



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.

## Engagement Index

# 66%

Difference from previous survey **0**

Difference from CS2015 **+7** ✧

Difference from CS High Performers **+3** ✧

## My work

# 77%

Difference from previous survey **+1** ✧

Difference from CS2015 **+2** ✧

Difference from CS High Performers **-1** ✧

## Organisational objectives and purpose

# 90%

Difference from previous survey **0**

Difference from CS2015 **+7** ✧

Difference from CS High Performers **+4** ✧

## My manager

# 74%

Difference from previous survey **+3** ✧

Difference from CS2015 **+6** ✧

Difference from CS High Performers **+3** ✧

## My team

# 87%

Difference from previous survey **+1**

Difference from CS2015 **+7** ✧

Difference from CS High Performers **+4** ✧

## Learning and development

# 61%

Difference from previous survey **+1**

Difference from CS2015 **+11** ✧

Difference from CS High Performers **+5** ✧

## Inclusion and fair treatment

# 83%

Difference from previous survey **+3** ✧

Difference from CS2015 **+9** ✧

Difference from CS High Performers **+5** ✧

## Resources and workload

# 80%

Difference from previous survey **0**

Difference from CS2015 **+7** ✧

Difference from CS High Performers **+3** ✧

## Pay and benefits

# 42%

Difference from previous survey **-3** ✧

Difference from CS2015 **+13** ✧

Difference from CS High Performers **+6** ✧

## Leadership and managing change

# 63%

Difference from previous survey **+1**

Difference from CS2015 **+20** ✧

Difference from CS High Performers **+11** ✧



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 CS2015	Difference from CS High Performers
Leadership and managing change		63%	+1	+20 ✧	+11 ✧
My work		77%	+1 ✧	+2 ✧	-1 ✧
My manager		74%	+3 ✧	+6 ✧	+3 ✧
Pay and benefits		42%	-3 ✧	+13 ✧	+6 ✧
Resources and workload		80%	0	+7 ✧	+3 ✧
Learning and development		61%	+1	+11 ✧	+5 ✧
Organisational objectives and purpose		90%	0	+7 ✧	+4 ✧
My team		87%	+1	+7 ✧	+4 ✧
Inclusion and fair treatment		83%	+3 ✧	+9 ✧	+5 ✧

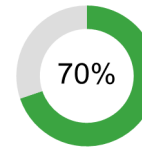


Strength of association with engagement

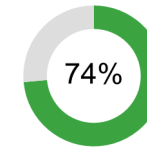


Statistically significant difference from comparison

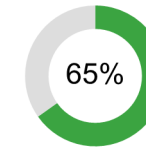
## Wellbeing



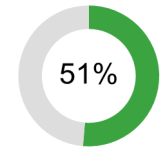
Overall, how satisfied are you with your life nowadays?



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

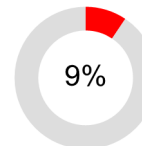


Overall, how happy did you feel yesterday?

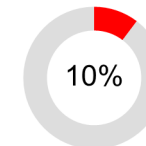


Overall, how anxious did you feel yesterday?

## Discrimination, bullying and harassment

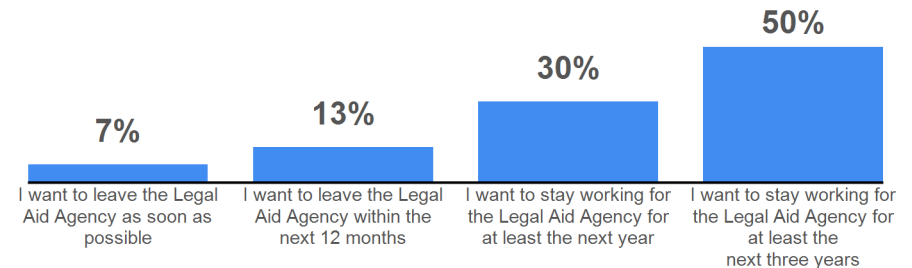


During the past 12 months have you personally experienced discrimination at work?



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

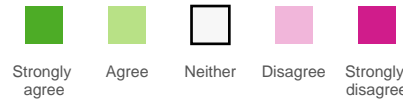
My work

77% +1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B01 I am interested in my work	39	49	6			88%	+2 ◆	-1 ◆	-3 ◆
B02 I am sufficiently challenged by my work	35	43	10	9		78%	+1	-1	-4 ◆
B03 My work gives me a sense of personal accomplishment	32	45	12	8		77%	0	+1 ◆	-2 ◆
B04 I feel involved in the decisions that affect my work	24	41	14	16	5	65%	+2 ◆	+9 ◆	+1 ◆
B05 I have a choice in deciding how I do my work	34	42	11	9		76%	+2 ◆	+3 ◆	-3 ◆

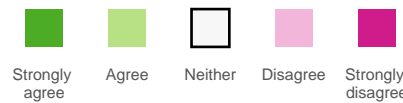
Organisational objectives and purpose

90% 0

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B06 I have a clear understanding of the Legal Aid Agency's purpose	39	53	6			92%	+1	+7 ◆	+3 ◆
B07 I have a clear understanding of the Legal Aid Agency's objectives	35	52	8			88%	-1	+8 ◆	+3 ◆
B08 I understand how my work contributes to the Legal Aid Agency's objectives	38	52	6			91%	0	+8 ◆	+4 ◆



All questions by theme

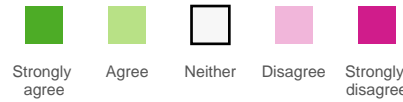
◇ indicates statistically significant difference from comparison  
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My manager

74% +3 Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

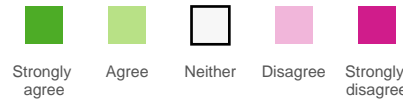
Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B09	My manager motivates me to be more effective in my job	31	43	14	8	8	73%	+4 ◇	+6 ◇	+1 ◇
B10	My manager is considerate of my life outside work	47	39	8	8	8	86%	+3 ◇	+4 ◇	0
B11	My manager is open to my ideas	41	43	10	8	8	84%	+4 ◇	+3 ◇	0
B12	My manager helps me to understand how I contribute to the Legal Aid Agency's objectives	30	43	17	7	7	73%	+3 ◇	+10 ◇	+5 ◇
B13	Overall, I have confidence in the decisions made by my manager	36	43	11	7	7	78%	+3 ◇	+6 ◇	+1 ◇
B14	My manager recognises when I have done my job well	38	42	10	7	7	80%	+3 ◇	+2 ◇	-1
B15	I receive regular feedback on my performance	30	44	13	10	10	73%	+1	+7 ◇	+3 ◇
B16	The feedback I receive helps me to improve my performance	29	41	18	8	8	70%	+2 ◇	+8 ◇	+5 ◇
B17	I think that my performance is evaluated fairly	27	42	17	10	10	69%	+1	+7 ◇	+1 ◇
B18	Poor performance is dealt with effectively in my team	16	32	30	14	8	48%	+3 ◇	+9 ◇	+5 ◇

My team

87% +1 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 CS2015	Difference from CS High Performers
B19	The people in my team can be relied upon to help when things get difficult in my job	49	40	6	6	6	89%	+2 ◇	+4 ◇	+2 ◇
B20	The people in my team work together to find ways to improve the service we provide	46	40	9	9	9	86%	0	+6 ◇	+2 ◇
B21	The people in my team are encouraged to come up with new and better ways of doing things	44	41	9	5	5	85%	+1	+11 ◇	+7 ◇



## All questions by theme

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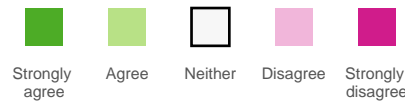
### Learning and development

**61%** +1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B22	I am able to access the right learning and development opportunities when I need to	25	48	14	9	5	73%	-1 ◆	+11 ◆	+6 ◆
B23	Learning and development activities I have completed in the past 12 months have helped to improve my performance	21	38	24	13	5	59%	0	+7 ◆	+1
B24	There are opportunities for me to develop my career in the Legal Aid Agency	21	38	20	12	8	59%	+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	19	33	26	15	7	52%	+3 ◆	+8 ◆	+2 ◆

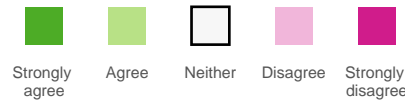
### Inclusion and fair treatment

**83%** +3

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B26	I am treated fairly at work	35	49	8	5	5	84%	+1 ◆	+6 ◆	+2 ◆
B27	I am treated with respect by the people I work with	39	49	7	7	5	88%	+2 ◆	+4 ◆	+1 ◆
B28	I feel valued for the work I do	31	41	14	10	7	72%	+2 ◆	+8 ◆	+3 ◆
B29	I think that the Legal Aid Agency respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	42	46	6	6	5	89%	+5 ◆	+16 ◆	+11 ◆



All questions by theme

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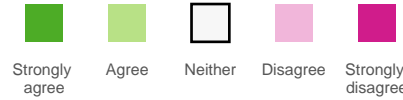
Resources and workload

80% 0

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B30 In my job, I am clear what is expected of me	35	55	6	1	1	90%	+1 ◆	+7 ◆	+4 ◆
B31 I get the information I need to do my job well	23	50	12	12	1	73%	+1	+4 ◆	0
B32 I have clear work objectives	30	54	10	5	1	84%	+2 ◆	+8 ◆	+4 ◆
B33 I have the skills I need to do my job effectively	35	53	7	1	1	88%	-2 ◆	0	-2 ◆
B34 I have the tools I need to do my job effectively	23	50	11	12	1	74%	+1	+5 ◆	0
B35 I have an acceptable workload	20	51	13	11	5	70%	-1 ◆	+11 ◆	+6 ◆
B36 I achieve a good balance between my work life and my private life	31	49	11	8	1	79%	+1	+12 ◆	+7 ◆

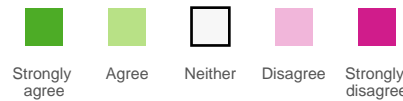
Pay and benefits

42% -3

Difference from previous survey



Strength of association with engagement



Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B37 I feel that my pay adequately reflects my performance	10	29	16	29	16	39%	-2 ◆	+7 ◆	+1 ◆
B38 I am satisfied with the total benefits package	13	38	24	17	8	51%	-4 ◆	+18 ◆	+12 ◆
B39 Compared to people doing a similar job in other organisations I feel my pay is reasonable	11	26	20	26	17	37%	-4 ◆	+11 ◆	+5 ◆



All questions by theme

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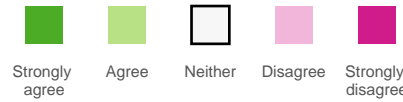
Leadership and managing change

63% +1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question ID	Statement	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B40	I feel that the Legal Aid Agency as a whole is managed well	16	49	19	11	5	65%	+1	+20 ◆	+9 ◆
B41	Senior managers in the Legal Aid Agency are sufficiently visible	23	55	11	8	3	77%	-1 ◆	+24 ◆	+12 ◆
B42	I believe the actions of senior managers are consistent with the Legal Aid Agency's values	17	48	22	8	5	65%	-1	+20 ◆	+9 ◆
B43	I believe that the Executive Team has a clear vision for the future of the Legal Aid Agency	20	49	21	6	4	70%	-3 ◆	+27 ◆	+16 ◆
B44	Overall, I have confidence in the decisions made by the Legal Aid Agency's senior managers	16	44	23	11	5	61%	0	+19 ◆	+9 ◆
B45	I feel that change is managed well in the Legal Aid Agency	13	43	19	19	7	56%	+4 ◆	+26 ◆	+17 ◆
B46	When changes are made in the Legal Aid Agency they are usually for the better	13	38	28	16	5	51%	+4 ◆	+24 ◆	+16 ◆
B47	The Legal Aid Agency keeps me informed about matters that affect me	18	53	16	10	3	71%	+2 ◆	+15 ◆	+6 ◆
B48	I have the opportunity to contribute my views before decisions are made that affect me	14	40	20	18	8	54%	+6 ◆	+18 ◆	+9 ◆
B49	I think it is safe to challenge the way things are done in the Legal Aid Agency	16	41	22	15	6	57%	+2 ◆	+16 ◆	+7 ◆



All questions by theme

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Engagement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B50 I am proud when I tell others I am part of the Legal Aid Agency	23	41	25	9	9	63%	+2 ◆	+6 ◆	-3 ◆
B51 I would recommend the Legal Aid Agency as a great place to work	24	41	23	9	9	65%	+2 ◆	+18 ◆	+6 ◆
B52 I feel a strong personal attachment to the Legal Aid Agency	22	34	25	15	5	56%	+1	+9 ◆	+3 ◆
B53 The Legal Aid Agency inspires me to do the best in my job	20	38	26	12	9	58%	+2 ◆	+14 ◆	+7 ◆
B54 The Legal Aid Agency motivates me to help it achieve its objectives	19	38	27	12	9	57%	0	+15 ◆	+8 ◆

Taking action

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	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	22	43	19	9	6	65%	-1 ◆	+22 ◆	+10 ◆
B56 I believe that managers where I work will take action on the results from this survey	28	45	14	7	6	73%	+3 ◆	+18 ◆	+11 ◆
B57 Where I work, I think effective action has been taken on the results of the last survey	23	39	24	9	6	61%	+2 ◆	+28 ◆	+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 CS2015	Difference from CS High Performers
B58 I am trusted to carry out my job effectively	44	48	5			91%	+1 ◇	+4 ◇	+2 ◇
B59 I believe I would be supported if I try a new idea, even if it may not work	31	46	13	7		78%	+4 ◇	+10 ◇	+5 ◇
B60 My performance is evaluated based on whether I get things done, rather than solely follow processes	27	46	16	7		73%	+3 ◇	+8 ◇	+4 ◇
B61 When I talk about the Legal Aid Agency I say "we" rather than "they"	30	45	15	7		74%	0	+5 ◇	-4 ◇
B62 I have some really good friendships at work	43	41	11			84%	0	+8 ◇	+5 ◇

Leadership statement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B63 My manager inspires my team to do our best	31	44	14	7		75%	--	+8 ◇	+4 ◇
B64 Senior managers inspire people across the Legal Aid Agency to do their best	17	42	25	12	5	59%	--	+21 ◇	+13 ◇
B65 My manager leads our team with confidence	33	44	13	7		76%	--	+6 ◇	0
B66 Senior managers lead the Legal Aid Agency with confidence	21	48	22	7		68%	--	+21 ◇	+11 ◇
B67 My manager empowers me to do my job effectively	31	42	17	6		73%	--	+2 ◇	-2 ◇
B68 The Legal Aid Agency's senior managers empower teams to deliver	17	40	28	10	5	58%	--	+18 ◇	+9 ◇
B69 Senior managers in the Legal Aid Agency actively role model the behaviours set out in the Civil Service Leadership Statement	16	40	31	8	5	56%	--	+20 ◇	+13 ◇
B70 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	26	43	21	7		69%	--	+12 ◇	+7 ◇



## All questions by theme

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### Wellbeing



Unlike the questions B01-B70 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 CS2015	Difference from CS High Performers
W01 Overall, how satisfied are you with your life nowadays?	11	20	49	20	70%	+4 ◆	+5 ◆	+2 ◆
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	9	18	45	29	74%	+3 ◆	+3 ◆	0
W03 Overall, how happy did you feel yesterday?	14	21	40	25	65%	+1	+3 ◆	0

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



W04 Overall, how anxious did you feel yesterday?	26	25	19	30	51%	-1	+1 ◆	-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 CS2015	Difference from CS High Performers
I want to leave the Legal Aid Agency as soon as possible		7%	0	-2 ◇	-5 ◇
I want to leave the Legal Aid Agency within the next 12 months		13%	0	-2 ◇	-7 ◇
I want to stay working for the Legal Aid Agency for at least the next year		30%	-1	-2 ◇	-8 ◇
I want to stay working for the Legal Aid Agency for at least the next three years		50%	+1	+8 ◇	-1

### The Civil Service Code

Differences are based on '% Yes' score

	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		11	89%	+1	-2 ◇	-5 ◇
D02. Are you aware of how to raise a concern under the Civil Service Code?		29	71%	+10 ◇	+5 ◇	-1 ◇
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?		27	73%	+4 ◇	+5 ◇	0

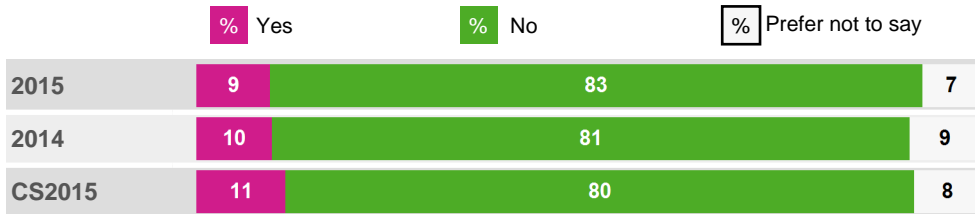


## All questions by theme

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### Discrimination, harassment and bullying

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



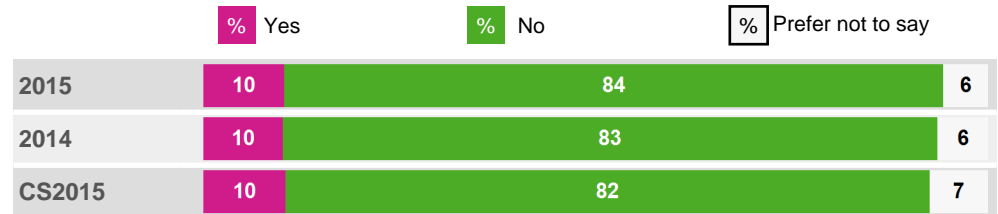
For respondents who selected 'Yes' to question E01.

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

Ground	Response Count
Age	--
Caring responsibilities	12
Disability	16
Ethnic background	14
Gender	--
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	35
Main spoken/written language or language ability	--
Religion or belief	--
Sexual orientation	--
Social or educational background	--
Working location	22
Working pattern	35
Any other grounds	30
Prefer not to say	15

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	58
Your manager	43
Another manager in my part of the Legal Aid Agency	28
Someone you manage	--
Someone who works for another part of the Legal Aid Agency	--
A member of the public	--
Someone else	--
Prefer not to say	20

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	9		62%	--
F02	I demonstrate the behaviour, culture and values that the Legal Aid Agency expects of me	35	58		6		93%	--
F03	I know my role in the MoJ Story	24	53	15	6		77%	--
F04	I have discussed and agreed with my line manager my plan for learning and development this year	27	47	12	10		74%	+4 ◆
F05	As a result of my development plan this year, I am strengthening my capability	24	39	22	11		63%	--
F06	I feel responsible for the value for money resulting from my decisions	35	48		12		84%	--
F07	I consider the value for money of the decisions that I make in my day-to-day work	36	50		10		87%	--
F08	In my office there is a strong feeling of teamwork and collaboration with the rest of the Legal Aid Agency	34	43	12	8		77%	--
F09	I am confident that the Legal Aid Agency is taking effective action to reduce discrimination, bullying and harassment	28	43	18	6		72%	+4 ◆



## 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 2014 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.
CS2015	The CS2015 benchmark is the median percent positive across all organisations that participated in the 2015 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 2015 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, CS2015 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 2015 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.