



Your engagement index

52%

Difference from
previous survey

+1 ✧

Difference from CS2013

-6 ✧

Difference from CS
High Performers

-10 ✧

See the appendix for further details

The three elements of engagement and their component questions are:

Say: speaks positively of the organisation...

	% Positive	Difference from previous survey	Difference from CS2013
B50. I am proud when I tell others I am part of HMCTS	46%	+3 ✧	-10 ✧
B51. I would recommend HMCTS as a great place to work	32%	+3 ✧	-13 ✧

Stay: emotionally attached and committed to the organisation...

B52. I feel a strong personal attachment to HMCTS	37%	+3 ✧	-9 ✧
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Strive: motivated to do the best for the organisation...

B53. HMCTS inspires me to do the best in my job	36%	+4 ✧	-7 ✧
B54. HMCTS motivates me to help it achieve its objectives	35%	+5 ✧	-5 ✧

✧ = Statistically significant difference from comparison

The results for the engagement questions are shown in detail on page 8

Drivers of engagement

Employee engagement is shaped by experiences at work, as measured by nine themes in the survey. The table below shows how you performed on each of these 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.

	Strength of association with engagement	Theme score % positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
Leadership and managing change		37%	+5 ✧	-4 ✧	-14 ✧
My work		70%	+4 ✧	-4 ✧	-8 ✧
My manager		64%	+2 ✧	-3 ✧	-6 ✧
Resources and workload		76%	+1 ✧	+2 ✧	-1 ✧
Pay and benefits		22%	+2 ✧	-7 ✧	-12 ✧
Learning and development		45%	+5 ✧	-2 ✧	-9 ✧
Organisational objectives and purpose		78%	+5 ✧	-4 ✧	-10 ✧
My team		81%	+2 ✧	+2 ✧	-1 ✧
Inclusion and fair treatment		72%	+2 ✧	-2 ✧	-5 ✧




✧ = Statistically significant difference from comparison

Top three key driver themes in more detail

The three themes which have the strongest association with engagement are shown below. Questions are ranked by difference from CS2013.

^ indicates a variation in question wording from your previous survey

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	% Positive	Diff. from previous survey	Difference from CS2013
Leadership and managing change Strength of association with engagement: 			
B45. I feel that change is managed well in HMCTS	29%	+4 ✧	0 ✧
B49. I think it is safe to challenge the way things are done in HMCTS	37%	+4 ✧	-1 ✧
B43. I believe that the HMCTS Senior Management Team has a clear vision for the future of HMCTS	40%	+5 ✧	-1 ✧
B42. I believe the actions of senior managers are consistent with HMCTS's values	42%	+6 ✧	-1 ✧
B48. I have the opportunity to contribute my views before decisions are made that affect me	34%	+5 ✧	-2 ✧
B41. Senior managers in HMCTS are sufficiently visible	48%	+8 ✧	-3 ✧
B46. When changes are made in HMCTS they are usually for the better	23%	+4 ✧	-4 ✧
B47. HMCTS keeps me informed about matters that affect me	50%	+4 ✧	-8 ✧
B40. I feel that HMCTS as a whole is managed well	35%	+5 ✧	-8 ✧
B44. Overall, I have confidence in the decisions made by HMCTS's senior managers	33%	+5 ✧	-8 ✧
My work Strength of association with engagement: 			
B02. I am sufficiently challenged by my work	77%	+4 ✧	-1 ✧
B03. My work gives me a sense of personal accomplishment	74%	+4 ✧	-1 ✧
B01. I am interested in my work	87%	+2 ✧	-2 ✧
B04. I feel involved in the decisions that affect my work	52%	+5 ✧	-2 ✧
B05. I have a choice in deciding how I do my work	60%	+3 ✧	-12 ✧
My manager Strength of association with engagement: 			
B18. Poor performance is dealt with effectively in my team	41%	+2 ✧	+2 ✧
B12. My manager helps me to understand how I contribute to HMCTS's objectives	63%	+5 ✧	+1 ✧
B16. The feedback I receive helps me to improve my performance	59%	+3 ✧	0
B09. My manager motivates me to be more effective in my job	64%	+3 ✧	-1 ✧
B17. I think that my performance is evaluated fairly	61%	0	-2 ✧
B15. I receive regular feedback on my performance	61%	+2 ✧	-3 ✧
B11. My manager is open to my ideas	75%	+2 ✧	-4 ✧
B14. My manager recognises when I have done my job well	73%	+1 ✧	-4 ✧
B13. Overall, I have confidence in the decisions made by my manager	65%	+1 ✧	-6 ✧
B10. My manager is considerate of my life outside work	74%	+1 ✧	-6 ✧

All questions by theme

This section shows the results for each question in the survey, by theme.

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✧ indicates statistically significant difference from comparison									
	<div><div>%</div><div>Strongly agree</div></div>	<div><div>%</div><div>Agree</div></div>	<div><div>%</div><div>Neither</div></div>	<div><div>%</div><div>Disagree</div></div>	<div><div>%</div><div>Strongly disagree</div></div>	<div><div>% Positive</div></div>	<div><div>Difference from previous survey</div></div>	<div><div>Difference from CS2013</div></div>	<div><div>Difference from CS High Performers</div></div>
My work									
<div><div><div></div><div></div><div></div></div> :Strength of association with engagement</div>									
B01. I am interested in my work	31	56	8	4	87%	+2 ✧	-2 ✧	-4 ✧	
B02. I am sufficiently challenged by my work	26	51	12	8	77%	+4 ✧	-1 ✧	-4 ✧	
B03. My work gives me a sense of personal accomplishment	21	52	14	9	74%	+4 ✧	-1 ✧	-5 ✧	
B04. I feel involved in the decisions that affect my work	10	41	20	20	8	52%	+5 ✧	-2 ✧	-9 ✧
B05. I have a choice in deciding how I do my work	14	47	19	15	6	60%	+3 ✧	-12 ✧	-17 ✧
Organisational objectives and purpose									
<div><div><div></div><div></div><div></div></div> :Strength of association with engagement</div>									
B06. I have a clear understanding of HMCTS's purpose	16	64	14	5	79%	+5 ✧	-5 ✧	-10 ✧	
B07. I have a clear understanding of HMCTS's objectives	14	61	16	6	75%	+5 ✧	-5 ✧	-10 ✧	
B08. I understand how my work contributes to HMCTS's objectives	17	62	14	5	79%	+5 ✧	-3 ✧	-7 ✧	

All questions by theme

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My manager  :Strength of association with engagement									
B09. My manager motivates me to be more effective in my job	16	48	19	11	5	64%	+3 ✧	-1 ✧	-5 ✧
B10. My manager is considerate of my life outside work	27	47	15	7	4	74%	+1 ✧	-6 ✧	-10 ✧
B11. My manager is open to my ideas	23	52	15	6	4	75%	+2 ✧	-4 ✧	-7 ✧
B12. My manager helps me to understand how I contribute to HMCTS's objectives	15	48	24	9	4	63%	+5 ✧	+1 ✧	-3 ✧
B13. Overall, I have confidence in the decisions made by my manager	19	46	19	10	5	65%	+1 ✧	-6 ✧	-11 ✧
B14. My manager recognises when I have done my job well	22	51	14	9	4	73%	+1 ✧	-4 ✧	-7 ✧
B15. I receive regular feedback on my performance	15	47	19	15	4	61%	+2 ✧	-3 ✧	-7 ✧
B16. The feedback I receive helps me to improve my performance	14	45	25	11	4	59%	+3 ✧	0	-6 ✧
B17. I think that my performance is evaluated fairly	13	47	24	11	5	61%	0	-2 ✧	-6 ✧
B18. Poor performance is dealt with effectively in my team	7	33	30	19	11	41%	+2 ✧	+2 ✧	-1 ✧
My team  :Strength of association with engagement									
B19. The people in my team can be relied upon to help when things get difficult in my job	32	52	9	5	5	83%	+1 ✧	-1 ✧	-3 ✧
B20. The people in my team work together to find ways to improve the service we provide	28	53	12	5	5	81%	+2 ✧	+1 ✧	-2 ✧
B21. The people in my team are encouraged to come up with new and better ways of doing things	25	53	14	6	6	77%	+4 ✧	+5 ✧	+1 ✧

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Learning and development									
 :Strength of association with engagement									
B22. I am able to access the right learning and development opportunities when I need to	9	56	22	11		64%	+6 ✧	+3 ✧	0
B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance	8	41	33	14	5	48%	+6 ✧	0 ✧	-5 ✧
B24. There are opportunities for me to develop my career in HMCTS	5	29	29	23	15	33%	+5 ✧	-5 ✧	-14 ✧
B25. Learning and development activities I have completed while working for HMCTS are helping me to develop my career	5	29	35	20	10	34%	+4 ✧	-7 ✧	-14 ✧
Inclusion and fair treatment									
 :Strength of association with engagement									
B26. I am treated fairly at work	18	59	12	7		78%	+2 ✧	-1 ✧	-4 ✧
B27. I am treated with respect by the people I work with	21	61	11	4		83%	+2 ✧	-2 ✧	-4 ✧
B28. I feel valued for the work I do	13	46	21	14	6	59%	+3 ✧	-4 ✧	-9 ✧
B29. I think that HMCTS respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	16	55	19	6	4	71%	+2 ✧	-2 ✧	-7 ✧

All questions by theme

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	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
Resources and workload									
:Strength of association with engagement									
B30. In my job, I am clear what is expected of me	21	68	7			89%	+1 ✧	+6 ✧	+3 ✧
B31. I get the information I need to do my job well	12	60	16	10		72%	+3 ✧	+3 ✧	-1 ✧
B32. I have clear work objectives	16	65	12	5		81%	+2 ✧	+6 ✧	+1 ✧
B33. I have the skills I need to do my job effectively	24	63	8	4		87%	0	-1 ✧	-3 ✧
B34. I have the tools I need to do my job effectively	14	60	14	10		74%	+2 ✧	+3 ✧	-2 ✧
B35. I have an acceptable workload	9	50	16	18	7	59%	0	-1 ✧	-7 ✧
B36. I achieve a good balance between my work life and my private life	15	53	16	11	5	67%	0	-1 ✧	-5 ✧
Pay and benefits									
:Strength of association with engagement									
B37. I feel that my pay adequately reflects my performance	18	18	34	28		20%	+1 ✧	-9 ✧	-15 ✧
B38. I am satisfied with the total benefits package	25	28	26	19		27%	+2 ✧	-5 ✧	-11 ✧
B39. Compared to people doing a similar job in other organisations I feel my pay is reasonable	18	20	32	28		19%	+1 ✧	-6 ✧	-12 ✧

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Leadership and managing change  :Strength of association with engagement									
B40. I feel that HMCTS as a whole is managed well	33		31	23	10	35%	+5 ✧	-8 ✧	-21 ✧
B41. Senior managers in HMCTS are sufficiently visible	6	42	22	20	10	48%	+8 ✧	-3 ✧	-14 ✧
B42. I believe the actions of senior managers are consistent with HMCTS's values	5	37	39	12	8	42%	+6 ✧	-1 ✧	-13 ✧
B43. I believe that the HMCTS Senior Management Team has a clear vision for the future of HMCTS	5	35	38	14	8	40%	+5 ✧	-1 ✧	-15 ✧
B44. Overall, I have confidence in the decisions made by HMCTS's senior managers	4	29	35	20	12	33%	+5 ✧	-8 ✧	-18 ✧
B45. I feel that change is managed well in HMCTS		27	30	29	12	29%	+4 ✧	0 ✧	-10 ✧
B46. When changes are made in HMCTS they are usually for the better		21	36	29	12	23%	+4 ✧	-4 ✧	-12 ✧
B47. HMCTS keeps me informed about matters that affect me	4	47	26	16	8	50%	+4 ✧	-8 ✧	-14 ✧
B48. I have the opportunity to contribute my views before decisions are made that affect me		31	26	27	13	34%	+5 ✧	-2 ✧	-10 ✧
B49. I think it is safe to challenge the way things are done in HMCTS	4	34	29	21	12	37%	+4 ✧	-1 ✧	-11 ✧

All questions by theme

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Engagement									
B50. I am proud when I tell others I am part of HMCTS	8	38	35	13	6	46%	+3 ✧	-10 ✧	-19 ✧
B51. I would recommend HMCTS as a great place to work	5	27	35	22	11	32%	+3 ✧	-13 ✧	-24 ✧
B52. I feel a strong personal attachment to HMCTS	8	29	34	20	9	37%	+3 ✧	-9 ✧	-15 ✧
B53. HMCTS inspires me to do the best in my job	6	31	37	19	8	36%	+4 ✧	-7 ✧	-14 ✧
B54. HMCTS motivates me to help it achieve its objectives	5	30	38	19	8	35%	+5 ✧	-5 ✧	-13 ✧
Taking action									
B55. I believe that senior managers in HMCTS will take action on the results from this survey	7	36	27	18	12	43%	+6 ✧	0	-9 ✧
B56. I believe that managers where I work will take action on the results from this survey	11	44	22	13	9	55%	+6 ✧	+2 ✧	-3 ✧
B57. Where I work, I think effective action has been taken on the results of the last survey	9	34	34	14	9	43%	+8 ✧	+10 ✧	+3 ✧

All questions by theme

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	<div><div>%</div><div>Strongly agree</div></div>	<div><div>%</div><div>Agree</div></div>	<div><div>%</div><div>Neither</div></div>	<div><div>%</div><div>Disagree</div></div>	<div><div>%</div><div>Strongly disagree</div></div>	<div><div>% Positive</div></div>	<div><div>Difference from previous survey</div></div>	<div><div>Difference from CS2013</div></div>	<div><div>Difference from CS High Performers</div></div>
Organisational Culture									
B58. I am trusted to carry out my job effectively	27	63	6			90%	+1 ✧	+2 ✧	0
B59. I believe I would be supported if I try a new idea, even if it may not work	15	53	21	9		68%	+5 ✧	0	-3 ✧
B60. My performance is evaluated based on whether I get things done, rather than solely follow processes	10	48	29	9		58%	+2 ✧	-7 ✧	-12 ✧
B61. When I talk about HMCTS I say "we" rather than "they"	10	41	30	13	5	51%	0	-16 ✧	-25 ✧
B62. I have some really good friendships at work	29	52	14	4		81%	+2 ✧	+5 ✧	+2 ✧

Please note these questions were not asked on paper surveys in 2012.

All questions by theme

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%	%	%	%	% Positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
0-4	5-6	7-8	9-10				

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. This scale ranges from 0 to 10 for each question, where 0 is equivalent to 'not at all' (e.g. 'not at all satisfied' or 'not at all worthwhile') and where 10 is equivalent to 'completely' (e.g. 'completely satisfied' or 'completely anxious').




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

W01. Overall, how satisfied are you with your life nowadays?	16	23	44	16	61%	+2 ✧	-2 ✧	-6 ✧
W02. Overall, to what extent do you feel that the things you do in your life are worthwhile?	12	21	44	24	67%	+3 ✧	-2 ✧	-5 ✧
W03. Overall, how happy did you feel yesterday?	21	23	36	20	56%	+2 ✧	-3 ✧	-7 ✧
	%	%	%	%				
	0-1	2-3	4-5	6-10				
W04. Overall, how anxious did you feel yesterday?	26	22	21	31	49%	-1	-1 ✧	-5 ✧

All questions by theme




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 CS2013	Difference from CS High Performers
I want to leave HMCTS as soon as possible		9%	0	+1 ^	-1 ^
I want to leave HMCTS within the next 12 months		12%	+1 ^	-1 ^	-4 ^
I want to stay working for HMCTS for at least the next year		25%	+1	-6 ^	-10 ^
I want to stay working for HMCTS for at least the next three years		54%	-1 ^	+6 ^	-4 ^

The Civil Service Code

Differences are based on '% Yes' score

	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		13	87%	+5 ^	-3 ^	-7 ^
D02. Are you aware of how to raise a concern under the Civil Service Code?		27	73%	+6 ^	+8 ^	+3 ^
D03. Are you confident that if you raised a concern under the Civil Service Code in HMCTS it would be investigated properly?		32	68%	+5 ^	+1 ^	-5 ^

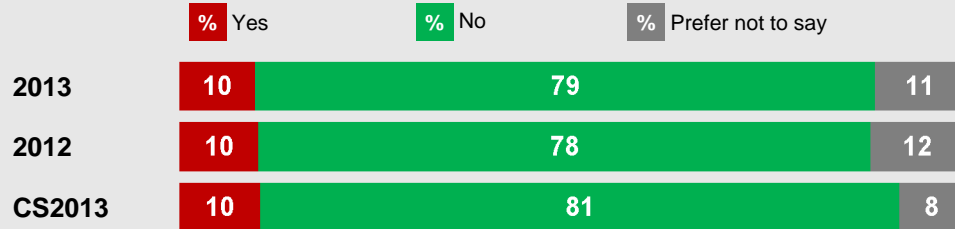
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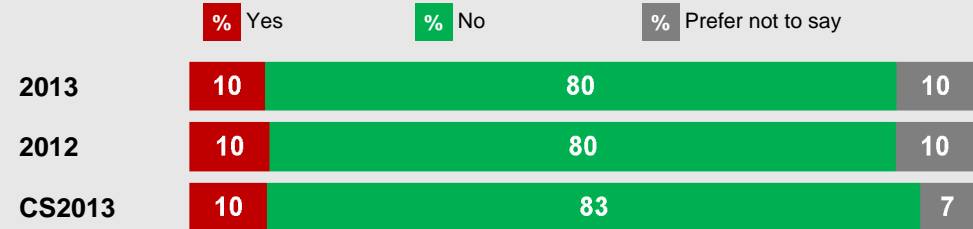
All questions by theme

Discrimination, harassment and bullying

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

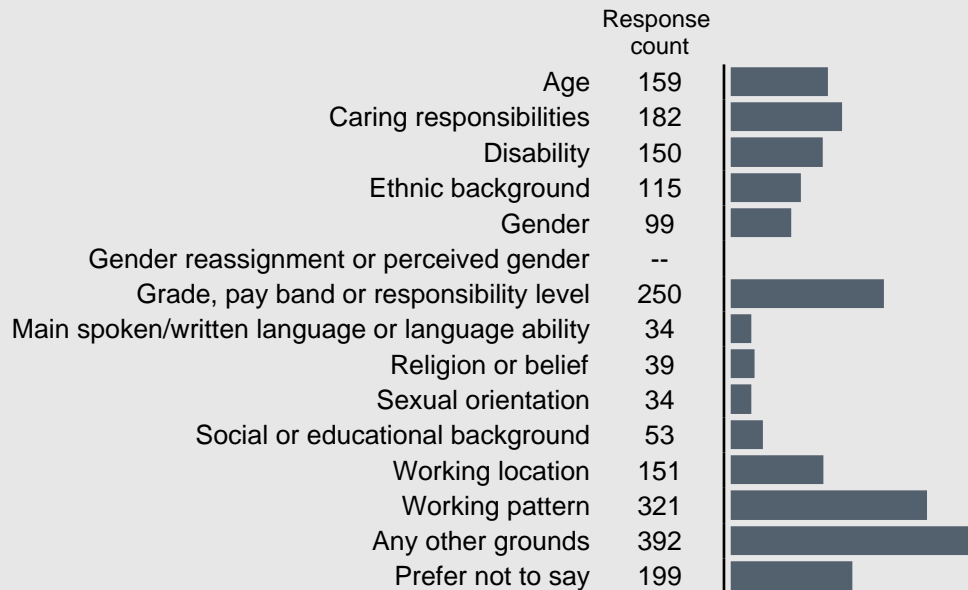


E03. During the past 12 months, have you personally experienced bullying or harassment at work?



For respondents who selected 'Yes' to question E01.

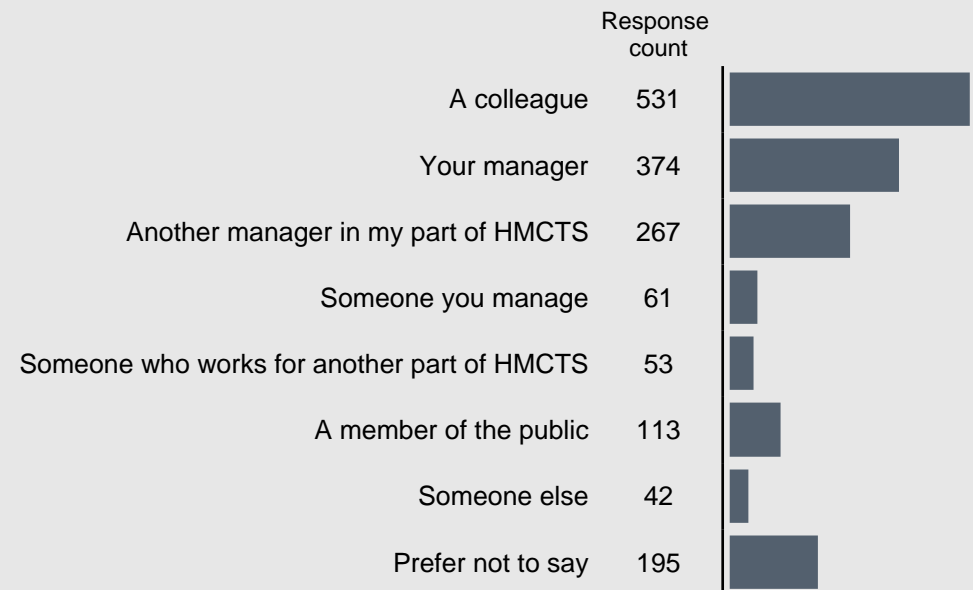
E02. On which of the following grounds have you personally experienced discrimination in the past 12 months? (multiple selection)



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

For respondents who selected 'Yes' to question E03.

E04. Who were you bullied or harassed by at work in the past 12 months? (multiple selection)

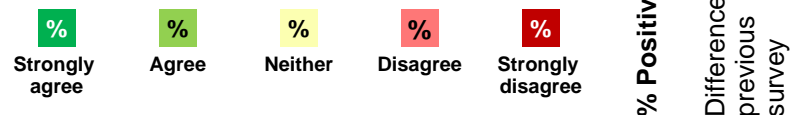


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HM Courts and Tribunals Service questions

F01. I was given the opportunity to discuss the 2012 survey results in my court/office	Yes: 73%		No: 27%		73%	+8 ✧
F02. I have the opportunity to talk to my senior manager at least once a month	Yes: 68%		No: 32%		68%	+7 ✧
F03. I understand that the changes in HMCTS are part of Transforming Justice	10	60	22	5	70%	+13 ✧
F04. I understand how my work contributes to Transforming Justice	8	54	28	8	62%	+10 ✧
F05. I have agreed objectives which define what I do (activities) and how I do it (behaviours)	11	59	19	9	69%	-
F06. I have discussed and agreed with my line manager my plan for learning and development this year	10	50	16	18	61%	-
F07. I engage in Continuous Improvement activity in my workplace which leads to some changes to my work	14	57	20	7	70%	-
F08. Continuous Improvement has improved our service to our customers	11	41	28	13	52%	-
F09. I am confident that my court/office is taking effective action to reduce discrimination, bullying and harassment	11	45	33	7	56%	+2 ✧
F10. (Line managers only) I am held accountable for the value for money resulting from my decisions	12	43	37	5	55%	-

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 2012 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.
CS2013	The CS2013 benchmark is the median percent positive across all organisations that participated in the 2013 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 2013 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: ✧

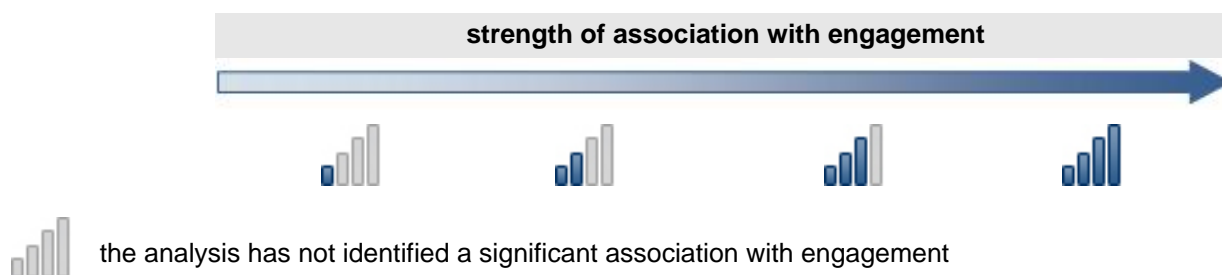
Statistical testing has been carried out on the comparisons between this year's results and your previous survey, CS2013 results and CS High Performers results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in 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 show below. Themes with a full 4-bar icon have the strongest association with engagement.



Confidentiality

This survey was carried out as part of the 2013 Civil Service People Survey, which is managed by the Cabinet Office on behalf of all the 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.