Results of the Employee Engagement Survey for UK Supreme Court, November 2018

Produced by People Insight in November 2018

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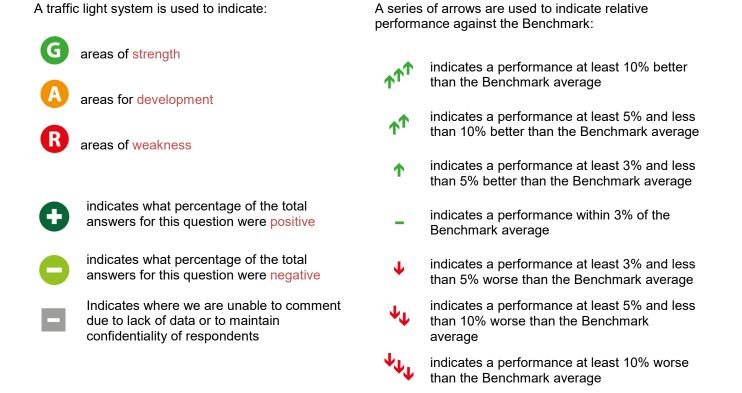
Each section of the survey contained a series of statements to which respondents were asked to indicate their level of agreement from a five-point Likert scale (strongly agree to strongly disagree).

Survey response rates

The survey was completed in November 2018 and achieved an overall response rate of 100%. 48 staff were invited to take part in the survey and 48 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:

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 data tables 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: 82%

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
82%	⬆⬆	5%	77%

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

PEARL™ Model of Engagement©

5 Global Factors
- Purpose
- Enablement
- Autonomy
- Reward
- Leadership

5 Engagement Indicators
- 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

Business Outcomes
- Better quality products and services
- Reduced waste and cost
- 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	92%	⬆⬆⬆	14%	78%
Working here makes me want to do the best work I can	88%	⬆⬆	9%	79%
If asked, I would recommend to friends and family that the UK Supreme Court is a good place to work	71%	–	2%	69%
I care about the future of the UK Supreme Court	94%	⬆	4%	90%
I would still like to be working at the UK Supreme Court in two years' time	65%	⬇⬇	-5%	70%

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	81%	↑↑	8%	73%
Engagement Outcomes	82%	↑↑	5%	77%
Communication	62%	↑↑↑	11%	51%
Task Satisfaction	85%	↑↑	7%	78%
Employee Involvement	85%	↑↑↑	18%	67%
Teamwork	75%	↑↑	6%	69%
Learning & Development	76%	↑↑	6%	70%
Recognition & Reward	82%	↑↑↑	24%	58%
Pay & Benefits	35%	↓↓	-6%	41%
Management Effectiveness	80%	↑↑	6%	74%
Employee Support	84%	↑↑↑	15%	69%
Health and safety	94%	↑↑↑	16%	78%

Considerations for action planning

Many clients use the overall engagement score as the starting point for action planning. Your score is currently 82%, which is above (5% 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 82%?
  - 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 data table 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	+	−		Bottom 10 results	+	−
	Questions with the most positive responses				**Questions with the most negative responses**		
1.	I always take personal security for myself and colleagues seriously	100%	0%	1.	I feel that my pay accurately reflects the work that I do	33%	40%
2.	I know where to go to for support regarding health and safety issues	100%	0%	2.	Overall, considering the additional benefits and status of working at the Court, I am satisfied with my pay	38%	25%
3.	I know where to go in the event of an evacuation	98%	0%	3.	Communication is good between different teams	56%	23%
4.	I understand how the work I do helps the UK Supreme Court to achieve its aims	98%	0%	4.	People communicate openly regardless of position or level	54%	21%
5.	I believe that the UK Supreme Court provides the right kinds of support and resources to help staff to manage their health and safety risks at work	96%	0%	5.	Communication across the Court is usually very good	63%	15%
6.	I care about the future of the UK Supreme Court	94%	0%	6.	My manager encourages me to consider my learning and development	73%	13%
7.	I believe that Health and Safety is something that the UK Supreme Court takes very seriously	94%	0%	7.	I am aware of the Pay Policy but would appreciate more information on pay to help my understanding	44%	10%
8.	I understand the aims and objectives of the UK Supreme Court	94%	2%	8.	I know how well the UK Supreme Court is doing against its aims and objectives	65%	10%
9.	I am proud to say I work for the UK Supreme Court	92%	0%	9.	I would still like to be working at the UK Supreme Court in two years' time	65%	10%
10.	I have a good understanding of the UK Supreme Court's Health and Safety policy and procedures	92%	2%	10.	Morale in my immediate team is good	73%	10%

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

Ⓖ Strengths

		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
48	I understand the aims and objectives of the UK Supreme Court	69%	25%	4%	2%	0%
48	I am clear about what I am expected to achieve in my job	58%	31%	8%	2%	0%
48	I understand how the work I do helps the UK Supreme Court to achieve its aims	67%	31%	2%	0%	0%

Ⓐ Areas for development

		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
48	I know how well the UK Supreme Court is doing against its aims and objectives	27%	38%	25%	10%	0%
48	Different parts of the Court generally work well together and understand each other's roles	17%	44%	31%	8%	0%

Ⓖ Section Average

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
(% based on all replies (240) to all questions (5) in the Section)	48%	34%	14%	5%	0%

Engagement Outcomes

G Strengths	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
48 I am proud to say I work for the UK Supreme Court	71%	21%	8%	0%	0%
48 Working here makes me want to do the best work I can	56%	31%	8%	4%	0%
48 If asked, I would recommend to friends and family that the UK Supreme Court is a good place to work	46%	25%	25%	4%	0%
48 I care about the future of the UK Supreme Court	69%	25%	6%	0%	0%

A Areas for development	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
48 I would still like to be working at the UK Supreme Court in two years' time	40%	25%	25%	4%	6%

G Section Average	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
(% based on all replies (240) to all questions (5) in the Section)	56%	25%	15%	3%	1%

Communication

G	Strengths	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
48	I always get the right type and amount of information about what is happening across the Court to help me do my job well	23%	52%	17%	8%	0%
48	Key messages from the senior management team are communicated clearly	31%	42%	17%	10%	0%

A	Areas for development	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
48	Communication across the Court is usually very good	8%	54%	23%	10%	4%
48	News and information is shared openly across the Court	23%	42%	27%	8%	0%

R	Weaknesses	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
48	People communicate openly regardless of position or level	10%	44%	25%	19%	2%
48	Communication is good between different teams	8%	48%	21%	21%	2%

A	Section Average	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
	(% based on all replies (288) to all questions (6) in the Section)	17%	47%	22%	13%	1%

Task Satisfaction

	G Strengths	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
48	I enjoy my work	56%	35%	4%	4%	0%
48	I am motivated to do the very best in my job	56%	29%	10%	4%	0%
48	I am proud of the work I do	60%	29%	8%	2%	0%
48	I find my work challenging	33%	44%	17%	4%	2%
48	I get a sense of achievement from working at the UK Supreme Court	50%	31%	10%	6%	2%

G Section Average	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
(% based on all replies (240) to all questions (5) in the Section)	51%	34%	10%	4%	1%

Employee Involvement

	Strengths	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
48	I have the opportunity to contribute my views on matters relating to my work	54%	31%	8%	6%	0%
48	I have the flexibility I need to get on with my job and I am trusted by my manager	63%	21%	15%	0%	2%
48	I am encouraged to suggest new ideas for improvements	48%	38%	8%	6%	0%
48	I am aware of the Results into Action Group	42%	48%	0%	6%	4%
48	I value knowing more about my colleagues at work	38%	44%	15%	2%	2%

Section Average	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
(% based on all replies (240) to all questions (5) in the Section)					
	49%	36%	9%	4%	2%

Teamwork

(G) Strengths

		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
48	My team has clear aims and objectives	46%	35%	15%	4%	0%
48	People in my immediate team work well together	50%	33%	6%	4%	6%
48	Morale in my immediate team is good	46%	27%	17%	6%	4%
48	People I work with deliver what they say they will	38%	40%	17%	6%	0%

(A) Areas for development

		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
48	It is easy to work with people in other teams to get things done	23%	40%	33%	2%	2%

(G) Section Average

(% based on all replies (240) to all questions (5) in the Section)

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
	40%	35%	18%	5%	3%

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Learning & Development

	Strengths	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
48	I have received the training and development I need to do my job well	33%	44%	15%	4%	4%
48	I have the knowledge and skills I need to do my job	54%	33%	8%	4%	0%
48	My manager encourages me to consider my learning and development	50%	23%	15%	8%	4%

	Areas for development	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
48	I have the right opportunities to learn and grow at work	31%	35%	25%	8%	0%

Section Average	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
(% based on all replies (192) to all questions (4) in the Section)	42%	34%	16%	6%	2%

Recognition & Reward

(G) Strengths	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
48	In the last week, I have received thanks or praise for doing good work	52%	33%	10%	2%	2%
48	I feel valued and recognised for the work that I do	42%	38%	13%	6%	2%
48	Considering all aspects of working at The Supreme Court, including the building, location and people I work with, working here compares favourably to working in other Civil Service departments	44%	31%	23%	2%	0%
48	I am aware that I am able to buy or sell up to 5 days annual leave each 12 months if I wish to	56%	33%	0%	8%	2%

(G) Section Average	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
(% based on all replies (192) to all questions (4) in the Section)	48%	34%	11%	5%	2%

G Strengths

		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
48	I understand that the Supreme Court must work within the restrictions set by the Treasury and Cabinet Office regarding pay increases	25%	67%	6%	0%	2%
48	I feel that there are additional benefits beyond pay to working at the Court (the building, status, nice place to work, opportunity for flexible working, Benenden health etc.) that I appreciate.	29%	50%	19%	2%	0%

R Weaknesses

		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
48	I feel that my pay accurately reflects the work that I do	8%	25%	27%	27%	13%
48	I am aware of the Pay Policy but would appreciate more information on pay to help my understanding	6%	38%	46%	8%	2%
48	Overall, considering the additional benefits and status of working at the Court, I am satisfied with my pay	8%	29%	38%	17%	8%

A Section Average

(% based on all replies (240) to all questions (5) in the Section)

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
	15%	42%	27%	11%	5%

Management Effectiveness

	Strengths	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
48	My manager communicates clearly what is expected of me	48%	31%	13%	8%	0%
48	My manager shows appreciation for the work I do	48%	40%	6%	2%	4%
48	My manager treats me fairly and with respect	52%	27%	15%	6%	0%
48	My manager gives me regular feedback on how I am doing	46%	29%	19%	2%	4%
48	I can count on my manager to do what they say	42%	27%	25%	2%	4%

	Section Average	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
	(% based on all replies (240) to all questions (5) in the Section)	47%	31%	15%	4%	3%

Employee Support

G	Strengths	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
48	I have the equipment and resources I need to do my work properly	40%	40%	15%	4%	2%
48	I am satisfied with the physical environment in which I work	48%	40%	8%	4%	0%
48	I am able to strike the right balance between my work and home life	44%	38%	19%	0%	0%
48	I am satisfied with the flexibility of my hours	44%	44%	6%	6%	0%
48	I know where to go to get support if required	44%	35%	19%	2%	0%

G	Section Average	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
	(% based on all replies (240) to all questions (5) in the Section)	44%	39%	13%	3%	0%

Health and safety

(G)	Strengths	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
48	I believe that Health and Safety is something that the UK Supreme Court takes very seriously	46%	48%	6%	0%	0%
48	I have a good understanding of the UK Supreme Court's Health and Safety policy and procedures	35%	56%	6%	2%	0%
48	I know where to go to for support regarding health and safety issues	48%	52%	0%	0%	0%
48	I believe that the UK Supreme Court provides the right kinds of support and resources to help staff to manage their health and safety risks at work	42%	54%	4%	0%	0%

(G)	Section Average	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
	(% based on all replies (192) to all questions (4) in the Section)	43%	53%	4%	1%	0%

Personal Security

	(G) Strengths	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
48	I always take personal security for myself and colleagues seriously	60%	40%	0%	0%	0%
48	I know where to find the Security and Emergency Guidance	48%	29%	15%	8%	0%
48	I know where to go in the event of an evacuation	54%	44%	2%	0%	0%
48	I always ensure that guests are wearing a visitor pass and escorted around the building at all times	46%	40%	15%	0%	0%

	(G) Section Average	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
	(% based on all replies (192) to all questions (4) in the Section)	52%	38%	8%	2%	0%

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.