



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

Engagement Index

53%

Difference from
previous survey +1 ✧

Difference from
CS2014 -6 ✧

Difference from CS
High Performers -11 ✧

My work

72%

Difference from
previous survey +2 ✧

Difference from
CS2014 -4 ✧

Difference from CS
High Performers -7 ✧

Organisational objectives and purpose

80%

Difference from
previous survey +2 ✧

Difference from
CS2014 -3 ✧

Difference from CS
High Performers -8 ✧

My manager

66%

Difference from
previous survey +2 ✧

Difference from
CS2014 -1 ✧

Difference from CS
High Performers -5 ✧

My team

83%

Difference from
previous survey +2 ✧

Difference from
CS2014 +3 ✧

Difference from CS
High Performers 0

Learning and development

49%

Difference from
previous survey +4 ✧

Difference from
CS2014 0

Difference from CS
High Performers -6 ✧

Inclusion and fair treatment

73%

Difference from
previous survey +1 ✧

Difference from
CS2014 -2 ✧

Difference from CS
High Performers -5 ✧

Resources and workload

77%

Difference from
previous survey +1 ✧

Difference from
CS2014 +3 ✧

Difference from CS
High Performers 0

Pay and benefits

21%

Difference from
previous survey -1 ✧

Difference from
CS2014 -7 ✧

Difference from CS
High Performers -14 ✧

Leadership and Managing Change

40%

Difference from
previous survey +2 ✧

Difference from
CS2014 -4 ✧

Difference from CS
High Performers -10 ✧



Strength of association with engagement



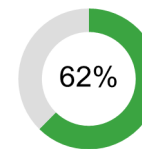
Statistically significant difference from comparison

The table below shows how you performed on each of the nine themes ranked by the strength of association with engagement. The themes which have the strongest association with engagement should be the focus for action. See the appendix for further details.

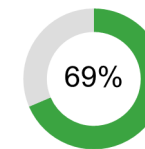
Drivers of Engagement

	Strength of association with engagement	Theme score % Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
Leadership and Managing Change		40%	+2 ✧	-4 ✧	-10 ✧
My work		72%	+2 ✧	-4 ✧	-7 ✧
Pay and benefits		21%	-1 ✧	-7 ✧	-14 ✧
My manager		66%	+2 ✧	-1 ✧	-5 ✧
Resources and workload		77%	+1 ✧	+3 ✧	0
Learning and development		49%	+4 ✧	0	-6 ✧
Organisational objectives and purpose		80%	+2 ✧	-3 ✧	-8 ✧
Inclusion and fair treatment		73%	+1 ✧	-2 ✧	-5 ✧
My team		83%	+2 ✧	+3 ✧	0

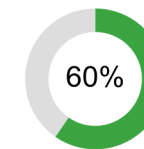
Wellbeing



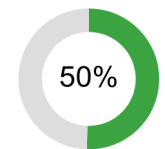
Overall, how satisfied are you with your life nowadays?



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

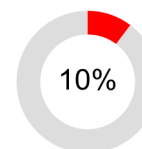


Overall, how happy did you feel yesterday?

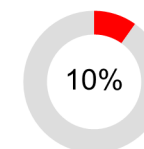


No or low anxiety yesterday

Discrimination, bullying and harassment

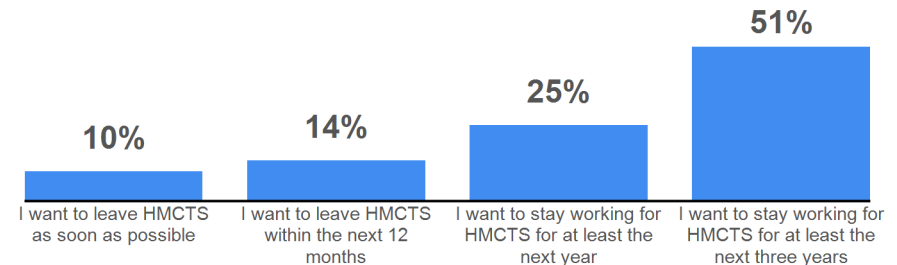


During the past 12 months have you personally experienced discrimination at work?



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

Your plans for the future





All questions by theme

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

My work

72% +2
Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

B01	I am interested in my work	32	55	8		87%	0	-2 ♦	-5 ♦
B02	I am sufficiently challenged by my work	28	51	11	8	79%	+2 ♦	0	-3 ♦
B03	My work gives me a sense of personal accomplishment	22	53	13	9	75%	+1 ♦	-1 ♦	-4 ♦
B04	I feel involved in the decisions that affect my work	12	42	19	19	53%	+2 ♦	-3 ♦	-9 ♦
B05	I have a choice in deciding how I do my work	15	48	17	14	63%	+3 ♦	-11 ♦	-16 ♦

Organisational objectives and purpose

80% +2
Difference from previous survey



Strength of association with engagement



B06	I have a clear understanding of HMCTS' purpose	17	64	12	5	81%	+1 ♦	-5 ♦	-10 ♦
B07	I have a clear understanding of HMCTS' objectives	16	62	14	6	78%	+3 ♦	-2 ♦	-7 ♦
B08	I understand how my work contributes to HMCTS' objectives	18	63	13	5	81%	+2 ♦	-3 ♦	-7 ♦



All questions by theme

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

My manager

66% +2

Difference
from
previous
survey



Strength of
association with
engagement



% Positive

Difference
from previous
survey

Difference
from CS2014

Difference
from CS High
Performers

B09	My manager motivates me to be more effective in my job	19	48	17	11	5	67%	+3 ◆	-1 ◆	-5 ◆
B10	My manager is considerate of my life outside work	29	47	14	6	6	76%	+2 ◆	-5 ◆	-10 ◆
B11	My manager is open to my ideas	25	52	14	6	6	77%	+2 ◆	-3 ◆	-7 ◆
B12	My manager helps me to understand how I contribute to HMCTS' objectives	16	50	21	8	6	67%	+4 ◆	+2 ◆	-2 ◆
B13	Overall, I have confidence in the decisions made by my manager	21	47	18	9	5	68%	+3 ◆	-5 ◆	-9 ◆
B14	My manager recognises when I have done my job well	24	50	13	9	6	74%	+1 ◆	-3 ◆	-7 ◆
B15	I receive regular feedback on my performance	17	48	17	14	6	65%	+4 ◆	0	-3 ◆
B16	The feedback I receive helps me to improve my performance	16	47	22	10	6	63%	+4 ◆	+2 ◆	-3 ◆
B17	I think that my performance is evaluated fairly	15	47	20	12	6	62%	+2 ◆	-1 ◆	-5 ◆
B18	Poor performance is dealt with effectively in my team	9	33	28	18	11	42%	+2 ◆	+3 ◆	-1 ◆

My team

83% +2

Difference
from
previous
survey



Strength of
association with
engagement



B19	The people in my team can be relied upon to help when things get difficult in my job	33	52	8	5	5	85%	+2 ◆	+1 ◆	-2 ◆
B20	The people in my team work together to find ways to improve the service we provide	30	53	10	5	5	83%	+2 ◆	+3 ◆	0
B21	The people in my team are encouraged to come up with new and better ways of doing things	27	53	12	6	6	80%	+2 ◆	+6 ◆	+2 ◆



All questions by theme

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

Learning and development

49% +4

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

B22	I am able to access the right learning and development opportunities when I need to	11	57	18	10	69%	+4 ♦	+7 ♦	+2 ♦
B23	Learning and development activities I have completed in the past 12 months have helped to improve my performance	9	42	29	15	51%	+3 ♦	+1 ♦	-5 ♦
B24	There are opportunities for me to develop my career in HMCTS	7	32	27	21	39%	+6 ♦	-3 ♦	-10 ♦
B25	Learning and development activities I have completed while working for HMCTS are helping me to develop my career	6	31	33	20	37%	+3 ♦	-6 ♦	-12 ♦

Inclusion and fair treatment

73% +1

Difference from previous survey



Strength of association with engagement



B26	I am treated fairly at work	20	57	12	7	77%	0	-2 ♦	-5 ♦
B27	I am treated with respect by the people I work with	23	60	10	5	83%	0	-2 ♦	-4 ♦
B28	I feel valued for the work I do	15	45	19	15	60%	+1 ♦	-5 ♦	-10 ♦
B29	I think that HMCTS respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	18	55	17	5	73%	+3 ♦	0	-5 ♦



All questions by theme

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

Resources and workload

77% +1

Difference
from
previous
survey



Strength of
association with
engagement



% Positive

Difference
from previous
survey

Difference
from CS2014

Difference
from CS High
Performers

B30 In my job, I am clear what is expected of me



89%

0

+6 ♦

+3 ♦

B31 I get the information I need to do my job well



73%

+1 ♦

+3 ♦

0

B32 I have clear work objectives



83%

+2 ♦

+7 ♦

+4 ♦

B33 I have the skills I need to do my job effectively



88%

+1 ♦

-1 ♦

-3 ♦

B34 I have the tools I need to do my job effectively



75%

+1 ♦

+3 ♦

-1 ♦

B35 I have an acceptable workload



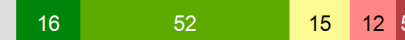
60%

+2 ♦

+1 ♦

-6 ♦

B36 I achieve a good balance between my work life and my private life



68%

+1 ♦

+2 ♦

-6 ♦

Pay and benefits

21% -1

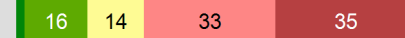
Difference
from
previous
survey



Strength of
association with
engagement



B37 I feel that my pay adequately reflects my performance



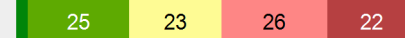
18%

-2 ♦

-11 ♦

-18 ♦

B38 I am satisfied with the total benefits package



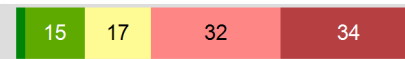
28%

+1 ♦

-4 ♦

-12 ♦

B39 Compared to people doing a similar job in other organisations I feel my pay is reasonable



17%

-2 ♦

-7 ♦

-14 ♦



All questions by theme

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^ indicates a variation in question wording from your previous survey

Leadership and Managing Change

40% +2

Difference
from
previous
survey



Strength of
association with
engagement



% Positive

Difference
from previous
survey

Difference
from CS2014

Difference
from CS High
Performers

B40	I feel that HMCTS as a whole is managed well	34	30	22	11	38%	+2 ◆	-8 ◆	-18 ◆
B41	Senior managers in HMCTS are sufficiently visible	7	42	21	19	49%	+2 ◆	-4 ◆	-14 ◆
B42	I believe the actions of senior managers are consistent with HMCTS' values	6	38	36	12	44%	+2 ◆	-3 ◆	-11 ◆
B43	I believe that the HMCTS Senior Management Team has a clear vision for the future of HMCTS	6	36	37	13	42%	+2 ◆	-2 ◆	-11 ◆
B44	Overall, I have confidence in the decisions made by HMCTS' senior managers	5	30	34	19	35%	+2 ◆	-9 ◆	-16 ◆
B45	I feel that change is managed well in HMCTS	29	28	29	12	32%	+3 ◆	0	-7 ◆
B46	When changes are made in HMCTS they are usually for the better	23	33	29	12	26%	+4 ◆	-3 ◆	-10 ◆
B47	HMCTS keeps me informed about matters that affect me	5	47	24	16	52%	+1 ◆	-6 ◆	-12 ◆
B48	I have the opportunity to contribute my views before decisions are made that affect me	32	25	26	13	36%	+2 ◆	+1 ◆	-7 ◆
B49	I think it is safe to challenge the way things are done in HMCTS	5	35	28	20	40%	+3 ◆	-1 ◆	-8 ◆



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 CS2014	Difference from CS High Performers
B50 I am proud when I tell others I am part of HMCTS	9	37	34	13	6	47%	+1 ◆	-12 ◆	-19 ◆
B51 I would recommend HMCTS as a great place to work	6	27	34	22	11	33%	+1 ◆	-16 ◆	-27 ◆
B52 I feel a strong personal attachment to HMCTS	8	30	33	20	9	38%	+1 ◆	-9 ◆	-16 ◆
B53 HMCTS inspires me to do the best in my job	7	31	35	18	8	38%	+2 ◆	-7 ◆	-13 ◆
B54 HMCTS motivates me to help it achieve its objectives	6	31	36	18	9	37%	+2 ◆	-6 ◆	-13 ◆

Taking action

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B55 I believe that senior managers in HMCTS will take action on the results from this survey	8	35	25	18	13	43%	0	-2 ◆	-10 ◆
B56 I believe that managers where I work will take action on the results from this survey	13	43	22	13	10	56%	0	0	-5 ◆
B57 Where I work, I think effective action has been taken on the results of the last survey	10	34	32	14	10	44%	+1 ◆	+9 ◆	+3 ◆



All questions by theme

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^ indicates a variation in question wording from your previous survey

Organisational Culture

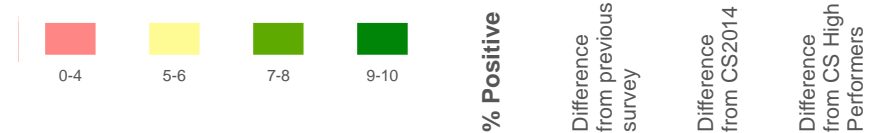
	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B58 I am trusted to carry out my job effectively	28	62	6			91%	0 ♦	+2 ♦	0
B59 I believe I would be supported if I try a new idea, even if it may not work	17	53	19	8		70%	+2 ♦	+2 ♦	-2 ♦
B60 My performance is evaluated based on whether I get things done, rather than solely follow processes	12	47	27	10		59%	+1 ♦	-6 ♦	-11 ♦
B61 When I talk about HMCTS I say "we" rather than "they"	11	42	29	13	5	53%	+2 ♦	-15 ♦	-25 ♦
B62 I have some really good friendships at work	31	51	13			82%	+1 ♦	+6 ♦	+2 ♦



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. 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?	14	24	45	18	62%	+2 ◆	-1 ◆	-4 ◆
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	11	21	45	24	69%	+1 ◆	-1 ◆	-4 ◆
W03 Overall, how happy did you feel yesterday?	18	22	38	22	60%	+3 ◆	-1 ◆	-4 ◆
	0-1	2-3	4-5	6-10				
W04 Overall, how anxious did you feel yesterday?	27	24	20	30	50%	+2 ◆	0	-2 ◆



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 HMCTS?

			Difference from previous survey	Difference from CS2014	Difference from CS High Performers
I want to leave HMCTS as soon as possible		10%	+1 ◇	+2 ◇	0
I want to leave HMCTS within the next 12 months		14%	+1 ◇	0	-4 ◇
I want to stay working for HMCTS for at least the next year		25%	+1	-6 ◇	-12 ◇
I want to stay working for HMCTS for at least the next three years		51%	-3 ◇	+5 ◇	-3 ◇

The Civil Service Code

Differences are based on '% Yes' score

	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		10	90%	+3 ◇	0	-4 ◇
D02. Are you aware of how to raise a concern under the Civil Service Code?		25	75%	+2 ◇	+11 ◇	+4 ◇
D03. Are you confident that if you raised a concern under the Civil Service Code in HMCTS it would be investigated properly?		31	69%	+1 ◇	0	-5 ◇

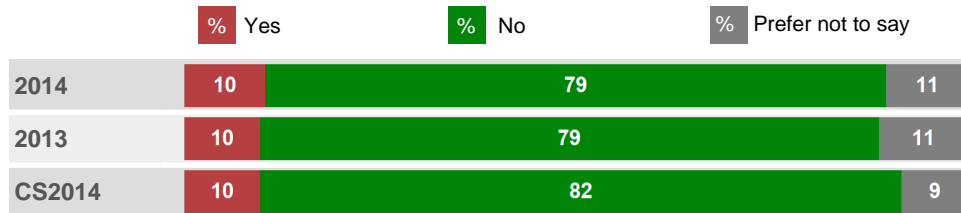


All questions by theme

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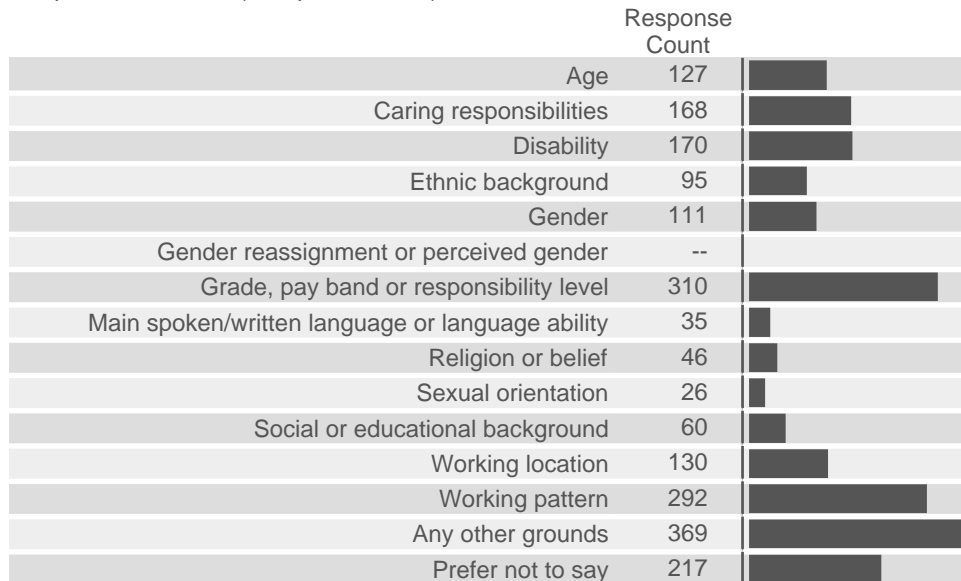
Discrimination, harassment and bullying

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



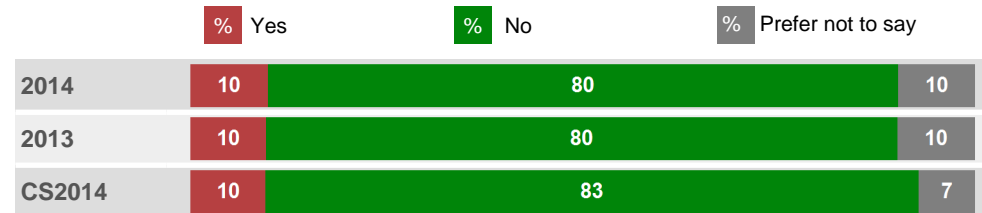
For respondents who selected 'Yes' to question E01.

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



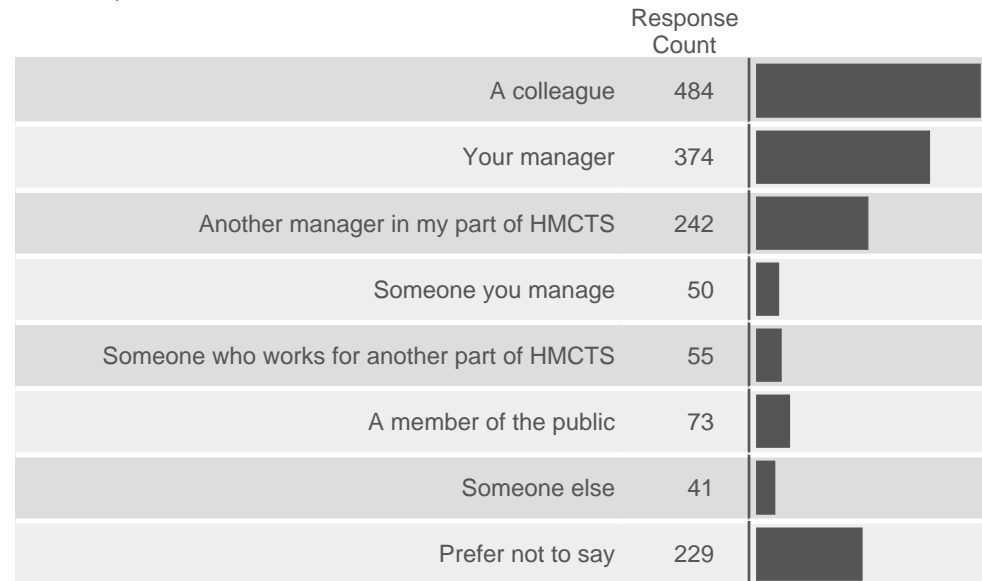
Please note: Counts of fewer than ten responses are suppressed and replaced with '--'

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



For respondents who selected 'Yes' to question E03.

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





All questions by theme

◆ indicates statistically significant difference from comparison
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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 2013 survey results in my court/office						Yes: 73% No: 27% 73%	0
F02	I have the opportunity to talk to my senior manager at least once a month						Yes: 69% No: 31% 69%	+1 ◆
F03	I have agreed objectives which define what I do (activities) and how I do it (behaviours)	17	64	13	5		80%	+11 ◆
F04	I have discussed and agreed with my line manager my plan for learning and development this year	16	59	12	10		75%	+15 ◆
F05	I have taken steps this year to improve my financial and /or commercial awareness e.g. through learning activities, attending a finance workshop, discussions at team meetings, etc	10	40	26	20	5	50%	--
F06	I engage in Continuous Improvement activity in my workplace which leads to some changes to my work	19	58	15	6		77%	+7 ◆
F07	Continuous Improvement has improved our service to our customers	14	44	25	11	5	58%	+6 ◆
F08	The way we work meets the expectations set out in the HMCTS Way	12	54	28	5		65%	--
F09	I am confident that my court/office is taking effective action to reduce discrimination, bullying and harassment	14	45	29	7	5	58%	+2 ◆
F10	We have discussed the MoJ Story in our team and what it means for us	7	33	28	24	9	40%	--
F11	(Line managers only) I am held accountable for the value for money resulting from my decisions	13	43	34	6		56%	+2 ◆



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 2013 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.
CS2014	The CS2014 benchmark is the median percent positive across all organisations that participated in the 2014 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 2014 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, CS2014 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 2014 Civil Service People Survey, which is managed by the Cabinet Office on behalf of all participating organisations. The Cabinet Office commissioned ORC International to carry out the survey. ORC International is a member of the Market Research Society, and is bound by their strict code of conduct and confidentiality rules. These rules do not allow for the breakdown of the results to the extent where the anonymity of individuals may be compromised. Groups of less than 10 respondents will not be reported on, however their responses do contribute to the overall scores for the unit and organisation they belong to and the overall Civil Service results.