



Returns: 14,951

Response rate: 68%

## Your engagement index

# 49%

Difference from CS2011

-7 ✧

Difference from CS  
High Performers

-13 ✧

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 CS2011
B50. I am proud when I tell others I am part of HMCTS	40%	-12 ✧
B51. I would recommend HMCTS as a great place to work	26%	-17 ✧

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

B52. I feel a strong personal attachment to HMCTS	33%	-13 ✧
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### Strive: motivated to do the best for the organisation...

B53. HMCTS inspires me to do the best in my job	30%	-8 ✧
B54. HMCTS motivates me to help it achieve its objectives	27%	-9 ✧

✧ = 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 CS2011	Difference from CS High Performers
Leadership and managing change		28%	-10 ✧	-19 ✧
My work		65%	-6 ✧	-11 ✧
My line manager		61%	-3 ✧	-6 ✧
Pay and benefits		21%	-10 ✧	-18 ✧
Resources and workload		75%	+2 ✧	-1 ✧
Learning and development		35%	-7 ✧	-15 ✧
Organisational objectives and purpose		71%	-10 ✧	-15 ✧
My team		77%	0	-3 ✧
Inclusion and fair treatment		69%	-4 ✧	-8 ✧

✧ = 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 CS2011.

✧ indicates statistically significant difference from comparison

	% Positive	Difference from CS2011
<b>Leadership and managing change</b> Strength of association with engagement: 		
B45. I feel that change is managed well in HMCTS	22%	-5 ✧
B46. When changes are made in HMCTS they are usually for the better	16%	-7 ✧
B48. I have the opportunity to contribute my views before decisions are made that affect me	27%	-8 ✧
B49. I think it is safe to challenge the way things are done in HMCTS	30%	-8 ✧
B42. I believe the actions of senior managers are consistent with HMCTS's values	30%	-9 ✧
B43. I believe that the HMCTS Senior Management Team has a clear vision for the future of HMCTS	29%	-10 ✧
B40. I feel that HMCTS as a whole is managed well	27%	-13 ✧
B44. Overall, I have confidence in the decisions made by HMCTS's senior managers	22%	-14 ✧
B47. HMCTS keeps me informed about matters that affect me	41%	-14 ✧
B41. Senior managers in HMCTS are sufficiently visible	31%	-15 ✧
<b>My work</b> Strength of association with engagement: 		
B02. I am sufficiently challenged by my work	71%	-3 ✧
B03. My work gives me a sense of personal accomplishment	69%	-3 ✧
B01. I am interested in my work	85%	-4 ✧
B04. I feel involved in the decisions that affect my work	44%	-5 ✧
B05. I have a choice in deciding how I do my work	57%	-14 ✧
<b>My line manager</b> Strength of association with engagement: 		
B18. Poor performance is dealt with effectively in my team	40%	+3 ✧
B15. I receive regular feedback on my performance	59%	-1 ✧
B16. The feedback I receive helps me to improve my performance	56%	-1 ✧
B17. I think that my performance is evaluated fairly	60%	-2 ✧
B09. My manager motivates me to be more effective in my job	60%	-3 ✧
B14. My manager recognises when I have done my job well	72%	-4 ✧
B12. My manager helps me to understand how I contribute to HMCTS's objectives	54%	-4 ✧
B10. My manager is considerate of my life outside work	73%	-6 ✧
B11. My manager is open to my ideas	72%	-6 ✧
B13. Overall, I have confidence in the decisions made by my manager	63%	-8 ✧

# All questions by theme

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

✧ indicates statistically significant difference from comparison



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 CS2011</div></div>	<div><div>Difference from CS High Performers</div></div>
<div>My work</div> <div> <div></div> <div>Strength of association with engagement</div> </div>								
B01. I am interested in my work	32	53	10	4	85%	-4 ✧	-7 ✧	
B02. I am sufficiently challenged by my work	23	48	14	11	4	71%	-3 ✧	-7 ✧
B03. My work gives me a sense of personal accomplishment	20	49	17	11	4	69%	-3 ✧	-8 ✧
B04. I feel involved in the decisions that affect my work	9	35	22	22	11	44%	-5 ✧	-15 ✧
B05. I have a choice in deciding how I do my work	13	44	20	16	7	57%	-14 ✧	-20 ✧
<div>Organisational objectives and purpose</div> <div> <div></div> <div>Strength of association with engagement</div> </div>								
B06. I have a clear understanding of HMCTS's purpose	14	59	18	7	73%	-11 ✧	-17 ✧	
B07. I have a clear understanding of HMCTS's objectives	12	56	21	8	67%	-11 ✧	-17 ✧	
B08. I understand how my work contributes to HMCTS's objectives	15	58	19	6	73%	-8 ✧	-13 ✧	

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<b>My line manager</b>								
 :Strength of association with engagement								
B09. My manager motivates me to be more effective in my job	15	46	22	12	6	60%	-3 ✧	-6 ✧
B10. My manager is considerate of my life outside work	25	47	17	7	4	73%	-6 ✧	-10 ✧
B11. My manager is open to my ideas	21	51	17	7	4	72%	-6 ✧	-9 ✧
B12. My manager helps me to understand how I contribute to HMCTS's objectives	11	43	31	11	4	54%	-4 ✧	-10 ✧
B13. Overall, I have confidence in the decisions made by my manager	18	45	21	10	6	63%	-8 ✧	-11 ✧
B14. My manager recognises when I have done my job well	22	50	15	9	4	72%	-4 ✧	-7 ✧
B15. I receive regular feedback on my performance	14	45	21	15	5	59%	-1 ✧	-7 ✧
B16. The feedback I receive helps me to improve my performance	13	43	28	11	4	56%	-1 ✧	-5 ✧
B17. I think that my performance is evaluated fairly	13	47	24	11	5	60%	-2 ✧	-7 ✧
B18. Poor performance is dealt with effectively in my team	8	32	29	19	12	40%	+3 ✧	0
<b>My team</b>								
 :Strength of association with engagement								
B19. The people in my team can be relied upon to help when things get difficult in my job	29	52	11	6		81%	-1 ✧	-4 ✧
B20. The people in my team work together to find ways to improve the service we provide	26	52	14	6		78%	0 ✧	-4 ✧
B21. The people in my team are encouraged to come up with new and better ways of doing things	22	50	17	8		72%	+3 ✧	-2 ✧

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<b>Learning and development</b>								
 :Strength of association with engagement								
B22. I am able to access the right learning and development opportunities when I need to	6	48	29	13	4	54%	0	-10 ✧
B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance	6	35	39	15	5	41%	-4 ✧	-11 ✧
B24. There are opportunities for me to develop my career in HMCTS	18	28	29	23		21%	-10 ✧	-18 ✧
B25. Learning and development activities I have completed while working for HMCTS are helping me to develop my career	4	22	38	23	14	26%	-14 ✧	-19 ✧
<b>Inclusion and fair treatment</b>								
 :Strength of association with engagement								
B26. I am treated fairly at work	17	57	15	8	4	74%	-4 ✧	-7 ✧
B27. I am treated with respect by the people I work with	20	60	13	5		80%	-3 ✧	-6 ✧
B28. I feel valued for the work I do	12	42	23	16	8	54%	-6 ✧	-12 ✧
B29. I think that HMCTS respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	14	53	23	6	4	67%	-3 ✧	-9 ✧

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<b>Resources and workload</b>								
 :Strength of association with engagement								
B30. In my job, I am clear what is expected of me	21	66	8			88%	+5 ✧	+2 ✧
B31. I get the information I need to do my job well	12	57	18	11		69%	+1 ✧	-2 ✧
B32. I have clear work objectives	15	64	13	6		79%	+6 ✧	+1 ✧
B33. I have the skills I need to do my job effectively	26	62	8			88%	0	-2 ✧
B34. I have the tools I need to do my job effectively	15	57	15	10		72%	+1 ✧	-4 ✧
B35. I have an acceptable workload	9	50	18	16	7	59%	-2 ✧	-6 ✧
B36. I achieve a good balance between my work life and my private life	15	54	17	10	5	68%	+1 ✧	-5 ✧
<b>Pay and benefits</b>								
 :Strength of association with engagement								
B37. I feel that my pay adequately reflects my performance	19	19	34	26		21%	-11 ✧	-18 ✧
B38. I am satisfied with the total benefits package	22	29	29	18		24%	-10 ✧	-17 ✧
B39. Compared to people doing a similar job in other organisations I feel my pay is reasonable	17	21	33	27		19%	-8 ✧	-16 ✧

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<b>Engagement</b>								
B50. I am proud when I tell others I am part of HMCTS	7	33	40	14	7	40%	-12 ✧	-25 ✧
B51. I would recommend HMCTS as a great place to work	4	22	38	25	12	26%	-17 ✧	-29 ✧
B52. I feel a strong personal attachment to HMCTS	6	26	37	21	10	33%	-13 ✧	-21 ✧
B53. HMCTS inspires me to do the best in my job	5	25	41	20	9	30%	-8 ✧	-19 ✧
B54. HMCTS motivates me to help it achieve its objectives	4	23	42	22	10	27%	-9 ✧	-19 ✧
<b>Taking action</b>								
B55. I believe that senior managers in HMCTS will take action on the results from this survey	4	27	31	22	15	31%	-7 ✧	-19 ✧
B56. I believe that managers where I work will take action on the results from this survey	8	38	27	16	11	46%	-3 ✧	-10 ✧
B57. Where I work, I think effective action has been taken on the results of the last survey	6	26	39	17	12	32%	+3 ✧	-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 CS2011	Difference from CS High Performers
I want to leave HMCTS as soon as possible		11%	+4 ✧	+1 ✧
I want to leave HMCTS within the next 12 months		14%	+3 ✧	-1 ✧
I want to stay working for HMCTS for at least the next year		21%	-6 ✧	-13 ✧
I want to stay working for HMCTS for at least the next three years		54%	0	-7 ✧

## The Civil Service Code

Differences are based on '% Yes' score

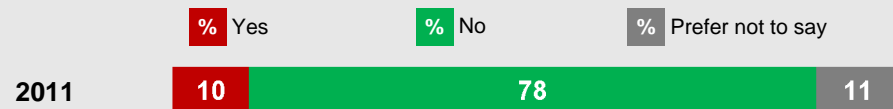
	% Yes	% No	% Yes	Difference from CS2011	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		20	80%	-6 ✧	-12 ✧
D02. Are you aware of how to raise a concern under the Civil Service Code?		35	65%	+5 ✧	-1 ✧
D03. Are you confident that if you raised a concern under the Civil Service Code in HMCTS it would be investigated properly?		39	61%	-3 ✧	-10 ✧

✧ indicates statistically significant difference from comparison

# All questions by theme

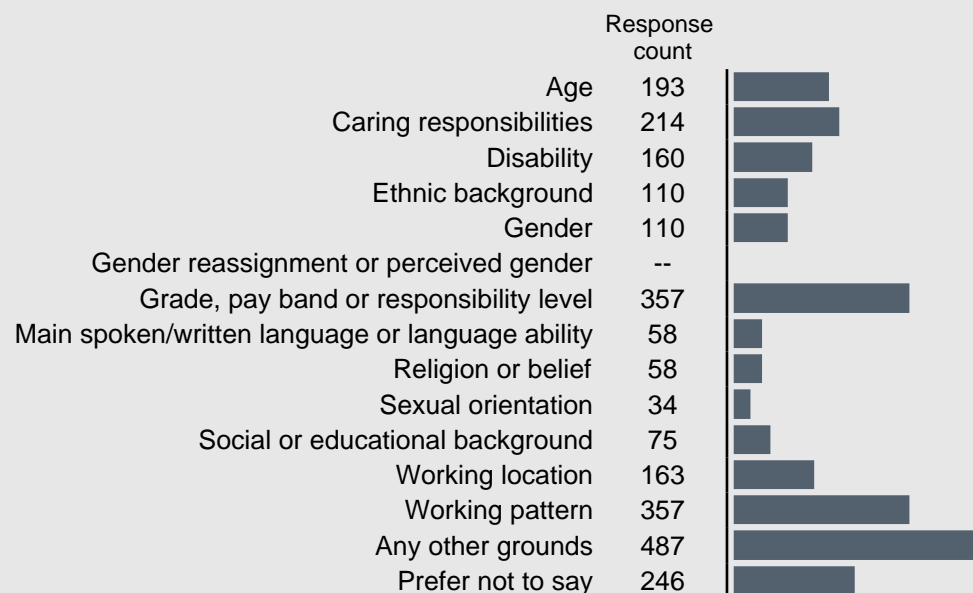
## Discrimination, harassment and bullying

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



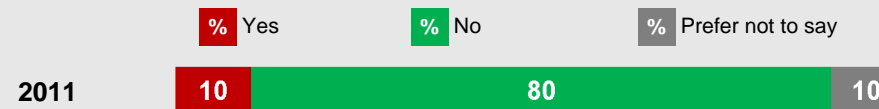
For respondents who selected 'Yes' to question E01.

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



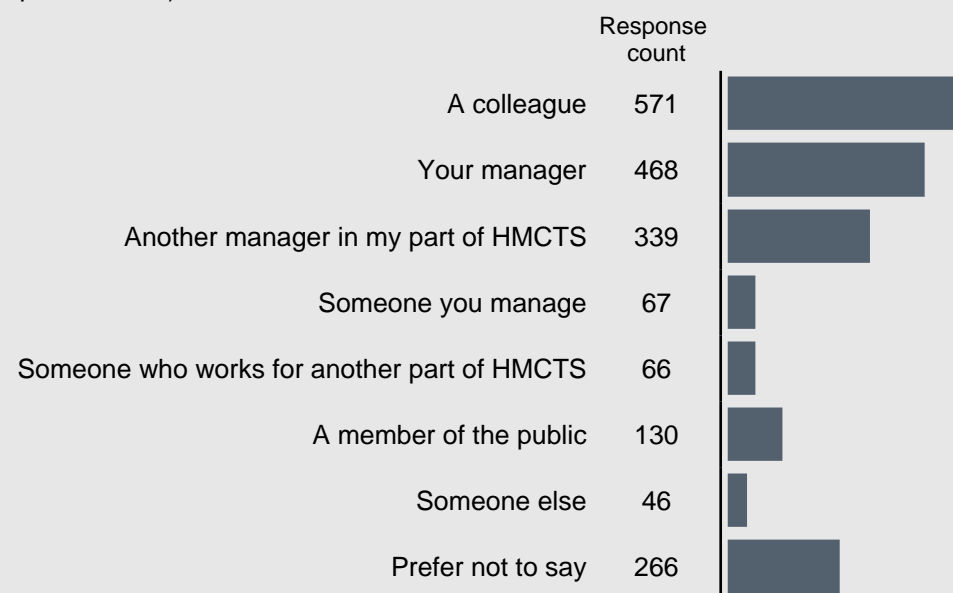
Please note: Counts of fewer than ten responses are suppressed and replaced with '--'

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



For respondents who selected 'Yes' to question E03.

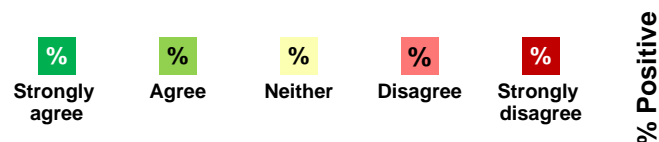
E04. Who were you bullied or harassed by at work in the past 12 months? (multiple selection)



# All questions by theme

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

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## HM Courts and Tribunals Service questions

F01. I understand how where I work fits into the Ministry of Justice	Yes: 92%	No: 8%	<b>92%</b>
F02. Have you had a formal performance review in the last 12 months?	Yes: 90%	No: 10%	<b>90%</b>
F03. My line manager uses coaching skills effectively	<div> <div>12</div> <div>42</div> <div>30</div> <div>12</div> <div>5</div> </div>		<b>53%</b>
F04. Overall I am satisfied with the job I do	<div> <div>16</div> <div>58</div> <div>16</div> <div>7</div> </div>		<b>74%</b>
F05. Were you given the opportunity to discuss the 2010 survey results in your court/ tribunal/ office?	Yes: 65%	No: 35%	<b>65%</b>
F06. My team regularly assesses which activities deliver what the customer wants and which are wasteful in terms of the service we give	<div> <div>10</div> <div>43</div> <div>30</div> <div>13</div> <div>4</div> </div>		<b>53%</b>
F07. My team leader/manager discusses actual against planned performance with me on a daily basis (either individually or at our team meeting)	Yes: 54%	No: 46%	<b>54%</b>
F08. (More about discrimination, bullying and harassment) If you reported an instance of discrimination, bullying and harassment in 2011, do you feel the matter was investigated in a fair and appropriate way?	Yes: 56%	No: 44%	<b>56%</b>
F09. (More about discrimination, bullying and harassment) If you reported an instance of discrimination, bullying and harassment in 2011, were you satisfied with the outcome?	Yes: 50%	No: 50%	<b>50%</b>

# Appendix

## Glossary of key terms

<b>% positive</b>	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> ).
<b>CS2011</b>	The CS2011 benchmark is the median percent positive across all organisations that participated in the 2011 Civil Service People Survey.
<b>CS High Performers</b>	For each question, this is the upper quartile score across all organisations that have taken part in the 2011 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: ✧

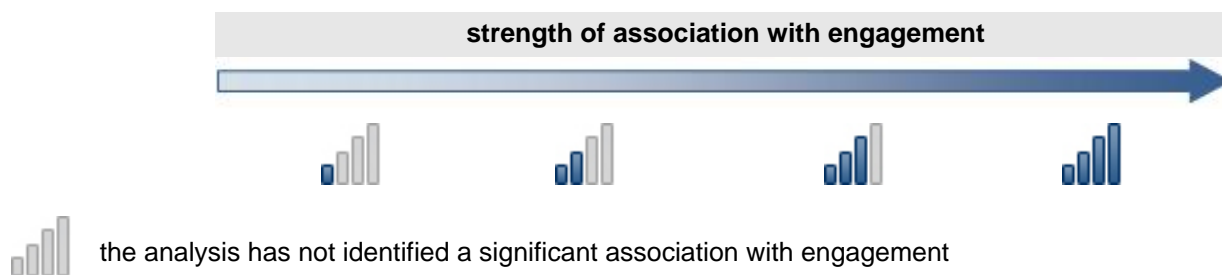
Statistical testing has been carried out on the comparisons between this year's results and CS2011 results and CS High Performers results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in opinion between the 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 2011 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.