Results of the Employee Engagement Survey for UK Supreme Court, November 2013

People Insight

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Introduction

About the survey

An external company, People Insight Ltd, was commissioned to undertake the survey. The questionnaire was designed to measure people's attitudes and beliefs concerning key employee engagement issues.

Each section of the survey contained a series of statements to which respondents were asked to indicate their level of agreement from a five point likert scale (strongly agree to strongly disagree).

Survey response rates

The survey was completed in November 2013 and achieved an overall response rate of 95%. 42 staff were invited to take part in the survey and 40 responses were received.

This is an excellent response rate and gives a good degree of confidence in the results.

Symbols used in this report

A traffic light system is used to indicate:

G   areas of strength

A   areas for development

R   areas of weakness

+   indicates what percentage of the total answers for this question were positive

–   indicates what percentage of the total answers for this question were negative

▪   Indicates where we are unable to comment due to lack of data or to maintain confidentiality of respondents

A series of arrows are used to indicate relative performance against the Benchmark:

↑↑↑   indicates a performance at least 10% better than the Benchmark average

↑↑   indicates a performance at least 5% and less than 10% better than the Benchmark average

↑   indicates a performance at least 3% and less than 5% better than the Benchmark average

−   indicates a performance within 3% of the Benchmark average

↓   indicates a performance at least 3% and less than 5% worse than the Benchmark average

↓↓   indicates a performance at least 5% and less than 10% worse than the Benchmark average

↓↓↓   indicates a performance at least 10% worse than the Benchmark average

A series of datatables accompany this report outlining the results by survey section broken down by variable. As can be seen, there are variations in results across the organisation which ought to be considered as part of the interpretation and action planning process.

Numbers: Please note that all numbers in this report have been rounded to the closest whole number.

Your Engagement Score

Why measure engagement?

Employee engagement has been proven to positively impact on organisation results, across all sectors. In particular, a high level of employee engagement has been shown to lead to improved productivity, quality and customer satisfaction (and of course for commercial organisations increased profit), whilst reduced absence and lower staff turnover are amongst many of the other benefits.

Your survey has been designed to measure the extent to which your people are engaged and alongside this to measure the drivers of employee engagement (i.e. the things that when done well tend to engage employees). We have analysed these below and compared your results with other organisations in our benchmarking group.

Your benchmarked engagement score: 80%

Your benchmarked engagement score is the headline result for your survey and is presented as a single measure of employee engagement. For the purpose of calculating this score we only include questions where a sufficient number of comparable surveys have used the same question.

Your engagement score compared with our benchmark group is shown below:

Your Score	Variance Arrow	Variance Actual	Benchmark Score
80%	↑	4%	76%

This is a good result when compared with our benchmark group.

Measuring engagement with...
People Insight Employee Engagement Model ©

Engagement Drivers
- Goal clarity
- Task satisfaction
- Employee involvement
- Teamwork
- Learning & development
- Recognition & reward
- Leadership & management
- Resources & support

Engagement Outcomes
- Pride in the organisation
- Commitment to long term career
- High levels of discretionary effort
- Willingness to recommend and advocate the organisation
- Care about the future of the organisation

Results
- Better quality products and services
- Reduced wastage and costs
- Increased productivity per employee
- Increased profitability
- High levels of customer satisfaction
- Organisation strategies and plans delivered

Engagement score key questions

The questions below are used to derive your engagement score. Benchmarking results for these are also shown.	Your Score	Variance Arrow	Variance Actual	Benchmark Score
I am proud to say I work for the UK Supreme Court	88%	↑↑↑	11%	77%
I would still like to be working at the UK Supreme Court in two years' time	68%	▬	-1%	69%
Working here makes me want to do the best work I can	83%	↑	4%	78%
If asked, I would recommend to friends and family that the UK Supreme Court is a good place to work	70%	▬	2%	68%
I care about the future of the UK Supreme Court	93%	↑	3%	89%

Scores by engagement theme

Your overall engagement score is the result of a number of factors, many of which can be directly influenced or controlled by management. These are often called engagement drivers, and are the things that when done well tend to motivate, inspire and engage employees. Your survey measured a wide range of engagement drivers and these have been grouped into themes depending upon where they appeared in your survey. These themes are often useful as the focus for action planning.

Your benchmarking results for each theme are summarised below. These scores have been calculated as the average score for all engagement driver questions within each theme.

Please note that for benchmarking purposes we only include questions in this analysis where a sufficient number of comparable surveys have used the same question.

Engagement Theme	Your Score	Variance Arrow	Variance Actual	Benchmark Score
Goal Clarity	83%	↑↑↑	11%	72%
Task Satisfaction	78%	↑	3%	75%
Employee Involvement	80%	↑↑↑	13%	67%
Teamwork	73%	▬	1%	72%
Learning & Development	69%	↑↑↑	10%	58%
Recognition & Reward	70%	↑↑↑	20%	50%
Management Effectiveness	79%	↑↑↑	12%	67%
Employee Support	80%	↑↑↑	13%	67%
Engagement Outcomes	80%	↑	4%	76%

Considerations for action planning

Many clients use the overall engagement score as the starting point for action planning. Your score is currently 80%, which is above (3% or more) our benchmarking norms. The questions to consider as part of action planning can include:

- Are we happy with this score? What would we like it to be in 12 months time?
- What do the driver scores tell us in terms of why our overall engagement score is 80%?
  - What are we doing particularly well?
  - What themes are showing up as weaknesses?
  - What would we like the scores to be for each theme in 12 months time?
  - What actions do we need to take to get there?

As you will see from the more detailed datatable analyses, results may vary quite considerably from one employee group to another, and so these questions often need to be discussed at both the overall organisation level and also further down, within individual teams and departments.

It is often useful to generate action plans at each of these levels to reflect the different priorities and needs that exist. Involving a range of staff in the action planning process often helps in ensuring not only that the right actions are taken, but also that people understand why they are being taken and are inclined to support them.

Highs and Lows

This section highlights the ten questions that received the most positive responses from respondents, and the ten questions that received the most negative responses. This may help you to identify the things that you are doing well, and should celebrate, and the things that, when compared to your other results, may need attention.

Top 10 results
Questions with the most positive responses

		+	−
1.	I understand how the work I do helps the UK Supreme Court to achieve its aims	100%	0%
2.	I am clear about what I am expected to achieve in my job	98%	0%
3.	I understand the aims and objectives of the UK Supreme Court	93%	0%
4.	I care about the future of the UK Supreme Court	93%	3%
5.	I have responsibility for decisions regarding my work	93%	3%
6.	I am aware of the Results Into Action Group	90%	0%
7.	I have the knowledge and skills I need to do my job	88%	0%
8.	I am proud of the work I do	88%	0%
9.	I am proud to say I work for the UK Supreme Court	88%	5%
10.	In the last week, I have received thanks or praise for doing good work	88%	5%

Bottom 10 results
Questions with the most negative responses

		+	−
1.	In the last 12 months I have used the salary sacrifice scheme to obtain Child Care Vouchers	0%	100%
2.	I have used The Great Deals Scheme in the last 12 months	0%	100%
3.	I think the pay I receive compares favourably with others in the Civil Service	45%	25%
4.	Different parts of the Court generally work well together and understand each others roles	55%	25%
5.	My career development aspirations at the UK Supreme Court are being met	53%	20%
6.	I would still like to be working at the UK Supreme Court in two years' time	68%	20%
7.	Morale in my immediate team is very good	68%	20%
8.	People in my immediate team work well together	73%	20%
9.	My job makes the best use of the skills and abilities that I have	73%	20%
10.	I have the right opportunities to learn and grow at work	63%	18%

Results by survey section

This section of the report shows you the percentage responses to each of the survey questions, by survey section. An algorithm is used to identify strengths, areas for development, and weaknesses. This takes into account all responses to each question, whether positive, negative, or neutral. The number to the left of each question represents the number of respondents answering that question.

Goal Clarity

G Strengths		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
40	I understand the aims and objectives of the UK Supreme Court	60%	33%	8%	0%	0%
40	I am clear about what I am expected to achieve in my job	55%	43%	3%	0%	0%
40	I understand how the work I do helps the UK Supreme Court to achieve its aims	60%	40%	0%	0%	0%
40	I know how well the UK Supreme Court is doing against its aims and objectives	33%	38%	23%	8%	0%

R Weaknesses		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
40	Different parts of the Court generally work well together and understand each others roles	15%	40%	20%	18%	8%

G Section Average	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
(% based on all replies (200) to all questions (5) in the Section)	45%	39%	11%	5%	2%

Task Satisfaction

 Strengths

		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
40	I enjoy my work	45%	40%	10%	3%	3%
40	I am proud of the work I do	53%	35%	13%	0%	0%
40	I find my work challenging	23%	50%	10%	15%	3%
40	I get a sense of achievement from working at the UK Supreme Court	35%	38%	18%	5%	5%

 Areas for development

		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
40	My job makes the best use of the skills and abilities that I have	20%	53%	8%	13%	8%

	Section Average	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
	(% based on all replies (200) to all questions (5) in the Section)	35%	43%	12%	7%	4%

Employee Involvement

G	Strengths	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
40	My opinion is sought on decisions that affect my work	30%	48%	13%	5%	5%
40	I have responsibility for decisions regarding my work	28%	65%	5%	3%	0%
40	I have the freedom I need to get on with my job	43%	43%	10%	5%	0%
40	I am encouraged to suggest new ideas for improvements	38%	43%	5%	15%	0%
40	I am aware of the Results Into Action Group	45%	45%	10%	0%	0%

A	Areas for development	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
40	I believe action will be taken as a result of this survey	28%	38%	28%	3%	5%

G	Section Average	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
	(% based on all replies (240) to all questions (6) in the Section)	35%	47%	12%	5%	2%

Teamwork

Strengths

		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
40	Our team has clear aims and objectives	25%	53%	18%	3%	3%
40	People I work with deliver what they say they will	25%	53%	13%	8%	3%

Areas for development

		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
40	People in my immediate team work well together	33%	40%	8%	13%	8%
40	Morale in my immediate team is very good	23%	45%	13%	15%	5%
40	We are good at sharing ideas	33%	38%	13%	10%	8%

Section Average

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
(% based on all replies (200) to all questions (5) in the Section)	28%	46%	13%	10%	5%

Learning & Development

	Strengths	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
40	I have received the training and development I need to do my job well	33%	45%	20%	3%	0%
40	I have the knowledge and skills I need to do my job	48%	40%	13%	0%	0%

	Areas for development	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
40	I have received the training and development I need to develop in my career at the UK Supreme Court	30%	33%	30%	3%	5%
40	I have the right opportunities to learn and grow at work	20%	43%	20%	13%	5%

	Weaknesses	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
40	My career development aspirations at the UK Supreme Court are being met	18%	35%	28%	8%	13%

	Section Average	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
	(% based on all replies (200) to all questions (5) in the Section)	30%	39%	22%	5%	5%

Recognition & Reward

Strengths

#		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
40	In the last week, I have received thanks or praise for doing good work	28%	60%	8%	5%	0%
40	I feel valued and recognised for the work that I do	25%	53%	15%	8%	0%
40	Considering all aspects of working at The Supreme Court, working here compares favourably to working in other Civil Service departments	28%	45%	23%	5%	0%
40	Managers at UKSC are good at allowing Flexible Working where possible	30%	45%	18%	5%	3%
40	I think the opportunity to buy or sell up to 3 days annual leave each year is useful	23%	45%	30%	3%	0%

Weaknesses

#		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
40	I think the pay I receive compares favourably with others in the Civil Service	5%	40%	30%	15%	10%
40	Despite recent increases in contributions, the Civil Service Pension Scheme represents a valued benefit to me	20%	30%	43%	3%	5%

#		Yes				No
40	I have used The Great Deals Scheme in the last 12 months	0%				100%
40	In the last 12 months I have used the salary sacrifice scheme to obtain Child Care Vouchers	0%				100%

Section Average

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
(% based on all replies (360) to all questions (9) in the Section)	18%	35%	18%	5%	24%

Management Effectiveness

G Strengths		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
40	My manager communicates clearly what is expected of me	33%	50%	8%	10%	0%
40	My manager shows appreciation for the work I do	38%	45%	10%	8%	0%
40	My manager treats people fairly and with respect	38%	48%	5%	5%	5%
40	My manager gives me regular feedback on how I am doing	33%	48%	15%	5%	0%

A Areas for development		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
40	My manager takes time to coach me and develop my skills	10%	55%	23%	10%	3%

G Section Average	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
(% based on all replies (200) to all questions (5) in the Section)	30%	49%	12%	8%	2%

Employee Support

	Strengths	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
40	I have the equipment and resources I need to do my work properly	30%	48%	13%	10%	0%
40	I am satisfied with the physical environment in which I work	40%	40%	5%	13%	3%
40	I am able to strike the right balance between my work and home life	30%	55%	10%	5%	0%
40	I am satisfied with the flexibility of my hours	28%	48%	18%	8%	0%
40	My workload is reasonable	18%	65%	13%	5%	0%

	Section Average	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
	(% based on all replies (200) to all questions (5) in the Section)	29%	51%	12%	8%	1%

Engagement Outcomes

G Strengths

		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
40	I am proud to say I work for the UK Supreme Court	58%	30%	8%	5%	0%
40	Working here makes me want to do the best work I can	35%	48%	13%	3%	3%
40	I care about the future of the UK Supreme Court	48%	45%	5%	3%	0%

A Areas for development

		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
40	I would still like to be working at the UK Supreme Court in two years' time	30%	38%	13%	5%	15%
40	If asked, I would recommend to friends and family that the UK Supreme Court is a good place to work	33%	38%	18%	5%	8%

G Section Average

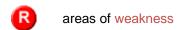| (% based on all replies (200) to all questions (5) in the Section)	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
	41%	40%	11%	4%	5%

Traffic light system - explanation

Throughout our reports, a traffic light system is used to indicate:

G   areas of strength

A   areas for development

R   areas of weakness

The traffic lights are calculated by an algorithm that takes into account all responses to each question, and performs the following functions:

- Reviews the percentage of respondents that 'neither agree nor disagree' with a given question (where this option exists)
- Then reviews the ratio of respondents that agree/disagree with the question
- Then applies a traffic light based on a stepped scale. Within this scale, the higher the percentage of respondents that 'neither agree nor disagree' with a question the higher the ratio of respondents agreeing/disagreeing needs to be to move the result from a red, to an amber, to a green.
- Where the option 'neither agree nor disagree' is not present, the algorithm reviews the ratio of agree/disagree responses, and again uses a stepped scale to determine whether to apply a red, amber or green traffic light.