



# Results of the Employee Engagement Survey for the UK Supreme Court, October 2010

Produced by People Insight in November 2010



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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 October 2010 and achieved an overall response rate of 94%. 36 staff were invited to take part in the survey and 34 responses were received.

This is an excellent response rate and gives a good degree of confidence in the results. The appendices show response rates broken down by selected groups of staff.

## Symbols used in this report

A traffic light system is used to indicate:

-  areas of **strength**
-  areas for **development**
-  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 engagement score: 86%

Your overall engagement score is the headline result for your survey and is presented as a single measure of employee engagement.

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

Your Score	Variance Arrow	Variance Actual	Benchmark Score
86%	↑↑↑	10%	76%

This is an excellent result when compared with our benchmark group.



## 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	91%	↑↑↑	14%	77%
I would still like to be working at the UK Supreme Court in two years' time	74%	↑↑	7%	67%
Working here makes me want to do the best work I can	88%	↑↑↑	11%	77%
If asked, I would recommend to friends and family that the UK Supreme Court is a good place to work	85%	↑↑↑	17%	68%
I care about the future of the UK Supreme Court	94%	↑↑	5%	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	86%	↑↑↑	13%	73%
Task satisfaction	87%	↑↑↑	13%	74%
Employee involvement	81%	↑↑↑	14%	67%
Teamwork	79%	↑↑	7%	72%
Learning & development	75%	↑↑↑	17%	58%
Recognition & reward	63%	↑↑↑	13%	49%
Management effectiveness	69%	—	2%	67%
Employee support	88%	↑↑↑	23%	65%

## Considerations for action planning

Many clients use the overall engagement score as the starting point for action planning. Your score is currently 86%, which is above (10% 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 86%?
  - 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	97%	0%
2.	I have the knowledge and skills I need to do my job	97%	3%
3.	I understand the aims and objectives of the UK Supreme Court	97%	3%
4.	I care about the future of the UK Supreme Court	94%	0%
5.	I am satisfied with the flexibility of my hours	94%	3%
6.	I am clear about what I am expected to achieve in my job	94%	3%
7.	I am proud to say I work for the UK Supreme Court	91%	0%
8.	I am proud of the work I do	91%	6%
9.	I enjoy my work	91%	9%
10.	I am able to strike the right balance between my work and home life	88%	3%

### Bottom 10 results

Questions with the most negative responses



1.	My manager takes time to coach me and develop my skills	47%	15%
2.	I have received the training and development I need to develop in my career at the UK Supreme Court	65%	15%
3.	In the last week, I have received thanks or praise for doing good work	71%	15%
4.	Communication within the UK Supreme Court is good	74%	12%
5.	I feel valued and recognised for the work that I do	74%	12%
6.	I believe action will be taken as a result of this survey	76%	12%
7.	I think the pay I receive compares favourably with other civil servants	50%	9%
8.	I think the benefits I receive compare favourably with other civil servants	56%	9%
9.	My manager gives me regular feedback on how I am doing	62%	9%
10.	I would still like to be working at the UK Supreme Court in two years' time	74%	9%

## 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

<b>G Strengths</b>		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
34	I understand the aims and objectives of the UK Supreme Court	50%	47%	0%	3%	0%
34	I am clear about what I am expected to achieve in my job	53%	41%	3%	3%	0%
34	I understand how the work I do helps the UK Supreme Court to achieve its aims	59%	38%	3%	0%	0%
34	I know how well the UK Supreme Court is doing against its aims and objectives	24%	47%	24%	6%	0%
34	Communication within the UK Supreme Court is good	26%	47%	15%	6%	6%

Section Averages	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
(% based on all replies (170) to all questions (5) in the Section)	42%	44%	9%	4%	1%

### Task satisfaction

<b>G Strengths</b>		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
34	I enjoy my work	56%	35%	0%	6%	3%
34	My job makes the best use of the skills and abilities that I have	32%	47%	12%	3%	6%
34	I am proud of the work I do	50%	41%	3%	3%	3%
34	I find my work challenging	41%	44%	9%	3%	3%
34	I get a sense of achievement from working at the UK Supreme Court	53%	35%	6%	0%	6%

Section Averages	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
(% based on all replies (170) to all questions (5) in the Section)	46%	41%	6%	3%	4%

## Employee involvement

G Strengths		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
34	My opinion is sought on decisions that affect my work	38%	44%	12%	3%	3%
34	I have responsibility for decisions regarding my work	32%	50%	12%	3%	3%
34	I have the freedom I need to get on with my job	38%	47%	12%	0%	3%
34	I am encouraged to suggest new ideas for improvements	47%	32%	15%	3%	3%
34	I believe action will be taken as a result of this survey	41%	35%	12%	3%	9%

Section Averages		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
(% based on all replies (170) to all questions (5) in the Section)		39%	42%	12%	2%	4%

## Teamwork

G Strengths		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
34	Our team has clear aims and objectives	41%	47%	6%	3%	3%
34	People in my immediate team work well together	47%	41%	9%	0%	3%
34	Morale in my immediate team is generally high	38%	35%	21%	0%	6%
34	People I work with deliver what they say they will	41%	32%	24%	0%	3%
34	We are good at sharing ideas to make things work better	29%	44%	24%	0%	3%

Section Averages		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
(% based on all replies (170) to all questions (5) in the Section)		39%	40%	16%	1%	4%

## Learning & development

<b>G</b> Strengths		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
34	I have received the training and development I need to do my job well	24%	50%	24%	0%	3%
34	I have the knowledge and skills I need to do my job	53%	44%	0%	3%	0%
34	I have received the training and development I need to develop in my career at the UK Supreme Court	29%	35%	21%	9%	6%
34	My career development aspirations at the UK Supreme Court are being met	26%	38%	29%	0%	6%
34	I have the right opportunities to learn and grow at work	35%	41%	18%	0%	6%

Section Averages		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
(% based on all replies (170) to all questions (5) in the Section)		34%	42%	18%	2%	4%

## Recognition & reward

<b>G</b> Strengths		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
34	In the last week, I have received thanks or praise for doing good work	44%	26%	15%	12%	3%
34	I feel valued and recognised for the work that I do	47%	26%	15%	9%	3%
34	I think the benefits I receive compare favourably with other civil servants	21%	35%	35%	6%	3%

<b>R</b> Weaknesses		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
34	I think the pay I receive compares favourably with other civil servants	18%	32%	41%	6%	3%

Section Averages		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
(% based on all replies (136) to all questions (4) in the Section)		32%	30%	26%	8%	3%

## Management effectiveness

<b>G</b> Strengths		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
34	My manager communicates clearly what is expected of me	35%	38%	24%	0%	3%
34	My manager shows appreciation for the work I do	35%	38%	26%	0%	0%
34	My manager treats people fairly and with respect	38%	50%	9%	0%	3%
34	My manager gives me regular feedback on how I am doing	35%	26%	29%	6%	3%
<b>A</b> Areas for development		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
34	My manager takes time to coach me and develop my skills	29%	18%	38%	12%	3%

Section Averages		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
(% based on all replies (170) to all questions (5) in the Section)		35%	34%	25%	4%	2%

## Employee support

<b>G</b> Strengths		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
34	I have the equipment and resources I need to do my work properly	26%	59%	9%	6%	0%
34	I am satisfied with the physical environment in which I work	50%	32%	12%	6%	0%
34	I am able to strike the right balance between my work and home life	35%	53%	9%	0%	3%
34	I am satisfied with the flexibility of my hours	35%	59%	3%	3%	0%
34	My workload is reasonable	26%	62%	9%	3%	0%

Section Averages		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
(% based on all replies (170) to all questions (5) in the Section)		35%	53%	8%	4%	1%

## Engagement outcomes

G Strengths		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
34	I am proud to say I work for the UK Supreme Court	68%	24%	9%	0%	0%
34	I would still like to be working at the UK Supreme Court in two years' time	53%	21%	18%	3%	6%
34	Working here makes me want to do the best work I can	53%	35%	6%	0%	6%
34	If asked, I would recommend to friends and family that the UK Supreme Court is a good place to work	44%	41%	9%	0%	6%
34	I care about the future of the UK Supreme Court	68%	26%	6%	0%	0%

Section Averages		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
(% based on all replies (170) to all questions (5) in the Section)		57%	29%	9%	1%	4%

## The UK Supreme Court

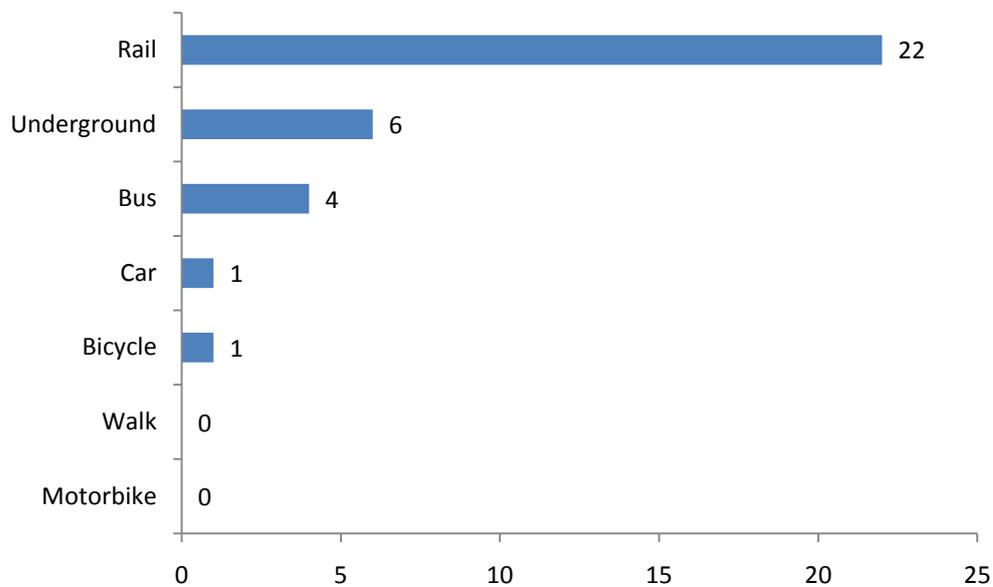
G Strengths		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
34	Health and Safety issues are given a high priority here	26%	56%	18%	0%	0%
34	I understand the UK Supreme Court Health and Safety policy	24%	62%	15%	0%	0%

Section Averages		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
(% based on all replies (68) to all questions (2) in the Section)		25%	59%	16%	0%	0%

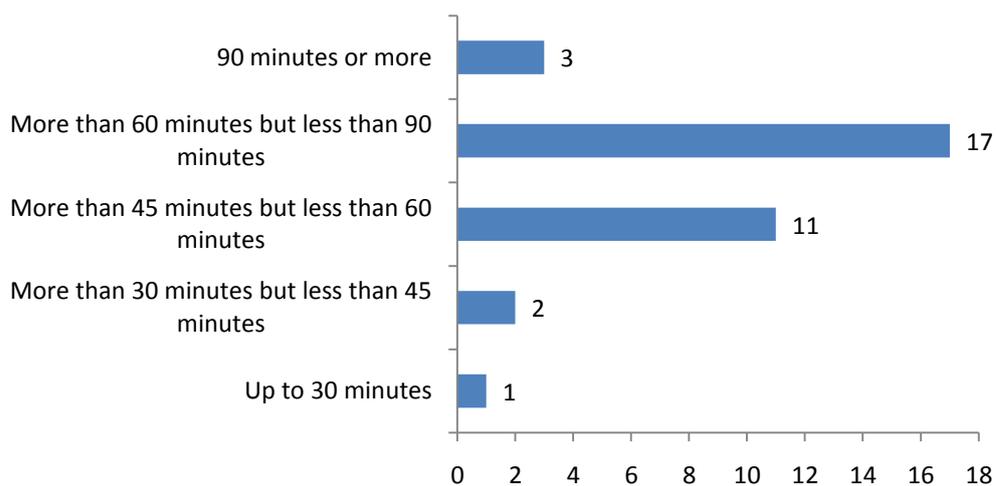
## Transport & Commuting

The following charts show the methods by which respondents travel to work, as well as the length of their commute. The numbers of respondents who indicated each choice is listed to the right-hand side of each option.

Transport means



Length of commute



## Breakdown of survey respondents

<b>UK Supreme Court</b>	
Total	34