



Strength of association with engagement

◇ Statistically significant difference from comparison

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





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 CS2016	Difference from CS High Performers
Leadership and managing change		65%	+2 ✧	+22 ✧	+12 ✧
My work		79%	+2 ✧	+4 ✧	+1 ✧
Learning and development		62%	+1	+12 ✧	+7 ✧
Resources and workload		81%	+1 ✧	+8 ✧	+4 ✧
My manager		76%	+2 ✧	+8 ✧	+5 ✧
Pay and benefits		44%	+2	+13 ✧	+6 ✧
Organisational objectives and purpose		92%	+2 ✧	+9 ✧	+4 ✧
My team		89%	+2 ✧	+9 ✧	+6 ✧
Inclusion and fair treatment		85%	+2 ✧	+9 ✧	+6 ✧



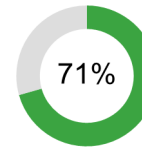
Strength of association with engagement



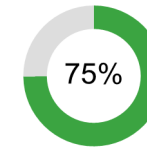
Statistically significant difference from comparison

## Wellbeing

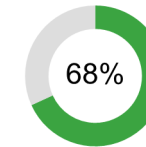
% responding positively (Answering 7,8, 9 or 10 for W01 – W03; Answering 0,1,2 or 3 for W04)



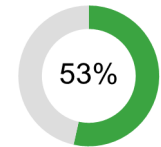
W01. Overall, how satisfied are you with your life nowadays?



W02. Overall, to what extent do you feel that the things you do in your life are worthwhile?



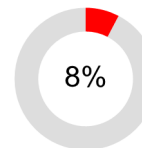
W03. Overall, how happy did you feel yesterday?



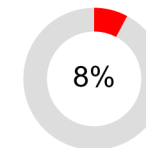
W04. Overall, how anxious did you feel yesterday?

## Discrimination, bullying and harassment

% responding Yes

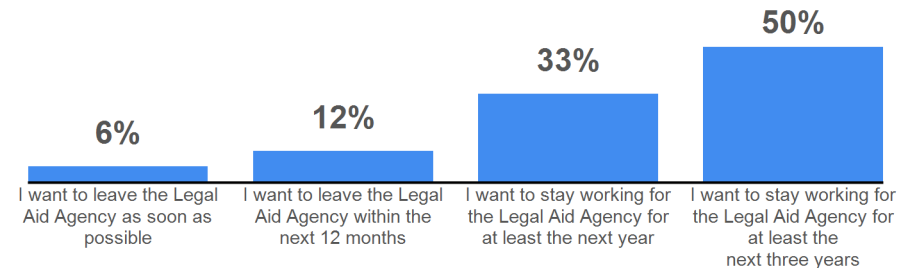


During the past 12 months have you personally experienced discrimination at work?



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

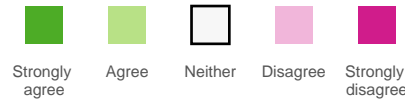
### My work

**79%** +2

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B01 I am interested in my work	40	49	7	1	1	89%	+1	-1 ◆	-2 ◆
B02 I am sufficiently challenged by my work	37	45	8	8	1	82%	+4 ◆	+2 ◆	-1 ◆
B03 My work gives me a sense of personal accomplishment	33	46	12	8	1	79%	+2 ◆	+3 ◆	-1
B04 I feel involved in the decisions that affect my work	25	42	14	14	1	68%	+2 ◆	+11 ◆	+6 ◆
B05 I have a choice in deciding how I do my work	38	42	10	7	1	80%	+4 ◆	+6 ◆	+1 ◆

### Organisational objectives and purpose

**92%** +2

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B06 I have a clear understanding of the Legal Aid Agency's purpose	41	53	6	0	0	94%	+2 ◆	+8 ◆	+4 ◆
B07 I have a clear understanding of the Legal Aid Agency's objectives	38	52	7	1	0	90%	+3 ◆	+10 ◆	+5 ◆
B08 I understand how my work contributes to the Legal Aid Agency's objectives	42	49	6	1	0	92%	+1 ◆	+9 ◆	+4 ◆



## All questions by theme

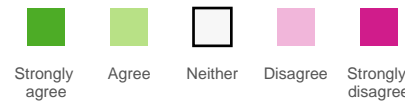
◆ indicates statistically significant difference from comparison  
 ▲ indicates a variation in question wording from your previous survey

### My manager

**76%** +2  
 Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B09	My manager motivates me to be more effective in my job	33	43	13	9	0	75%	+2 ◆	+7 ◆	+2 ◆
B10	My manager is considerate of my life outside work	50	38	8	2	0	88%	+2 ◆	+5 ◆	+2 ◆
B11	My manager is open to my ideas	45	41	10	2	0	86%	+2 ◆	+5 ◆	+2 ◆
B12	My manager helps me to understand how I contribute to the Legal Aid Agency's objectives	34	44	16	6	0	77%	+4 ◆	+13 ◆	+8 ◆
B13	Overall, I have confidence in the decisions made by my manager	38	42	12	6	0	80%	+1 ◆	+6 ◆	+1 ◆
B14	My manager recognises when I have done my job well	40	41	11	6	0	81%	+1	+3 ◆	0
B15	I receive regular feedback on my performance	31	45	13	10	0	75%	+2 ◆	+9 ◆	+6 ◆
B16	The feedback I receive helps me to improve my performance	30	40	19	8	0	71%	+1	+8 ◆	+4 ◆
B17	I think that my performance is evaluated fairly	29	42	14	10	0	72%	+3 ◆	+8 ◆	+4 ◆
B18	Poor performance is dealt with effectively in my team	19	33	27	14	7	52%	+4 ◆	+13 ◆	+9 ◆

### My team

**89%** +2  
 Difference from previous survey



Strength of association with engagement



Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B19	The people in my team can be relied upon to help when things get difficult in my job	50	40	6	2	0	90%	+1	+5 ◆	+3 ◆
B20	The people in my team work together to find ways to improve the service we provide	48	41	8	3	0	89%	+3 ◆	+7 ◆	+4 ◆
B21	The people in my team are encouraged to come up with new and better ways of doing things	46	42	7	5	0	88%	+3 ◆	+14 ◆	+9 ◆



All questions by theme

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

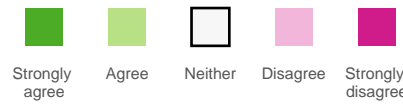
Learning and development

62% +1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B22	I am able to access the right learning and development opportunities when I need to	26	48	13	9	5	74%	+1	+14 ◆	+7 ◆
B23	Learning and development activities I have completed in the past 12 months have helped to improve my performance	22	38	22	13	5	60%	+1	+9 ◆	+3 ◆
B24	There are opportunities for me to develop my career in the Legal Aid Agency	22	39	18	14	7	61%	+2 ◆	+18 ◆	+10 ◆
B25	Learning and development activities I have completed while working for the Legal Aid Agency are helping me to develop my career	20	33	24	16	7	53%	+2 ◆	+10 ◆	+2 ◆

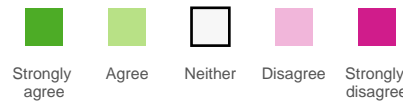
Inclusion and fair treatment

85% +2

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B26	I am treated fairly at work	38	48	7	5	5	86%	+2 ◆	+7 ◆	+3 ◆
B27	I am treated with respect by the people I work with	41	50	5	5	5	91%	+2 ◆	+6 ◆	+3 ◆
B28	I feel valued for the work I do	32	42	13	9	5	74%	+2 ◆	+10 ◆	+4 ◆
B29	I think that the Legal Aid Agency respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	46	44	6	6	5	90%	+1 ◆	+16 ◆	+12 ◆



All questions by theme

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

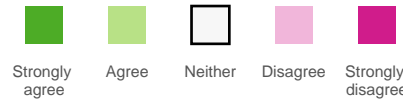
Resources and workload

81% +1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B30 In my job, I am clear what is expected of me	37	54	5	0	0	91%	+1 ◆	+9 ◆	+5 ◆
B31 I get the information I need to do my job well	26	50	13	9	0	76%	+2 ◆	+7 ◆	+1 ◆
B32 I have clear work objectives	32	53	9	0	0	85%	+1 ◆	+10 ◆	+6 ◆
B33 I have the skills I need to do my job effectively	37	52	7	0	0	89%	+1	0	-2 ◆
B34 I have the tools I need to do my job effectively	26	48	13	10	0	74%	0	+4 ◆	-2 ◆
B35 I have an acceptable workload	22	50	12	12	0	72%	+1	+13 ◆	+7 ◆
B36 I achieve a good balance between my work life and my private life	36	46	10	5	0	81%	+2 ◆	+15 ◆	+10 ◆

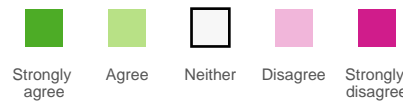
Pay and benefits

44% +2

Difference from previous survey



Strength of association with engagement



Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B37 I feel that my pay adequately reflects my performance	10	29	15	30	16	38%	0	+6 ◆	-1
B38 I am satisfied with the total benefits package	16	40	20	16	9	56%	+5 ◆	+22 ◆	+15 ◆
B39 Compared to people doing a similar job in other organisations I feel my pay is reasonable	12	25	17	27	20	37%	0	+10 ◆	+2 ◆



## All questions by theme

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

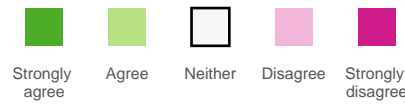
### Leadership and managing change

**65%** +2

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

Question ID	Statement	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B40	I feel that the Legal Aid Agency as a whole is managed well	18	51	17	10	6	69%	+4 ◆	+22 ◆	+11 ◆
B41	Senior managers in the Legal Aid Agency are sufficiently visible	24	53	14	7	6	78%	0	+23 ◆	+12 ◆
B42	I believe the actions of senior managers are consistent with the Legal Aid Agency's values	20	48	21	8	6	68%	+3 ◆	+20 ◆	+11 ◆
B43	I believe that senior managers have a clear vision for the future of the Legal Aid Agency	22	49	20	6	6	71%	+2 ◆	+29 ◆	+17 ◆
B44	Overall, I have confidence in the decisions made by the Legal Aid Agency's senior managers	19	46	21	10	6	65%	+4 ◆	+21 ◆	+10 ◆
B45	I feel that change is managed well in the Legal Aid Agency	16	42	18	19	5	58%	+2 ◆	+28 ◆	+17 ◆
B46	When changes are made in the Legal Aid Agency they are usually for the better	15	39	27	15	6	53%	+2 ◆	+23 ◆	+15 ◆
B47	The Legal Aid Agency keeps me informed about matters that affect me	19	52	14	11	6	71%	+1	+15 ◆	+7 ◆
B48	I have the opportunity to contribute my views before decisions are made that affect me	16	37	21	21	6	52%	-1	+15 ◆	+5 ◆
B49	I think it is safe to challenge the way things are done in the Legal Aid Agency	19	42	21	12	6	62%	+5 ◆	+18 ◆	+13 ◆



## 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 CS2016	Difference from CS High Performers
B50 I am proud when I tell others I am part of the Legal Aid Agency	25	41	25	7	7	66%	+3 ◆	+7 ◆	0
B51 I would recommend the Legal Aid Agency as a great place to work	27	42	21	7	7	69%	+4 ◆	+18 ◆	+8 ◆
B52 I feel a strong personal attachment to the Legal Aid Agency	25	36	24	12	7	61%	+5 ◆	+13 ◆	+5 ◆
B53 The Legal Aid Agency inspires me to do the best in my job	22	37	25	11	7	60%	+2 ◆	+14 ◆	+7 ◆
B54 The Legal Aid Agency motivates me to help it achieve its objectives	22	38	25	11	7	60%	+3 ◆	+16 ◆	+10 ◆

### Taking action

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B55 I believe that senior managers in the Legal Aid Agency will take action on the results from this survey	26	45	16	8	7	72%	+6 ◆	+25 ◆	+17 ◆
B56 I believe that managers where I work will take action on the results from this survey	31	47	12	6	6	78%	+4 ◆	+22 ◆	+13 ◆
B57 Where I work, I think effective action has been taken on the results of the last survey	26	39	22	8	7	66%	+5 ◆	+31 ◆	+25 ◆





## All questions by theme

◆ indicates statistically significant difference from comparison  
 ▲ 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 CS2016	Difference from CS High Performers
B58 I am trusted to carry out my job effectively	44	49				94%	+2 ◆	+6 ◆	+4 ◆
B59 I believe I would be supported if I try a new idea, even if it may not work	33	46	14	6		79%	+1	+10 ◆	+5 ◆
B60 When I talk about the Legal Aid Agency I say "we" rather than "they"	33	46	13	7		79%	+4 ◆	+7 ◆	0
B61 I have some really good friendships at work	44	44	8			88%	+4 ◆	+11 ◆	+7 ◆

### Leadership statement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B62 Senior managers in the Legal Aid Agency actively role model the behaviours set out in the Civil Service Leadership Statement	19	47	25	7		66%	+10 ◆	+22 ◆	+16 ◆
B63 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	28	47	17	5		75%	+6 ◆	+14 ◆	+8 ◆



### All questions by theme

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

## Wellbeing

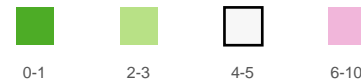


Unlike the questions B01-B63 which ask people to rate their agreement from strongly agree to strongly disagree, the four wellbeing questions use a 11-point scale. The scale ranges from 0 to 10 for each question, where 0 is equivalent to 'not at all' (e.g. 'not at all satisfied' or 'not at all worthwhile') 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.

Question	0-4	5-6	7-8	9-10	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
W01 Overall, how satisfied are you with your life nowadays?	10	20	51	20	71%	+1	+4 ◆	+1 ◆
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	8	17	49	26	75%	+1	+4 ◆	+1
W03 Overall, how happy did you feel yesterday?	12	20	44	24	68%	+3 ◆	+5 ◆	+2 ◆

For question W04 the percent positive is the proportion answering 0, 1, 2 or 3 to the question.



Question	0-1	2-3	4-5	6-10	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
W04 Overall, how anxious did you feel yesterday?	27	26	18	29	53%	+2 ◆	+3 ◆	0



## 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 the Legal Aid Agency?

			Difference from previous survey	Difference from CS2016	Difference from CS High Performers
I want to leave the Legal Aid Agency as soon as possible		6%	-1	-2 ◇	-5 ◇
I want to leave the Legal Aid Agency within the next 12 months		12%	-2	-3 ◇	-7 ◇
I want to stay working for the Legal Aid Agency for at least the next year		33%	+3	0	-6 ◇
I want to stay working for the Legal Aid Agency for at least the next three years		50%	0	+7 ◇	-1 ◇

### The Civil Service Code

Differences are based on '% Yes' score

	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?			93%	+3 ◇	+1 ◇	-3 ◇
D02. Are you aware of how to raise a concern under the Civil Service Code?			75%	+3 ◇	+8 ◇	0
D03. Are you confident that if you raised a concern under the Civil Service Code in the Legal Aid Agency it would be investigated properly?			77%	+4 ◇	+9 ◇	+2 ◇

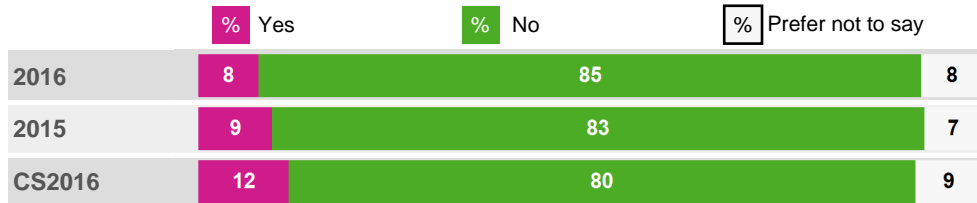


## All questions by theme

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

### Discrimination, harassment and bullying

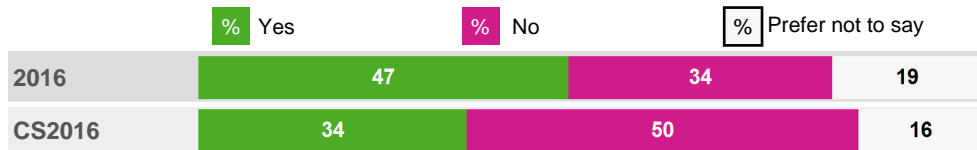
E01. During the past 12 months, have you personally experienced discrimination at work?



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



For respondents who selected 'Yes' to question E03.  
 E05. Did you report the bullying and harassment you experienced?



For respondents who selected 'Yes' to question E03.  
 E06. In your opinion, has this issue been resolved?



For respondents who selected 'Yes' to question E01.  
 E02. On which of the following grounds have you personally experienced discrimination at work in the past 12 months? (multiple selection)

Ground	Response Count
Age	15
Caring responsibilities	--
Disability	14
Ethnic background	--
Gender	11
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	31
Main spoken/written language or language ability	--
Religion or belief	--
Sexual orientation	--
Social or educational background	--
Working location	13
Working pattern	23
Any other grounds	21
Prefer not to say	--

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)

Person	Response Count
A colleague	40
Your manager	19
Another manager in my part of LAA	26
Someone you manage	--
Someone who works for another part of LAA	--
A member of the public	--
Someone else	--
Prefer not to say	16

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



All questions by theme

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

Legal Aid Agency questions

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01	I believe continuous improvement activity has made a positive difference to the way I work	20	43	24	10		63%	+1
F02	I demonstrate the behaviour, culture and values that the Legal Aid Agency expects of me	39	55		6		94%	+1 ◆
F03	I have developed my professional skills over the last 12 months	30	44	14	10		74%	--
F04	I have discussed and agreed with my line manager my plan for learning and development this year	29	49	11	9		78%	+4 ◆
F05	As a result of my development plan this year, I am strengthening my capability	26	40	21	11		66%	+3 ◆
F06	I feel responsible for achieving value for money when I take decisions^	41	46		10		87%	+3 ◆
F07	I consider value for money implications of the decisions that I make in my day to day work^	42	46		8		89%	+2 ◆
F08	I am aware of the Legal Aid Agency's three strategic objectives	Yes: 90%		No: 10%			90%	--
F09	I understand how my work fits into the wider work of the Ministry of Justice	35	56		6		91%	--
F10	I am aware of LAA initiatives to enhance staff wellbeing	37	53		6		90%	--
F11	Having a diversity objective has maintained or improved my awareness of my responsibility to treat everyone equally	27	42	17	9		70%	--
F12	My manager recognises that people with different experiences and backgrounds bring additional value to the team	34	49	14			83%	--
F13	I am confident that the Legal Aid Agency is taking effective action to reduce discrimination, bullying and harassment	31	47	16	5		77%	+5 ◆



## 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 <b>Theme score % positive</b> ).
Previous survey	Comparisons to the previous survey relate to the results from the 2015 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.
CS2016	The CS2016 benchmark is the median percent positive across all organisations that participated in the 2016 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 2016 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, CS2016 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 2016 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 fewer 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.