for the future



## Headline scores

Highest positive scoring questions	% Positive	Highest neutral scoring questions	% Neutral	Highest negative scoring questions	% Negative
B54 I am trusted to carry out my job effectively	91%	B59 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	47%	B37 Compared to people doing a similar job in other organisations I feel my pay is reasonable	65%
B01 I am interested in my work	91%	B39 I believe the actions of senior managers (Grade 7 and above) are consistent with the Scottish Courts & Tribunals Service's values	41%	B35 I feel that my pay adequately reflects my performance	64%
B31 I have the skills I need to do my job effectively	90%	B40 I believe that the SCTS Board has a clear vision for the future of the Scottish Courts & Tribunals Service	39%	B61 I am aware of the Civil Service vision for 'A Brilliant Civil Service'	39%
B07 I understand how my work contributes to the Scottish Courts & Tribunals Service's objectives	88%	B43 When changes are made in the Scottish Courts & Tribunals Service they are usually for the better	39%	B36 I am satisfied with the total benefits package	39%
B06 I have a clear understanding of the Scottish Courts & Tribunals Service's objectives	88%	B53 Where I work, I think effective action has been taken on the results of the last survey	38%	B42 I feel that change is managed well in the Scottish Courts & Tribunals Service	38%

## All questions by theme

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

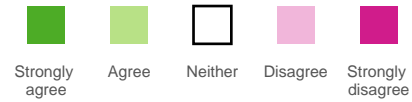
### My work

**74%** -1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2017

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B01 I am interested in my work	41	50	6			91%	-1 ◆	+1	-1 ◆
B02 I am sufficiently challenged by my work	29	49	13	6		78%	-3 ◆	-2 ◆	-5 ◆
B03 My work gives me a sense of personal accomplishment	28	51	13	6		79%	0	+2 ◆	-1
B04 I feel involved in the decisions that affect my work	15	38	22	18	7	53%	-1	-5 ◆	-11 ◆
B05 I have a choice in deciding how I do my work	22	49	15	10		71%	-1	-5 ◆	-9 ◆

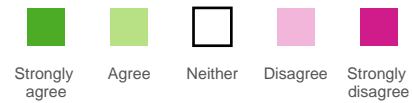
### Organisational objectives and purpose\*

**88%** -1 ◆

Difference from previous survey



Strength of association with engagement



\*This theme score is based on one fewer question in this year's survey. Previous survey scores have been recalculated on this basis, to allow for the theme trend comparison

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B06 I have a clear understanding of the Scottish Courts & Tribunals Service's objectives	29	59	10			88%	-1 ◆	+7 ◆	+1 ◆
B07 I understand how my work contributes to the Scottish Courts & Tribunals Service's objectives	31	57	9			88%	-2 ◆	+5 ◆	+1

## All questions by theme

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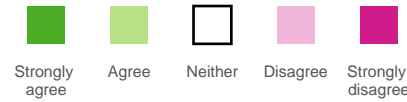
### My manager

**67%** -1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2017

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B08	My manager motivates me to be more effective in my job	24	43	19	10	5	67%	0	-3 ◆	-7 ◆
B09	My manager is considerate of my life outside work	35	43	15	5	2	78%	-2 ◆	-6 ◆	-9 ◆
B10	My manager is open to my ideas	31	46	15	5	5	77%	0	-5 ◆	-8 ◆
B11	My manager helps me to understand how I contribute to the Scottish Courts & Tribunals Service's objectives	19	44	25	8	5	63%	-1	-3 ◆	-8 ◆
B12	Overall, I have confidence in the decisions made by my manager	28	44	15	7	5	73%	+1	-2 ◆	-6 ◆
B13	My manager recognises when I have done my job well	30	45	14	8	5	75%	-3 ◆	-4 ◆	-7 ◆
B14	I receive regular feedback on my performance	23	43	17	13	5	66%	-2 ◆	-2 ◆	-6 ◆
B15	The feedback I receive helps me to improve my performance	22	41	25	8	5	63%	-2	0	-4 ◆
B16	I think that my performance is evaluated fairly	23	45	21	8	5	68%	-5 ◆	+3 ◆	-2 ◆
B17	Poor performance is dealt with effectively in my team	12	29	30	18	12	40%	-1	+1	-3 ◆

## All questions by theme

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### My team

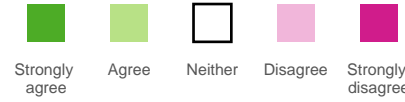
75%

-3 ◆

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2017

Difference from CS High Performers

Question ID	Statement	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B18	The people in my team can be relied upon to help when things get difficult in my job	33	46	12	7		80%	-3 ◆	-6 ◆	-8 ◆
B19	The people in my team work together to find ways to improve the service we provide	30	46	14	8		77%	-2 ◆	-6 ◆	-8 ◆
B20	The people in my team are encouraged to come up with new and better ways of doing things	27	42	18	10		69%	-3 ◆	-6 ◆	-10 ◆

### Learning and development

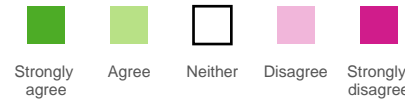
60%

-1

Difference from previous survey



Strength of association with engagement



Question ID	Statement	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B21	I am able to access the right learning and development opportunities when I need to	17	52	17	11		69%	-2 ◆	+6 ◆	0
B22	Learning and development activities I have completed in the past 12 months have helped to improve my performance	15	40	32	9		55%	-1	+3 ◆	-2 ◆
B23	There are opportunities for me to develop my career in the Scottish Courts & Tribunals Service	15	48	21	10	7	62%	+1	+15 ◆	+7 ◆
B24	Learning and development activities I have completed while working for the Scottish Courts & Tribunals Service are helping me to develop my career	14	38	32	11	6	51%	-2	+5 ◆	0

## All questions by theme

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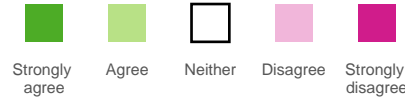
### Inclusion and fair treatment

**75%** -1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2017

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B25	I am treated fairly at work	27	53	12	5	5	79%	0	0	-4 ◆
B26	I am treated with respect by the people I work with	29	53	12	5	5	82%	0	-3 ◆	-5 ◆
B27	I feel valued for the work I do	21	43	20	11	5	64%	-1	-1 ◆	-8 ◆
B28	I think that the Scottish Courts & Tribunals Service respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	26	50	17	5	5	76%	-3 ◆	0	-4 ◆

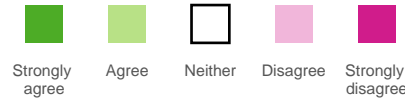
### Resources and workload\*

**78%** -2 ◆

Difference from previous survey



Strength of association with engagement



\*This theme score is based on one fewer question in this year's survey. Previous survey scores have been recalculated on this basis, to allow for the theme trend comparison

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B29	I get the information I need to do my job well	16	57	16	9	5	73%	-3 ◆	+3 ◆	-1
B30	I have clear work objectives	21	61	11	5	5	83%	-4 ◆	+8 ◆	+3 ◆
B31	I have the skills I need to do my job effectively	29	61	7	7	5	90%	-1 ◆	+2 ◆	0
B32	I have the tools I need to do my job effectively	20	58	12	8	5	78%	-3 ◆	+8 ◆	+1
B33	I have an acceptable workload	15	54	14	13	5	69%	-2 ◆	+8 ◆	+2 ◆
B34	I achieve a good balance between my work life and my private life	23	51	14	9	5	74%	0	+6 ◆	+1

## All questions by theme

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### Pay and benefits

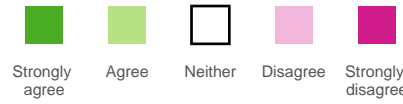
23%

-4 ◆

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2017

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B35 I feel that my pay adequately reflects my performance	17	17	33	31	19%	-4 ◆	-12 ◆	-18 ◆	
B36 I am satisfied with the total benefits package	5	29	27	24	15	34%	-3 ◆	0	-7 ◆
B37 Compared to people doing a similar job in other organisations I feel my pay is reasonable	13	19	35	30	16%	-5 ◆	-9 ◆	-16 ◆	

### Leadership and managing change\*

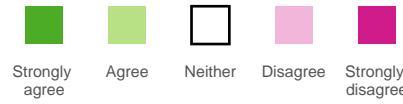
43%

-6 ◆

Difference from previous survey



Strength of association with engagement



\*This theme score is based on one fewer question in this year's survey. Previous survey scores have been recalculated on this basis, to allow for the theme trend comparison

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B38 Senior managers (Grade 7 and above) in the Scottish Courts & Tribunals Service are sufficiently visible	9	38	27	17	9	47%	-6 ◆	-13 ◆	-21 ◆
B39 I believe the actions of senior managers (Grade 7 and above) are consistent with the Scottish Courts & Tribunals Service's values	8	37	41	8	6	45%	-4 ◆	-9 ◆	-15 ◆
B40 I believe that the SCTS Board has a clear vision for the future of the Scottish Courts & Tribunals Service	9	42	39	6	6	51%	-4 ◆	+3 ◆	-3 ◆
B41 Overall, I have confidence in the decisions made by Scottish Courts & Tribunals Service's senior managers (Grade 7 and above)	7	36	38	12	6	44%	-5 ◆	-5 ◆	-11 ◆
B42 I feel that change is managed well in the Scottish Courts & Tribunals Service	30	28	27	11	33%	-10 ◆	0	-7 ◆	
B43 When changes are made in the Scottish Courts & Tribunals Service they are usually for the better	29	39	22	7	33%	-9 ◆	0	-8 ◆	
B44 The Scottish Courts & Tribunals Service keeps me informed about matters that affect me	7	51	27	11	5	58%	-3 ◆	0	-7 ◆
B45 I have the opportunity to contribute my views before decisions are made that affect me	5	29	30	25	10	35%	-7 ◆	-4 ◆	-13 ◆
B46 I think it is safe to challenge the way things are done in the Scottish Courts & Tribunals Service	6	38	30	17	8	44%	-4 ◆	-2 ◆	-8 ◆



## All questions by theme

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### Engagement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B47 I am proud when I tell others I am part of the Scottish Courts & Tribunals Service	19	45	30	5	5	63%	-2 ◆	+1	-6 ◆
B48 I would recommend the Scottish Courts & Tribunals Service as a great place to work	15	42	27	12	5	57%	-2	+2 ◆	-6 ◆
B49 I feel a strong personal attachment to the Scottish Courts & Tribunals Service	16	36	32	12	5	52%	-1	+3 ◆	-5 ◆
B50 The Scottish Courts & Tribunals Service inspires me to do the best in my job	13	39	33	11	5	52%	-1	+4 ◆	-2 ◆
B51 The Scottish Courts & Tribunals Service motivates me to help it achieve its objectives	11	36	36	12	5	48%	-2 ◆	+2 ◆	-5 ◆

### Taking action

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B52 I believe that senior managers (Grade 7 and above) in the Scottish Courts & Tribunals Service will take action on the results from this survey	8	37	28	18	9	45%	-5 ◆	-5 ◆	-13 ◆
B53 Where I work, I think effective action has been taken on the results of the last survey	10	28	38	16	8	37%	-4 ◆	+1	-7 ◆

## All questions by theme

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### Organisational culture

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B54 I am trusted to carry out my job effectively	35	56	6			91%	-2 ◆	+3 ◆	+1
B55 I believe I would be supported if I try a new idea, even if it may not work	20	48	20	10		68%	-3 ◆	-3 ◆	-8 ◆
B56 In the Scottish Courts & Tribunals Service, people are encouraged to speak up when they identify a serious policy or delivery risk	17	49	20	10		66%	New	-1	-5 ◆
B57 I feel able to challenge inappropriate behaviour in the workplace	20	49	14	12	5	69%	New	+6 ◆	+1
B58 The Scottish Courts & Tribunals Service is committed to creating a diverse and inclusive workplace	21	54	19			75%	New	+1 ◆	-2 ◆

### Leadership statement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B59 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	7	34	47	7	5	41%	-3 ◆	-5 ◆	-13 ◆
B60 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	19	42	31	6		60%	0	-5 ◆	-12 ◆

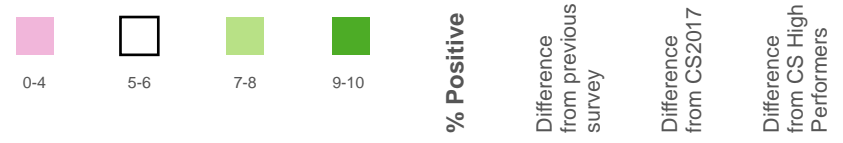
### Civil Service vision

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B61 I am aware of the Civil Service vision for 'A Brilliant Civil Service'	26	31	31	8		29%	New	-13 ◆	-26 ◆
B62 I understand how my work contributes to helping us become 'A Brilliant Civil Service'	5	28	35	24	8	33%	New	-3 ◆	-11 ◆

## All questions by theme

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### 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.

Question	0-4	5-6	7-8	9-10	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
W01 Overall, how satisfied are you with your life nowadays?	9	19	50	21	72%	+1	+6 ◆	+4 ◆
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	7	18	48	28	76%	0	+5 ◆	+2 ◆
W03 Overall, how happy did you feel yesterday?	14	18	42	26	68%	-1	+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?	31	26	18	26	56%	-1	+8 ◆	+5 ◆
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## All questions by theme

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### 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 CS2017	Difference from CS High Performers
I want to leave the Scottish Courts & Tribunals Service as soon as possible		7%	+1	-1 ◇	-5 ◇
I want to leave the Scottish Courts & Tribunals Service within the next 12 months		9%	-1	-5 ◇	-9 ◇
I want to stay working for the Scottish Courts & Tribunals Service for at least the next year		25%	+2	-9 ◇	-14 ◇
I want to stay working for the Scottish Courts & Tribunals Service for at least the next three years		59%	-2	+15 ◇	+7 ◇

### The Civil Service Code

Differences are based on '% Yes' score

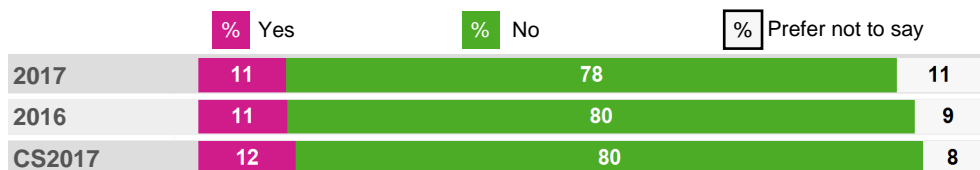
	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		12	88%	-2 ◇	-4 ◇	-7 ◇
D02. Are you aware of how to raise a concern under the Civil Service Code?		29	71%	-5 ◇	+4 ◇	-3 ◇
D03. Are you confident that if you raised a concern under the Civil Service Code in the Scottish Courts & Tribunals Service it would be investigated properly?		29	71%	-3 ◇	+1	-4 ◇

## All questions by theme

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### Discrimination, harassment and bullying

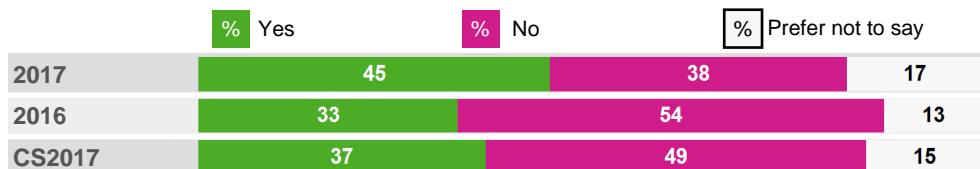
E01. During the past 12 months have you personally experienced discrimination at work?



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	22
Caring responsibilities	16
Disability	16
Ethnic background	--
Gender	17
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	36
Main spoken/written language or language ability	--
Religion or belief	--
Sexual orientation	--
Social or educational background	--
Working location	12
Working pattern	31
Any other grounds	34
Prefer not to say	19

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	47
Your manager	34
Another manager in my part of SCTS	32
Someone you manage	--
Someone who works for another part of SCTS	10
A member of the public	--
Someone else	--
Prefer not to say	10

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 supports me to make time for learning and development <sup>^</sup>	23	50	17	8		73%	+4 ◇
F02 I have one to one discussions with my manager on a monthly basis that help my personal development	18	36	16	21	8	54%	New
F03 I feel that Instant Rewards are used fairly to recognise when staff go the extra mile	9	30	24	21	17	38%	New
F04 I feel well informed about the Courts and Tribunals Reform agenda <sup>^</sup>	8	33	33	19	7	41%	-3 ◇
F05 I am fully supported by my line manager when I return to work after a period of absence	22	44	27			66%	0
F06 Team meetings help me understand our priorities and future plans	17	54	17	7	5	71%	0
F07 Dignity at work is taken seriously in my team	23	48	17	7	5	71%	-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 <b>Theme score % positive</b> ).
Previous survey	Comparisons to the previous survey relate to the results from the 2016 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.
CS2017	The CS2017 benchmark is the median percent positive across all organisations that participated in the 2017 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 2017 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, CS2017 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 (B47-B51). 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

### Changes to theme scores in 2017

Small changes have been made to some of the headline themes in 2017. Three theme scores (Organisational objectives and purpose; Resources and workload; Leadership and managing change) are based on one fewer question in this year's survey. Previous survey scores have been recalculated on this basis, to allow for theme trend comparisons.

### Confidentiality

The survey was carried out as part of the 2017 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.