

# Legal Services Commission

Returns: 1,128

Response rate: 76%

## Your engagement index

**58%**

Difference from previous survey

**+4** ✧

Difference from CS2012

**0**

Difference from CS High Performers

**-5** ✧

See the appendix for further details

### The three elements of engagement and their component questions are:

#### Say: speaks positively of the organisation...

	% Positive	Difference from previous survey	Difference from CS2012
B50. I am proud when I tell others I am part of my organisation^	<b>51%</b>	+11 ✧	-3 ✧
B51. I would recommend my organisation as a great place to work^	<b>46%</b>	+9 ✧	0

#### Stay: emotionally attached and committed to the organisation...

B52. I feel a strong personal attachment to my organisation^	<b>45%</b>	+3 ✧	0
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#### Strive: motivated to do the best for the organisation...

B53. My organisation inspires me to do the best in my job^	<b>43%</b>	+9 ✧	+2 ✧
B54. My organisation motivates me to help it achieve its objectives^	<b>42%</b>	+9 ✧	+3 ✧

✧ = Statistically significant difference from comparison

The results for the engagement questions are shown in detail on page 8

## Drivers of engagement

Employee engagement is shaped by experiences at work, as measured by nine themes in the survey. The table below shows how you performed on each of these 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.

	Strength of association with engagement	Theme score % positive	Difference from previous survey	Difference from CS2012	Difference from CS High Performers
Leadership and managing change		<b>52%</b>	+13 ✧	+11 ✧	+2 ✧
My work		<b>70%</b>	+5 ✧	-3 ✧	-6 ✧
My line manager		<b>69%</b>	+5 ✧	+3 ✧	0
Learning and development		<b>46%</b>	+7 ✧	+2 ✧	-6 ✧
Pay and benefits		<b>47%</b>	+3 ✧	+17 ✧	+12 ✧
Organisational objectives and purpose		<b>86%</b>	+6 ✧	+4 ✧	-1 ✧
Resources and workload		<b>76%</b>	+3 ✧	+2 ✧	-1
Inclusion and fair treatment		<b>74%</b>	+1	0	-3 ✧
My team		<b>79%</b>	+6 ✧	+2 ✧	-1 ✧


✧ = Statistically significant difference from comparison


# Top three key driver themes in more detail


The three themes which have the strongest association with engagement are shown below. Questions are ranked by difference from CS2012.

^ indicates a variation in question wording from your previous survey

◇ indicates statistically significant difference from comparison

	% Positive	Diff. from previous survey	Difference from CS2012
<b>Leadership and managing change</b>	Strength of association with engagement: 		
B43. I believe that the Executive Team has a clear vision for the future of my organisation^	63%	+19 ◇	+23 ◇
B41. Senior managers in my organisation are sufficiently visible^	71%	+21 ◇	+23 ◇
B42. I believe the actions of senior managers are consistent with my organisation's values^	57%	+16 ◇	+15 ◇
B45. I feel that change is managed well in my organisation^	41%	+13 ◇	+12 ◇
B40. I feel that my organisation as a whole is managed well^	53%	+17 ◇	+10 ◇
B44. Overall, I have confidence in the decisions made by my organisation's senior managers^	49%	+12 ◇	+10 ◇
B47. My organisation keeps me informed about matters that affect me^	66%	+8 ◇	+9 ◇
B46. When changes are made in my organisation they are usually for the better^	33%	+11 ◇	+8 ◇
B49. I think it is safe to challenge the way things are done in my organisation^	46%	+8 ◇	+6 ◇
B48. I have the opportunity to contribute my views before decisions are made that affect me	41%	+9 ◇	+5 ◇

	% Positive	Diff. from previous survey	Difference from CS2012
<b>My work</b>	Strength of association with engagement: 		
B04. I feel involved in the decisions that affect my work	54%	+8 ◇	+1
B05. I have a choice in deciding how I do my work	70%	+7 ◇	-2 ◇
B03. My work gives me a sense of personal accomplishment	70%	+5 ◇	-3 ◇
B01. I am interested in my work	86%	+1	-4 ◇
B02. I am sufficiently challenged by my work	72%	+4 ◇	-4 ◇

	% Positive	Diff. from previous survey	Difference from CS2012
<b>My line manager</b>	Strength of association with engagement: 		
B12. My manager helps me to understand how I contribute to my organisation's objectives^	70%	+9 ◇	+9 ◇
B18. Poor performance is dealt with effectively in my team	44%	+3 ◇	+7 ◇
B15. I receive regular feedback on my performance	70%	+6 ◇	+6 ◇
B17. I think that my performance is evaluated fairly	67%	+2 ◇	+4 ◇
B16. The feedback I receive helps me to improve my performance	64%	+5 ◇	+4 ◇
B10. My manager is considerate of my life outside work	82%	+6 ◇	+2 ◇
B11. My manager is open to my ideas	79%	+5 ◇	0
B13. Overall, I have confidence in the decisions made by my manager	71%	+2 ◇	0
B09. My manager motivates me to be more effective in my job	65%	+2 ◇	-1
B14. My manager recognises when I have done my job well	76%	+4 ◇	-1

# All questions by theme

This section shows the results for each question in the survey, by theme.

^ indicates a variation in question wording from your previous survey

◇ indicates statistically significant difference from comparison



My work									
:Strength of association with engagement									
Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2012	Difference from CS High Performers
B01. I am interested in my work	32	53	8	4		86%	+1	-4 ◇	-6 ◇
B02. I am sufficiently challenged by my work	27	45	13	12		72%	+4 ◇	-4 ◇	-8 ◇
B03. My work gives me a sense of personal accomplishment	22	48	16	10	4	70%	+5 ◇	-3 ◇	-7 ◇
B04. I feel involved in the decisions that affect my work	13	41	19	18	8	54%	+8 ◇	+1	-5 ◇
B05. I have a choice in deciding how I do my work	23	46	13	14	4	70%	+7 ◇	-2 ◇	-8 ◇
Organisational objectives and purpose									
:Strength of association with engagement									
B06. I have a clear understanding of my organisation's purpose^	29	59	7			88%	+6 ◇	+4 ◇	-2 ◇
B07. I have a clear understanding of my organisation's objectives^	25	58	10	4		84%	+7 ◇	+5 ◇	-1 ◇
B08. I understand how my work contributes to my organisation's objectives^	28	57	9			86%	+5 ◇	+4 ◇	-1

# All questions by theme

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## My line manager

:Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2012	Difference from CS High Performers
B09. My manager motivates me to be more effective in my job	23	42	18	13	4	65%	+2 ◇	-1	-4 ◇
B10. My manager is considerate of my life outside work	40	43	11	4		82%	+6 ◇	+2 ◇	-1
B11. My manager is open to my ideas	33	46	14	4		79%	+5 ◇	0	-3 ◇
B12. My manager helps me to understand how I contribute to my organisation's objectives <sup>^</sup>	22	47	21	7		70%	+9 ◇	+9 ◇	+4 ◇
B13. Overall, I have confidence in the decisions made by my manager	29	42	18	7	4	71%	+2 ◇	0	-4 ◇
B14. My manager recognises when I have done my job well	30	47	13	8		76%	+4 ◇	-1	-3 ◇
B15. I receive regular feedback on my performance	22	48	15	12	4	70%	+6 ◇	+6 ◇	+2 ◇
B16. The feedback I receive helps me to improve my performance	22	42	25	8		64%	+5 ◇	+4 ◇	+1
B17. I think that my performance is evaluated fairly	20	46	19	10	4	67%	+2 ◇	+4 ◇	-1
B18. Poor performance is dealt with effectively in my team	12	32	29	17	10	44%	+3 ◇	+7 ◇	+2 ◇

## My team

:Strength of association with engagement








B19. The people in my team can be relied upon to help when things get difficult in my job	36	48	9	6		84%	+4 ◇	+1	-2 ◇
B20. The people in my team work together to find ways to improve the service we provide	31	49	14	5		80%	+7 ◇	+1	-1 ◇
B21. The people in my team are encouraged to come up with new and better ways of doing things	30	45	15	8		74%	+8 ◇	+4 ◇	-1 ◇

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	 % Strongly agree	 % Agree	 % Neither	 % Disagree	 % Strongly disagree	% Positive	Difference from previous survey	Difference from CS2012	Difference from CS High Performers
<b>Learning and development</b>									
 :Strength of association with engagement									
B22. I am able to access the right learning and development opportunities when I need to	12	47	24	13	5	59%	+11 ◇	+1	-5 ◇
B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance	12	32	39	13	5	43%	+2 ◇	-3 ◇	-8 ◇
B24. There are opportunities for me to develop my career in my organisation^	10	29	23	22	16	39%	+7 ◇	+4 ◇	-3 ◇
B25. Learning and development activities I have completed while working for my organisation are helping me to develop my career^	11	32	32	16	9	43%	+6 ◇	+3 ◇	-3 ◇
<b>Inclusion and fair treatment</b>									
 :Strength of association with engagement									
B26. I am treated fairly at work	26	52	11	8	4	78%	+1	0	-4 ◇
B27. I am treated with respect by the people I work with	30	54	10	4		84%	+1	0	-3 ◇
B28. I feel valued for the work I do	19	40	21	13	7	59%	+2	-3 ◇	-8 ◇
B29. I think that my organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)^	25	52	15	4		77%	+3 ◇	+6 ◇	-1 ◇

# All questions by theme

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## Resources and workload

:Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2012	Difference from CS High Performers
B30. In my job, I am clear what is expected of me	25	61	7	5		86%	+1	+2 ◇	-1
B31. I get the information I need to do my job well	14	49	20	14		63%	+5 ◇	-6 ◇	-10 ◇
B32. I have clear work objectives	21	60	11	6		81%	+5 ◇	+6 ◇	+2 ◇
B33. I have the skills I need to do my job effectively	30	59	8			88%	0	0	-2 ◇
B34. I have the tools I need to do my job effectively	18	54	14	11		72%	+7 ◇	0	-3 ◇
B35. I have an acceptable workload	13	53	16	13	5	66%	+5 ◇	+6 ◇	+1
B36. I achieve a good balance between my work life and my private life	22	54	13	8		76%	0	+8 ◇	+3 ◇

## Pay and benefits

:Strength of association with engagement

B37. I feel that my pay adequately reflects my performance	6	35	19	26	13	42%	+3 ◇	+11 ◇	+5 ◇
B38. I am satisfied with the total benefits package	11	45	23	14	7	56%	+1	+23 ◇	+16 ◇
B39. Compared to people doing a similar job in other organisations I feel my pay is reasonable	8	36	21	21	13	44%	+4 ◇	+18 ◇	+11 ◇

# All questions by theme

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## Leadership and managing change

:Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2012	Difference from CS High Performers
B40. I feel that my organisation as a whole is managed well <sup>^</sup>	8	45	23	17	7	53%	+17 ◇	+10 ◇	-4 ◇
B41. Senior managers in my organisation are sufficiently visible <sup>^</sup>	16	55	15	10	4	71%	+21 ◇	+23 ◇	+11 ◇
B42. I believe the actions of senior managers are consistent with my organisation's values <sup>^</sup>	10	46	28	11	5	57%	+16 ◇	+15 ◇	+3 ◇
B43. I believe that the Executive Team has a clear vision for the future of my organisation <sup>^</sup>	13	50	24	9	5	63%	+19 ◇	+23 ◇	+11 ◇
B44. Overall, I have confidence in the decisions made by my organisation's senior managers <sup>^</sup>	10	39	29	15	7	49%	+12 ◇	+10 ◇	-2 ◇
B45. I feel that change is managed well in my organisation <sup>^</sup>	6	35	25	24	9	41%	+13 ◇	+12 ◇	+2 ◇
B46. When changes are made in my organisation they are usually for the better <sup>^</sup>	6	27	37	22	8	33%	+11 ◇	+8 ◇	-2 ◇
B47. My organisation keeps me informed about matters that affect me <sup>^</sup>	12	54	17	11	6	66%	+8 ◇	+9 ◇	+2 ◇
B48. I have the opportunity to contribute my views before decisions are made that affect me	8	33	25	24	10	41%	+9 ◇	+5 ◇	-1
B49. I think it is safe to challenge the way things are done in my organisation <sup>^</sup>	10	37	28	16	9	46%	+8 ◇	+6 ◇	0

# All questions by theme

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^ indicates a variation in question wording from your previous survey

◇ indicates statistically significant difference from comparison

	<b>%</b> Strongly agree	<b>%</b> Agree	<b>%</b> Neither	<b>%</b> Disagree	<b>%</b> Strongly disagree	<b>% Positive</b>	Difference from previous survey	Difference from CS2012	Difference from CS High Performers
<b>Engagement</b>									
B50. I am proud when I tell others I am part of my organisation^	13	38	33	12	4	51%	+11 ◇	-3 ◇	-13 ◇
B51. I would recommend my organisation as a great place to work^	13	33	33	15	6	46%	+9 ◇	0	-11 ◇
B52. I feel a strong personal attachment to my organisation^	14	31	34	16	6	45%	+3 ◇	0	-7 ◇
B53. My organisation inspires me to do the best in my job^	11	32	34	17	6	43%	+9 ◇	+2 ◇	-6 ◇
B54. My organisation motivates me to help it achieve its objectives^	11	31	34	18	6	42%	+9 ◇	+3 ◇	-5 ◇
<b>Taking action</b>									
B55. I believe that senior managers in my organisation will take action on the results from this survey^	14	43	22	13	8	57%	+17 ◇	+14 ◇	+4 ◇
B56. I believe that managers where I work will take action on the results from this survey	18	45	20	11	6	63%	+12 ◇	+11 ◇	+3 ◇
B57. Where I work, I think effective action has been taken on the results of the last survey	14	35	33	11	6	49%	+21 ◇	+18 ◇	+9 ◇



# All questions by theme

## Your plans for the future

C01. Which of the following statements most reflects your current thoughts about working for the organisation?^^

			Difference from previous survey	Difference from CS2012	Difference from CS High Performers
I want to leave my organisation as soon as possible		<b>7%</b>	-1	-1	-3 ✧
I want to leave my organisation within the next 12 months		<b>16%</b>	+2	+4 ✧	0
I want to stay working for my organisation for at least the next year		<b>32%</b>	+1	+4 ✧	-2 ✧
I want to stay working for my organisation for at least the next three years		<b>44%</b>	-3	-8 ✧	-15 ✧

## The Civil Service Code

Differences are based on '% Yes' score

	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2012	Difference from CS High Performers	
D01. Are you aware of the Civil Service Code?		<b>68</b>	<b>32</b>	<b>68%</b>	+39 ✧	-20 ✧	-25 ✧
D02. Are you aware of how to raise a concern under the Civil Service Code?		<b>39</b>	<b>61</b>	<b>39%</b>	+19 ✧	-23 ✧	-30 ✧
D03. Are you confident that if you raised a concern under the Civil Service Code in the organisation it would be investigated properly?^		<b>53</b>	<b>47</b>	<b>53%</b>	+17 ✧	-13 ✧	-18 ✧

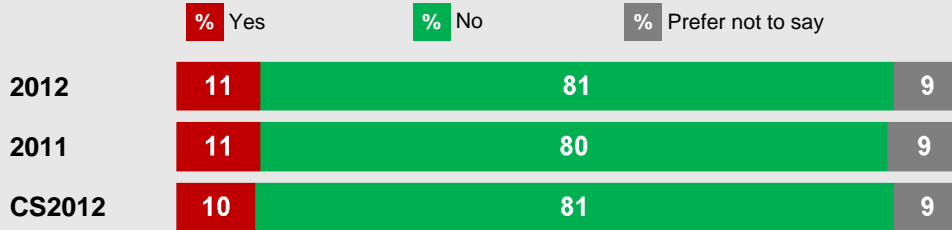
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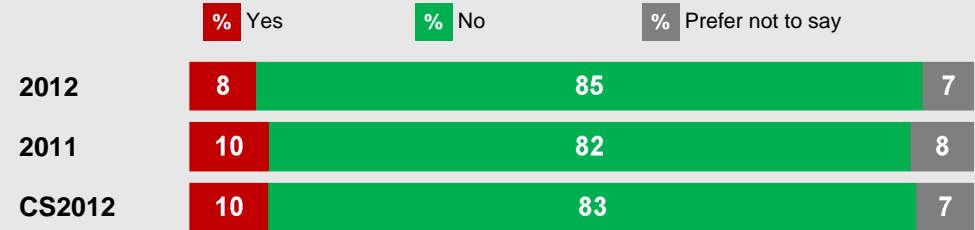
# All questions by theme

## Discrimination, harassment and bullying

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

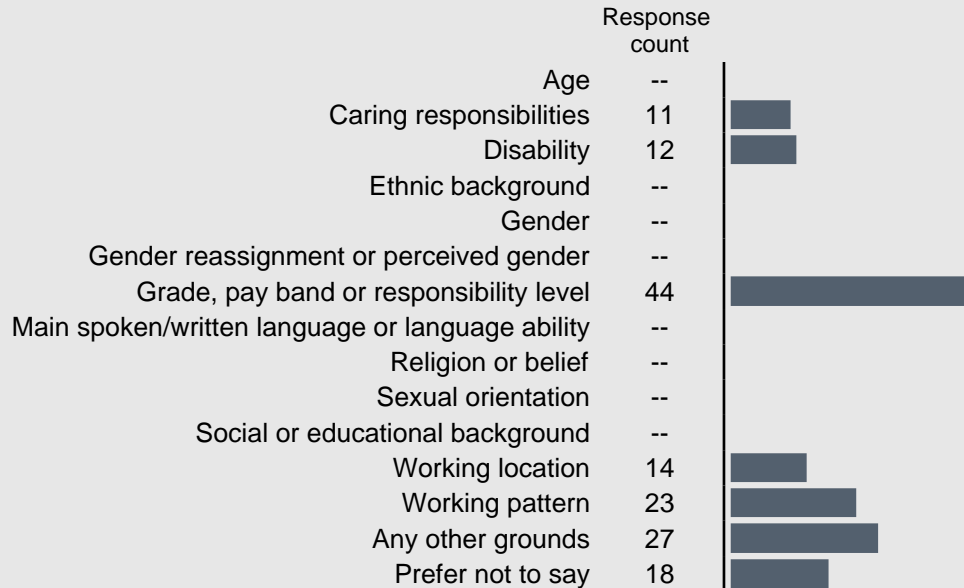


E03. During the past 12 months, have you personally experienced bullying or harassment at work?



For respondents who selected 'Yes' to question E01.

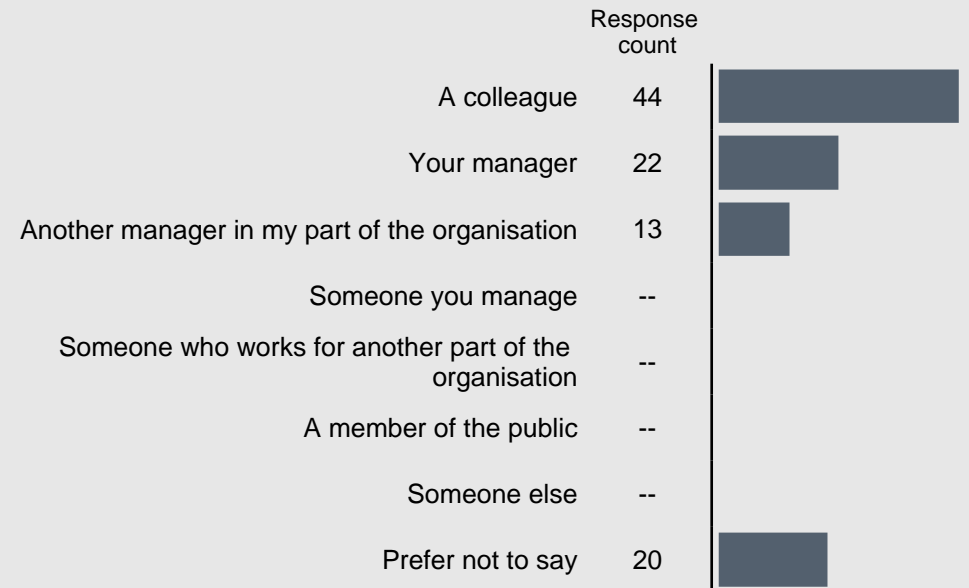
E02. On which of the following grounds have you personally experienced discrimination in the past 12 months? (multiple selection)



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

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)



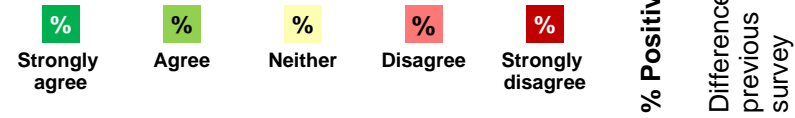
Please note: Counts of fewer than ten responses are suppressed and replaced with '--'

# All questions by theme

This section shows the results for each question in the survey, by theme.

^ indicates a variation in question wording from your previous survey

✦ indicates statistically significant difference from comparison



## Legal Services Commission questions

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01. I understand that the changes in my organisation are part of the broader Transforming Justice Programme	23	62	12			85%	-
F02. I understand how my work contributes to Transforming Justice	23	48	21	7		70%	-
F03. I have had a formal performance review in the last 12 months	Yes: 85%		No: 15%			85%	-6 ✦
F04. My manager uses coaching skills effectively	17	37	30	12	4	54%	+3 ✦
F05. I am aware that Civil Service Learning is the first place to go for learning and development opportunities that are open to all civil servants	Yes: 80%		No: 20%			80%	-
F06. I review my learning and development needs with my manager on a regular basis	13	40	23	19	5	53%	-
F07. I am confident that my organisation is taking effective action to reduce discrimination, bullying and harassment	15	42	31	9	4	57%	-
F08. Overall I am satisfied with the job I do	20	55	15	7		75%	+2 ✦
F09. Have you taken part in any volunteering activity or given unpaid help to a club, group or organisation in the last 12 months?	Yes: 30%		No: 70%			30%	-

# Appendix

## Glossary of key terms

<b>% positive</b>	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> ).
<b>Previous survey</b>	Comparisons to the previous survey relate to the results from the 2011 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.
<b>CS2012</b>	The CS2012 benchmark is the median percent positive across all organisations that participated in the 2012 Civil Service People Survey.
<b>CS High Performers</b>	For each question, this is the upper quartile score across all organisations that have taken part in the 2012 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: ✦

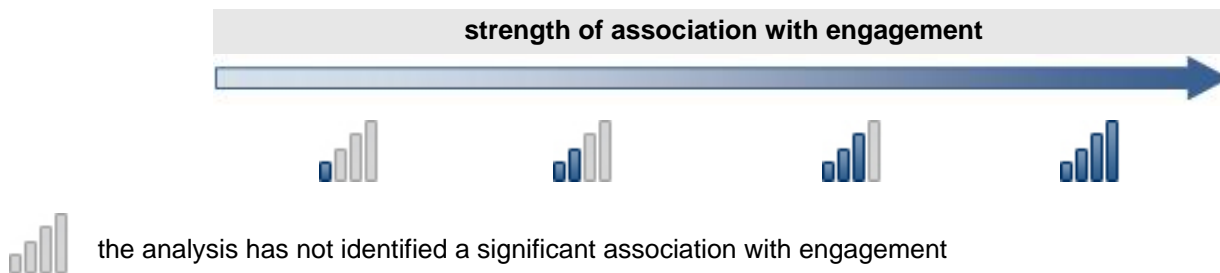
Statistical testing has been carried out on the comparisons between this year's results and your previous survey, CS2012 results and CS High Performers results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in 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 show below. Themes with a full 4-bar icon have the strongest association with engagement.



## Confidentiality

This survey was carried out as part of the 2012 Civil Service People Survey, which is managed by the Cabinet Office on behalf of all the 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.