



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 CS2014	Difference from CS High Performers
Leadership and Managing Change		61%	+6	+18	+11
My work		76%	+5	0	-3
My manager		71%	+1	+3	0
Learning and development		60%	+13	+11	+5
Pay and benefits		45%	-1	+17	+10
Resources and workload		79%	+2	+5	+2
My team		86%	+2	+7	+3
Organisational objectives and purpose		90%	+1	+7	+2
Inclusion and fair treatment		80%	+3	+5	+2

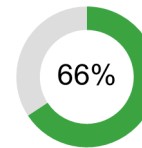


Strength of association with engagement

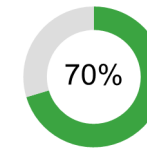


Statistically significant difference from comparison

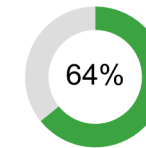
Wellbeing



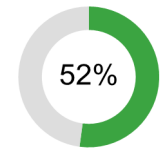
Overall, how satisfied are you with your life nowadays?



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

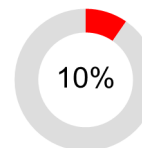


Overall, how happy did you feel yesterday?

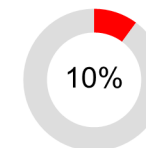


No or low anxiety yesterday

Discrimination, bullying and harassment

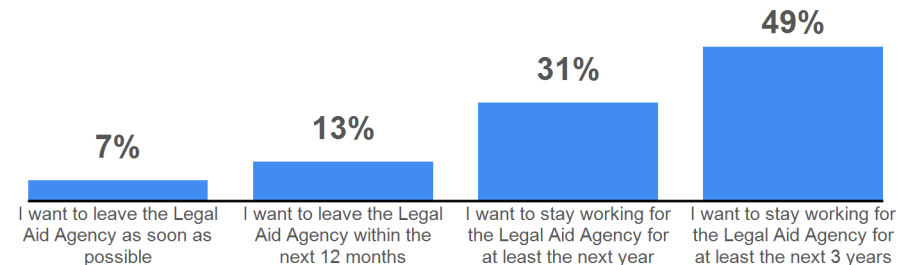


During the past 12 months have you personally experienced discrimination at work?



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

76% +5

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B01 I am interested in my work	40	47	8	5		87%	0	-3 ◆	-6 ◆
B02 I am sufficiently challenged by my work	34	44	10	10		77%	+6 ◆	-2 ◆	-5 ◆
B03 My work gives me a sense of personal accomplishment	30	46	13	8		76%	+5 ◆	+1 ◆	-2 ◆
B04 I feel involved in the decisions that affect my work	25	38	17	15	5	63%	+7 ◆	+7 ◆	+1 ◆
B05 I have a choice in deciding how I do my work	33	41	11	11		74%	+4 ◆	-1	-6 ◆

Organisational objectives and purpose

90% +1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B06 I have a clear understanding of the Legal Aid Agency's purpose	39	52	7			91%	0	+5 ◆	0
B07 I have a clear understanding of the Legal Aid Agency's objectives	36	52	9			88%	0	+8 ◆	+3 ◆
B08 I understand how my work contributes to the Legal Aid Agency's objectives	39	52	7			90%	+3 ◆	+7 ◆	+2 ◆



All questions by theme

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 ^ indicates a variation in question wording from your previous survey

My manager

71% +1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B09	My manager motivates me to be more effective in my job	29	41	17	9		69%	+3 ◇	+1 ◇	-2 ◇
B10	My manager is considerate of my life outside work	45	38	11			83%	+2 ◇	+2 ◇	-3 ◇
B11	My manager is open to my ideas	38	42	13			80%	-1	0	-4 ◇
B12	My manager helps me to understand how I contribute to the Legal Aid Agency's objectives	28	42	21	6		70%	-1	+6 ◇	+1 ◇
B13	Overall, I have confidence in the decisions made by my manager	34	41	14	7		75%	+2 ◇	+2 ◇	-2 ◇
B14	My manager recognises when I have done my job well	35	42	12	8		77%	-1	0	-4 ◇
B15	I receive regular feedback on my performance	27	46	15	9		73%	+5 ◇	+8 ◇	+4 ◇
B16	The feedback I receive helps me to improve my performance	26	42	22	7		68%	+4 ◇	+7 ◇	+2 ◇
B17	I think that my performance is evaluated fairly	26	43	18	9		68%	0	+6 ◇	+2 ◇
B18	Poor performance is dealt with effectively in my team	15	30	30	15	10	45%	+2 ◇	+6 ◇	+2 ◇

My team

86% +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 CS2014	Difference from CS High Performers
B19	The people in my team can be relied upon to help when things get difficult in my job	46	41	8			87%	+2 ◇	+3 ◇	0
B20	The people in my team work together to find ways to improve the service we provide	43	43	9			86%	+3 ◇	+6 ◇	+3 ◇
B21	The people in my team are encouraged to come up with new and better ways of doing things	41	43	10			84%	+2 ◇	+10 ◇	+6 ◇



All questions by theme

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Learning and development

60% +13

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B22	I am able to access the right learning and development opportunities when I need to	24	51	15	7		75%	+11 ◆	+13 ◆	+8 ◆
B23	Learning and development activities I have completed in the past 12 months have helped to improve my performance	20	39	26	12		59%	+12 ◆	+8 ◆	+2 ◆
B24	There are opportunities for me to develop my career in the Legal Aid Agency	19	39	20	14	8	58%	+19 ◆	+16 ◆	+9 ◆
B25	Learning and development activities I have completed while working for the Legal Aid Agency are helping me to develop my career	18	31	29	15	6	49%	+11 ◆	+6 ◆	0

Inclusion and fair treatment

80% +3

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 CS2014	Difference from CS High Performers
B26	I am treated fairly at work	34	49	9	5		83%	+3 ◆	+4 ◆	0
B27	I am treated with respect by the people I work with	37	49	9			86%	+3 ◆	+2 ◆	-1 ◆
B28	I feel valued for the work I do	28	42	15	11		70%	+4 ◆	+5 ◆	0
B29	I think that the Legal Aid Agency respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	37	47	11			83%	+3 ◆	+10 ◆	+5 ◆



All questions by theme

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Resources and workload **79%** +2 Difference from previous survey

Strength of association with engagement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B30 In my job, I am clear what is expected of me	34	55	6			89%	+1	+5 ◆	+2 ◆
B31 I get the information I need to do my job well	22	50	15	10		72%	+6 ◆	+2 ◆	-1 ◆
B32 I have clear work objectives	28	54	10	6		82%	+1 ◆	+6 ◆	+3 ◆
B33 I have the skills I need to do my job effectively	34	56	7			90%	+2 ◆	+1 ◆	-1 ◆
B34 I have the tools I need to do my job effectively	22	51	13	11		73%	+1 ◆	+1 ◆	-3 ◆
B35 I have an acceptable workload	19	53	13	12		72%	+3 ◆	+13 ◆	+6 ◆
B36 I achieve a good balance between my work life and my private life	30	48	12	7		78%	0	+12 ◆	+4 ◆

Pay and benefits **45%** -1 Difference from previous survey

Strength of association with engagement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B37 I feel that my pay adequately reflects my performance	9	31	19	27	14	41%	-1	+11 ◆	+4 ◆
B38 I am satisfied with the total benefits package	14	41	23	17	6	55%	0	+23 ◆	+15 ◆
B39 Compared to people doing a similar job in other organisations I feel my pay is reasonable	11	29	22	24	14	40%	-2 ◆	+16 ◆	+9 ◆



All questions by theme

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Leadership and Managing Change

61% +6

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question ID	Statement	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B40	I feel that the Legal Aid Agency as a whole is managed well	17	48	21	11	5	65%	+6 ◆	+19 ◆	+9 ◆
B41	Senior managers in the Legal Aid Agency are sufficiently visible	25	54	14	5	2	79%	+2 ◆	+26 ◆	+16 ◆
B42	I believe the actions of senior managers are consistent with the Legal Aid Agency's values	19	47	23	8	3	66%	+6 ◆	+19 ◆	+11 ◆
B43	I believe that the Executive Team has a clear vision for the future of the Legal Aid Agency	23	50	21	5	1	73%	+3 ◆	+28 ◆	+20 ◆
B44	Overall, I have confidence in the decisions made by the Legal Aid Agency's senior managers	18	43	25	9	5	61%	+7 ◆	+17 ◆	+10 ◆
B45	I feel that change is managed well in the Legal Aid Agency	12	40	23	19	6	52%	+7 ◆	+21 ◆	+14 ◆
B46	When changes are made in the Legal Aid Agency they are usually for the better	12	36	31	17	4	48%	+10 ◆	+18 ◆	+11 ◆
B47	The Legal Aid Agency keeps me informed about matters that affect me	17	51	18	10	4	69%	+7 ◆	+11 ◆	+5 ◆
B48	I have the opportunity to contribute my views before decisions are made that affect me	14	34	25	20	7	48%	+6 ◆	+12 ◆	+5 ◆
B49	I think it is safe to challenge the way things are done in the Legal Aid Agency	15	40	25	13	6	55%	+6 ◆	+14 ◆	+7 ◆



All questions by theme

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Engagement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B50 I am proud when I tell others I am part of the Legal Aid Agency	22	40	29	7	7	61%	+8 ◆	+3 ◆	-4 ◆
B51 I would recommend the Legal Aid Agency as a great place to work	22	40	25	9	4	62%	+10 ◆	+14 ◆	+3 ◆
B52 I feel a strong personal attachment to the Legal Aid Agency	22	34	26	14	4	56%	+6 ◆	+8 ◆	+2 ◆
B53 The Legal Aid Agency inspires me to do the best in my job	20	36	28	12	4	56%	+8 ◆	+11 ◆	+5 ◆
B54 The Legal Aid Agency motivates me to help it achieve its objectives	18	38	28	12	4	56%	+9 ◆	+14 ◆	+7 ◆

Taking action

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	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	23	44	19	9	5	67%	+2 ◆	+22 ◆	+13 ◆
B56 I believe that managers where I work will take action on the results from this survey	28	43	16	8	5	71%	+2 ◆	+15 ◆	+10 ◆
B57 Where I work, I think effective action has been taken on the results of the last survey	24	36	28	8	5	60%	+6 ◆	+25 ◆	+19 ◆



All questions by theme

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Organisational Culture

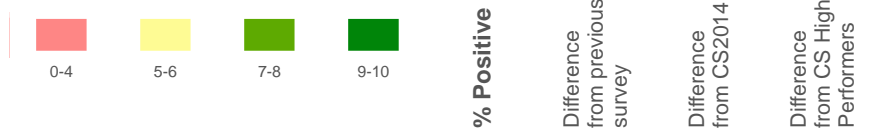
	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B58 I am trusted to carry out my job effectively	41	49	6			90%	-1 ◇	+2 ◇	0
B59 I believe I would be supported if I try a new idea, even if it may not work	27	46	17	8		73%	+4 ◇	+5 ◇	+1 ◇
B60 My performance is evaluated based on whether I get things done, rather than solely follow processes	25	45	19	8		70%	+2 ◇	+5 ◇	0
B61 When I talk about the Legal Aid Agency I say "we" rather than "they"	29	45	18	6		74%	+3 ◇	+6 ◇	-4 ◇
B62 I have some really good friendships at work	40	44	11			84%	+2 ◇	+8 ◇	+4 ◇



All questions by theme

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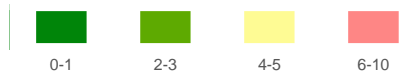
Wellbeing



Unlike the questions B01-B62 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. For question W04 the percent positive is the proportion answering 0, 1, 2 or 3 to the question.

Question	0-4	5-6	7-8	9-10	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
W01 Overall, how satisfied are you with your life nowadays?	12	23	47	18	66%	+2 ◆	+2 ◆	-1
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	8	21	43	27	70%	+1	+1 ◆	-2 ◆
W03 Overall, how happy did you feel yesterday?	14	22	42	23	64%	+3 ◆	+4 ◆	+1



W04 Overall, how anxious did you feel yesterday?	24	28	19	29	52%	0	+2 ◆	-1
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All questions by theme

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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 CS2014	Difference from CS High Performers
I want to leave the Legal Aid Agency as soon as possible		7%	-1	-1 ◇	-3 ◇
I want to leave the Legal Aid Agency within the next 12 months		13%	-4 ◇	-1 ◇	-5 ◇
I want to stay working for the Legal Aid Agency for at least the next year		31%	+3 ◇	0	-6 ◇
I want to stay working for the Legal Aid Agency for at least the next 3 years		49%	+1	+3 ◇	-5 ◇

The Civil Service Code

Differences are based on '% Yes' score

	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		11	89%	+1 ◇	-1 ◇	-5 ◇
D02. Are you aware of how to raise a concern under the Civil Service Code?		39	61%	+3 ◇	-3 ◇	-10 ◇
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?		31	69%	+1 ◇	0	-5 ◇

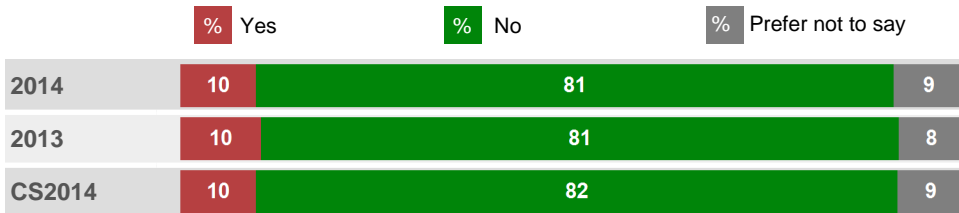


All questions by theme

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Discrimination, harassment and bullying

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



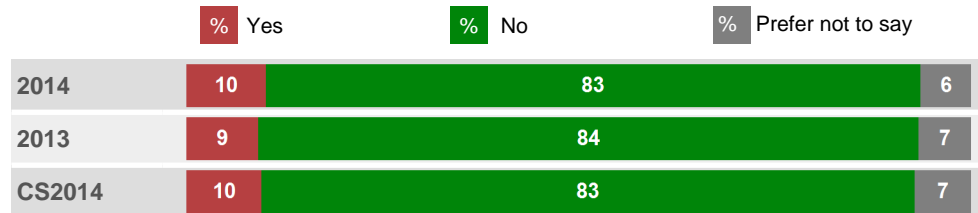
For respondents who selected 'Yes' to question E01.

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

Ground	Response Count
Age	13
Caring responsibilities	11
Disability	19
Ethnic background	11
Gender	12
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	51
Main spoken/written language or language ability	--
Religion or belief	--
Sexual orientation	--
Social or educational background	--
Working location	17
Working pattern	30
Any other grounds	31
Prefer not to say	13

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)

Who	Response Count
A colleague	67
Your manager	33
Another manager in my part of the Legal Aid Agency	29
Someone you manage	--
Someone who works for another part of the Legal Aid Agency	15
A member of the public	--
Someone else	--
Prefer not to say	19

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



All questions by theme

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Legal Aid Agency questions

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01	I have agreed objectives which define what I do (activities) and how I do it (behaviours)	26	56	10	5		82%	+4 ◆
F02	I review my learning and development needs with my manager on a regular basis	22	48	15	11		70%	+10 ◆
F03	I have discussed and agreed with my line manager my plan for learning and development this year	23	47	15	11		70%	+9 ◆
F04	I have taken steps this year to improve my financial and /or commercial awareness e.g. through learning activities, attending a finance workshop, discussions at team meetings, etc	17	40	23	15	5	57%	--
F06	I work collaboratively with other LAA and/or MoJ colleagues	37	51	9			87%	--
F07	We have discussed the MoJ Story in our team and what it means for us	20	35	22	18	5	55%	--
F08	I am confident that the Legal Aid Agency is taking effective action to reduce discrimination, bullying and harassment	23	45	22	6		68%	+11 ◆
F09	Overall, I am satisfied with the job I do	28	51	13	5		79%	+3 ◆
F10	(Line managers only) I am held accountable for the value for money resulting from my decisions	28	36	29	5		64%	-1



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 Theme score % positive).
Previous survey	Comparisons to the previous survey relate to the results from the 2013 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.
CS2014	The CS2014 benchmark is the median percent positive across all organisations that participated in the 2014 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 2014 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, CS2014 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 2014 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 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.