



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		38%	-1	-5 ✧	-15 ✧
My work		71%	-1 ✧	-4 ✧	-8 ✧
My manager		66%	0	-2 ✧	-5 ✧
Pay and benefits		17%	-1 ✧	-14 ✧	-20 ✧
Learning and development		45%	-2 ✧	-5 ✧	-10 ✧
Resources and workload		74%	-2 ✧	+1 ✧	-2 ✧
Organisational objectives and purpose		78%	-1 ✧	-4 ✧	-9 ✧
My team		82%	-1	+2 ✧	-2 ✧
Inclusion and fair treatment		72%	-1 ✧	-4 ✧	-7 ✧



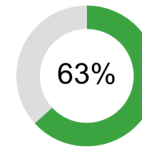
Strength of association with engagement



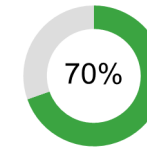
Statistically significant difference from comparison

Wellbeing

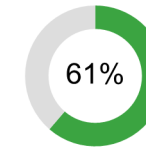
% responding positively (Answering 7,8, 9 or 10 for W01 – W03; Answering 0,1,2 or 3 for W04)



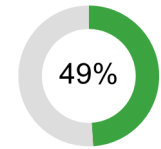
W01. Overall, how satisfied are you with your life nowadays?



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



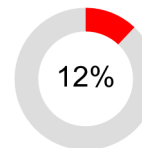
W03. Overall, how happy did you feel yesterday?



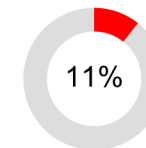
W04. Overall, how anxious did you feel yesterday?

Discrimination, bullying and harassment

% responding Yes

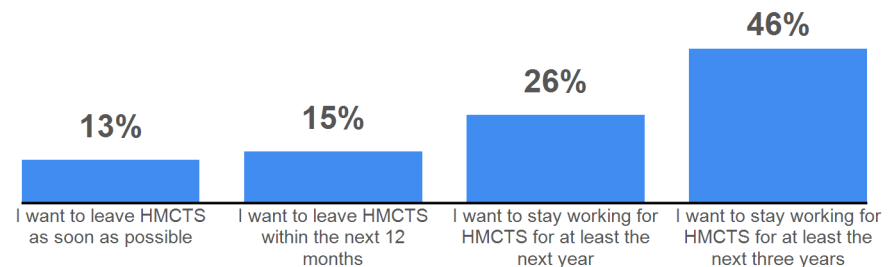


During the past 12 months have you personally experienced discrimination at work?



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

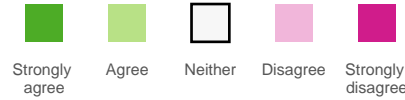
My work

71% -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
B01 I am interested in my work	32	55	8	2	2	87%	0	-3 ◆	-5 ◆
B02 I am sufficiently challenged by my work	29	50	11	8	2	79%	-1	-1 ◆	-4 ◆
B03 My work gives me a sense of personal accomplishment	22	52	14	9	2	74%	-1	-2 ◆	-6 ◆
B04 I feel involved in the decisions that affect my work	12	40	19	20	10	51%	-1 ◆	-5 ◆	-10 ◆
B05 I have a choice in deciding how I do my work	15	47	17	14	6	62%	-1	-12 ◆	-17 ◆

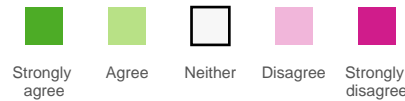
Organisational objectives and purpose

78% -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
B06 I have a clear understanding of HMCTS' purpose	17	62	13	6	2	79%	-1 ◆	-7 ◆	-11 ◆
B07 I have a clear understanding of HMCTS' objectives	15	61	15	7	2	76%	-1 ◆	-4 ◆	-9 ◆
B08 I understand how my work contributes to HMCTS' objectives	18	61	14	5	2	79%	-1 ◆	-4 ◆	-8 ◆



All questions by theme

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

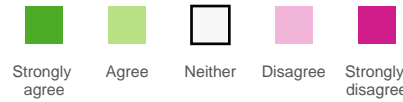
My manager

66% 0

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from 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	19	48	17	11	5	67%	0	-1 ◆	-6 ◆
B10	My manager is considerate of my life outside work	31	46	13	6	4	77%	0	-6 ◆	-9 ◆
B11	My manager is open to my ideas	26	51	14	6	4	77%	-1 ◆	-4 ◆	-8 ◆
B12	My manager helps me to understand how I contribute to HMCTS' objectives	17	48	22	9	4	65%	-2 ◆	0	-4 ◆
B13	Overall, I have confidence in the decisions made by my manager	22	47	17	9	5	68%	0	-5 ◆	-10 ◆
B14	My manager recognises when I have done my job well	25	50	12	9	4	74%	0	-4 ◆	-7 ◆
B15	I receive regular feedback on my performance	18	48	17	13	4	66%	0	0	-4 ◆
B16	The feedback I receive helps me to improve my performance	17	46	22	11	4	63%	0	0	-3 ◆
B17	I think that my performance is evaluated fairly	15	46	19	12	7	62%	+1	-2 ◆	-7 ◆
B18	Poor performance is dealt with effectively in my team	10	34	28	17	11	43%	0	+4 ◆	+1 ◆

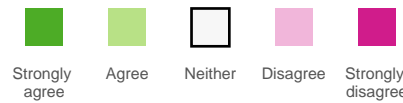
My team

82% -1

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 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	34	51	8	6	1	84%	0	0	-3 ◆
B20	The people in my team work together to find ways to improve the service we provide	31	52	10	5	2	83%	0	+1 ◆	-2 ◆
B21	The people in my team are encouraged to come up with new and better ways of doing things	26	52	14	6	2	78%	-2 ◆	+3 ◆	-1 ◆



All questions by theme

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Learning and development

45% -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
B22	I am able to access the right learning and development opportunities when I need to	9	53	21	13	6	62%	-5 ◆	+1 ◆	-6 ◆
B23	Learning and development activities I have completed in the past 12 months have helped to improve my performance	8	38	30	18	6	46%	-4 ◆	-4 ◆	-11 ◆
B24	There are opportunities for me to develop my career in HMCTS	6	32	26	22	14	39%	+1	-4 ◆	-13 ◆
B25	Learning and development activities I have completed while working for HMCTS are helping me to develop my career	6	29	32	22	11	35%	-1 ◆	-9 ◆	-16 ◆

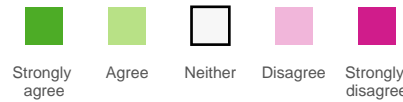
Inclusion and fair treatment

72% -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	20	55	12	8	6	76%	-1 ◆	-3 ◆	-7 ◆
B27	I am treated with respect by the people I work with	23	59	10	5	5	82%	-1 ◆	-2 ◆	-5 ◆
B28	I feel valued for the work I do	16	44	18	15	8	60%	0	-5 ◆	-10 ◆
B29	I think that HMCTS respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	19	52	19	7	7	70%	-2 ◆	-3 ◆	-8 ◆



All questions by theme

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Resources and workload **74%** -2

Difference from previous survey Strength of association with engagement

Strongly agree Agree Neither Disagree Strongly disagree

	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	23	66	7			88%	-1 ◆	+6 ◆	+2 ◆
B31 I get the information I need to do my job well	14	57	16	11		70%	-3 ◆	+2 ◆	-4 ◆
B32 I have clear work objectives	17	64	11	5		81%	-2 ◆	+6 ◆	+2 ◆
B33 I have the skills I need to do my job effectively	24	63	8			88%	0	-1 ◆	-4 ◆
B34 I have the tools I need to do my job effectively	14	54	14	14	5	68%	-3 ◆	-2 ◆	-8 ◆
B35 I have an acceptable workload	10	48	15	19	8	58%	-2 ◆	-1 ◆	-7 ◆
B36 I achieve a good balance between my work life and my private life	16	51	15	12	6	67%	-1 ◆	0	-5 ◆

Pay and benefits **17%** -1

Difference from previous survey Strength of association with engagement

Strongly agree Agree Neither Disagree Strongly disagree

B37 I feel that my pay adequately reflects my performance	13	13	32	39		15%	0	-17 ◆	-24 ◆
B38 I am satisfied with the total benefits package	21	22	27	27		23%	-3 ◆	-11 ◆	-17 ◆
B39 Compared to people doing a similar job in other organisations I feel my pay is reasonable	11	15	31	41		13%	-1 ◆	-14 ◆	-21 ◆



All questions by theme

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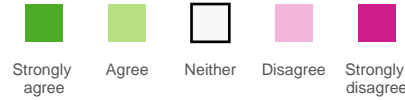
Leadership and
managing change

38% -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
B40	I feel that HMCTS as a whole is managed well	31	28	24	13	35%	0	-12 ◆	-23 ◆	
B41	Senior managers in HMCTS are sufficiently visible	7	39	21	20	13	46%	-2 ◆	-9 ◆	-19 ◆
B42	I believe the actions of senior managers are consistent with HMCTS' values	6	37	36	12	10	42%	-1 ◆	-6 ◆	-15 ◆
B43	I believe that the HMCTS Senior Management Team has a clear vision for the future of HMCTS	6	36	34	13	10	42%	0	-1 ◆	-12 ◆
B44	Overall, I have confidence in the decisions made by HMCTS' senior managers	5	29	31	20	14	34%	0	-10 ◆	-21 ◆
B45	I feel that change is managed well in HMCTS	26	26	31	14	29%	0	0	-12 ◆	
B46	When changes are made in HMCTS they are usually for the better	24	32	28	13	27%	+1 ◆	-3 ◆	-12 ◆	
B47	HMCTS keeps me informed about matters that affect me	5	45	24	17	9	50%	-1 ◆	-6 ◆	-14 ◆
B48	I have the opportunity to contribute my views before decisions are made that affect me	30	25	27	15	34%	-1 ◆	-4 ◆	-14 ◆	
B49	I think it is safe to challenge the way things are done in HMCTS	5	33	28	21	14	37%	-1 ◆	-6 ◆	-11 ◆



All questions by theme

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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 HMCTS	9	35	33	15	8	44%	-1	-15 ◆	-22 ◆
B51 I would recommend HMCTS as a great place to work	6	24	32	25	13	30%	-1 ◆	-21 ◆	-31 ◆
B52 I feel a strong personal attachment to HMCTS	8	29	31	21	10	38%	0	-10 ◆	-18 ◆
B53 HMCTS inspires me to do the best in my job	7	28	35	20	10	35%	-1 ◆	-11 ◆	-17 ◆
B54 HMCTS motivates me to help it achieve its objectives	6	27	35	21	10	34%	-2 ◆	-10 ◆	-17 ◆

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 in HMCTS will take action on the results from this survey	7	32	26	20	15	39%	-2 ◆	-7 ◆	-15 ◆
B56 I believe that managers where I work will take action on the results from this survey	12	42	22	13	11	54%	-2 ◆	-1 ◆	-10 ◆
B57 Where I work, I think effective action has been taken on the results of the last survey	9	32	33	15	12	40%	-2 ◆	+6 ◆	-1 ◆



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	28	62	6			90%	0 ◆	+2 ◆	0
B59 I believe I would be supported if I try a new idea, even if it may not work	17	51	20	8		68%	-3 ◆	-1 ◆	-5 ◆
B60 When I talk about HMCTS I say "we" rather than "they"	14	41	26	14	5	55%	+2 ◆	-16 ◆	-24 ◆
B61 I have some really good friendships at work	32	50	13			82%	+1 ◆	+6 ◆	+2 ◆

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 in HMCTS actively role model the behaviours set out in the Civil Service Leadership Statement	6	33	40	12	9	39%	+3 ◆	-4 ◆	-10 ◆
B63 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	13	45	28	8	6	58%	+1 ◆	-4 ◆	-9 ◆



All questions by theme

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Wellbeing

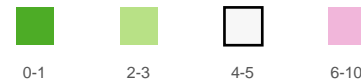


Unlike the questions B01-B63 which ask people to rate their agreement from strongly agree to strongly disagree, the four wellbeing questions use a 11-point scale. The scale ranges from 0 to 10 for each question, where 0 is equivalent to 'not at all' (e.g. 'not at all satisfied' or 'not at all worthwhile') 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?	13	23	44	19	63%	0	-3 ◆	-6 ◆
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	10	20	44	26	70%	0	-1 ◆	-4 ◆
W03 Overall, how happy did you feel yesterday?	17	22	37	24	61%	0	-2 ◆	-5 ◆

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?	26	23	21	30	49%	0	-1 ◆	-4 ◆
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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 HMCTS?

			Difference from previous survey	Difference from CS2016	Difference from CS High Performers
I want to leave HMCTS as soon as possible		13%	0	+4 ◇	+2 ◇
I want to leave HMCTS within the next 12 months		15%	0	0	-4 ◇
I want to stay working for HMCTS for at least the next year		26%	+1 ◇	-6 ◇	-13 ◇
I want to stay working for HMCTS for at least the next three years		46%	-1 ◇	+2 ◇	-6 ◇

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?		9	91%	-1 ◇	0	-4 ◇
D02. Are you aware of how to raise a concern under the Civil Service Code?		22	78%	-1	+11 ◇	+3 ◇
D03. Are you confident that if you raised a concern under the Civil Service Code in HMCTS it would be investigated properly?		33	67%	-1 ◇	-1 ◇	-9 ◇

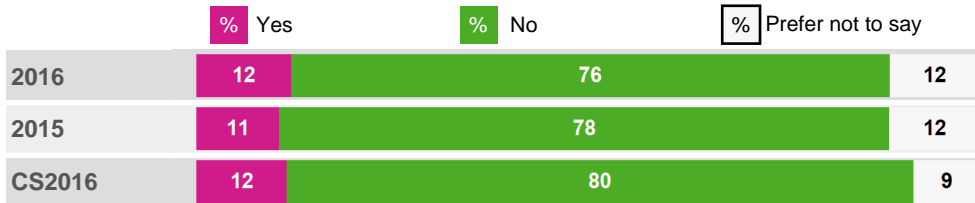


All questions by theme

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Discrimination, harassment and bullying

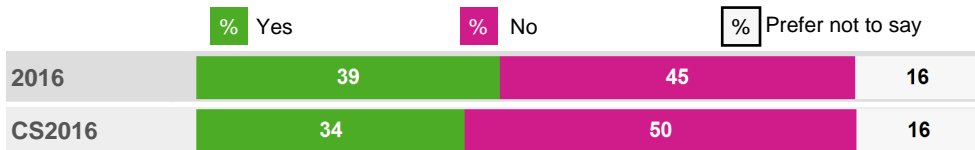
E01. During the past 12 months, have you personally experienced discrimination at work?



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	170
Caring responsibilities	199
Disability	216
Ethnic background	109
Gender	105
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	256
Main spoken/written language or language ability	42
Religion or belief	45
Sexual orientation	31
Social or educational background	46
Working location	131
Working pattern	299
Any other grounds	360
Prefer not to say	208

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)

A colleague	461
Your manager	320
Another manager in my part of HMCTS	268
Someone you manage	52
Someone who works for another part of HMCTS	51
A member of the public	59
Someone else	41
Prefer not to say	184

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



All questions by theme

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HM Courts and Tribunals Service questions

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01	I was given the opportunity to discuss the 2015 People Survey results in my court/office						74%	0
F02	I regularly receive information about the changes ahead in HMCTS	11	60	18	9		71%	--
F03	As a result of my development plan this year, I am strengthening my capability	9	44	30	13	5	53%	-3 ◆
F04	I engage in Continuous Improvement activity in my workplace which leads to some changes to my work	13	57	20	8		69%	-7 ◆
F05	Continuous Improvement has improved our service to our customers	11	45	26	12	6	56%	-5 ◆
F06	There are opportunities for people at all levels within the organisation to demonstrate creativity and innovation	9	43	28	14	6	52%	--
F07	I feel responsible for achieving value for money when I take decisions^	13	48	27	9		60%	+1 ◆
F08	I consider value for money implications of the decisions that I make in my day to day work^	14	52	25	7		66%	+1 ◆
F09	I am confident that my court/office is taking effective action to reduce discrimination, bullying and harassment	13	44	29	9	6	56%	+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.