The Law Society

Item 20

MANAGEMENT BOARD

19 January 2016

Classification - Public

Purpose - For noting

Decision – None

EMPLOYEE ENGAGEMENT SURVEY RESULTS

Remit
The Board's terms of reference (7): Subject to the powers and responsibilities of the Business and Oversight Board and the regulatory independence of the SRA Board, to deal with all matters relating to the...effective management of resources including (b) human resources...

Statement of territorial application
This paper applies to England and Wales

Financial, section 51 and resourcing implications
Nil

Consultation with Finance
Nil

Equality and diversity implications
Nil other than D&I pertinent questions within the survey (see Annex 3)

Consultation
This paper has been prepared directly for the Board.

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Author: Bobby Davis
Date: 7 December 2015

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Introduction and link to strategic aim(s)

1. This paper is for noting and discussion with the Management Board. The paper outlines the main findings of the 2015 Employee Engagement Survey. These findings are being translated into action aligning with the main focus areas of the developing People Strategy and in support of achieving the Business Plan objectives.

Background

2. The Employee Engagement Survey is run every two years by ORC International (specialists in employee research). Every other year a shorter “pulse” survey is conducted to check progress.

3. The 2015 Survey involved all staff from TLS (but did not include those staff moving from the previously titled Corporate Solutions into TLS since this occurred once the survey window was closed).

4. Since the last full survey in 2013, the following actions have been undertaken as a direct result of the findings;

   - developing Group-wide initiatives, such as the Managing with Confidence training programme for line managers;
   - launching the new Law Society values;
   - launching and selecting content for the management forum, helping to ensure line managers have the same information and are consistent in their approach;
   - taking action within each business unit and directorate to address local areas for improvement through action planning;
   - focus on diversity and inclusion, including further in depth research on bullying and harassment, the D&I e learning programme and the current diversity training programme;
   - Inclusive Leadership training involving elected members and staff;

   And more recently;

   - undertaking the Stonewall Index survey (results due in February 16);
   - engagement with the Employee Forum to better involve staff with decision making;
   - implementing Colleague of the Month to recognise significant contribution
   - more communication and engagement including regular face to face updates with the CEO, a CEO clinic, Lunch and Learns and the CEO bulletin
   - building a new SMT to better support the strategic aims of the organisation;
   - launching the new strategy; and
   - involving all managers in the business planning process to ensure accountability across all areas.

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Key headlines

5. The overall outcomes of the 2015 Survey are a definite good news story:

   - 79% response rate which is in line with previous results and 7% above the UK norm;
   - And of the 32 questions asked, 21 have increased positive scores, 10 in line and only 1 declined[1].
   - Our employment engagement has increased to 62% which is a 7% increase since 2013.
   - There has been a significant increase in positive scores around TLS being recognised as an equal opportunity employer (+16% to 82%) and respecting individual differences (+13% to 82%).
   - There has also been a 20% increase in the belief that action will be taken as a result of this survey which is borne out by how much has been achieved and attributable to the last set of survey results.

6. The Dashboard Report and full Results Report are attached for information.

7. The key drivers for engagement and areas for action are outlined in the table below:

8. There is significant opportunity in each of these themes to shift some high neutral scores to positive scores through focused action, which has been captured in the detailed assessment of Key Areas for Action at Annex 1. These will include the following:

   - Managing Change;
   - Pay and Reward; and
   - Empowerment.

[1] Reward will remain an area for focus within the People Strategy and not limited to Pay. There is a requirement to revisit the Group Reward Strategy, to identify what works for TLS as part of the Group and what needs to be done differently. Areas for consideration include implementing the Job Families structure (Reward aligned to the type of work staff undertake) and better articulation of Total Reward.

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Next steps

9. The Employee Engagement Survey and subsequent actions will continue to support the desire for an overall shift in culture towards a high performing organisation.

10. Investors in People have also been engaged to assist in shaping the organisation's people plan using their parameters. Outcomes from the assessment and subsequent actions will be known later this year.

11. The results are also informing the development of the People Strategy.

12. Further steps include:

November 15	The results have been communicated across the organisation
December 15	SMT/Directorates working with teams to review their specific results and identify key areas for action
January 16	Actions to be embedded rather than being seen as stand alone, alongside people actions identified through • The Business Plan • Developing the People Strategy • First/Initial reactions to the Strategy launch • Actions identified through initial Investors in People (IiP) assessment
February 16	Results of Stonewall Index Survey Begin IiP Assessment
June 16	Review of actions reported to Management Board Mid Year Review for all staff to re-align objectives as needed
October 16	Pulse Engagement Survey to review progress

<u>Annexes</u>:

1. Key Areas for Action

<u>Attached</u> for Information:

Dashboard Report
Results Report

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Annex 1

Key Areas for Action

1. Leading for the Future

	positive	neutral	negative	Var. from 2013	Var. from UK BM
21. I believe senior management has a clear vision for the future of this organisation	46	38	15	0	-2
▲ 23. Senior managers provide effective leadership	46	40	14	+7	-5
22. I have a clear understanding of the purpose and objectives of the organisation	59	32	9	-3	-16
25. The reasons behind change are clearly communicated to me	48	32	20	-	-
24. Senior managers are sufficiently visible in this organisation	50	33	17	+4	-5

▲ Key driver question

23

Comment:
High neutral scores in this area which could highlight continued uncertainty at the time of the survey. However since the survey window closed:

- The strategy has been launched
- Further permanent SMT members are now in situ
- All staff have been involved with the launch of the strategy, in particularly with the cascading of business objectives

Next Steps:

- To identify and further develop the manager cohort, which goes much wider than SMT
- Visibility of senior managers in the workplace should not be seen as challenging due to building layout
- Ensure appropriate channels are used to report performance/progress against the strategy and business objectives

Annex 1

1. Leading for the Future (continued)

	positive	neutral	negative	Var. from 2013	Var. from UK BM
15. My team has regular team meetings	86	8	7	+4	-
18. I feel well informed about what is going on within the organisation	60	27	13	0	-8
27. I am given enough help to prepare and cope with change	36	50	14	-	-
▲ 47. I believe that action will be taken on the results of this survey	52	31	17	+20 ✦	+3
▲ 19. I have enough information to do my job well	71	21	8	+6	0

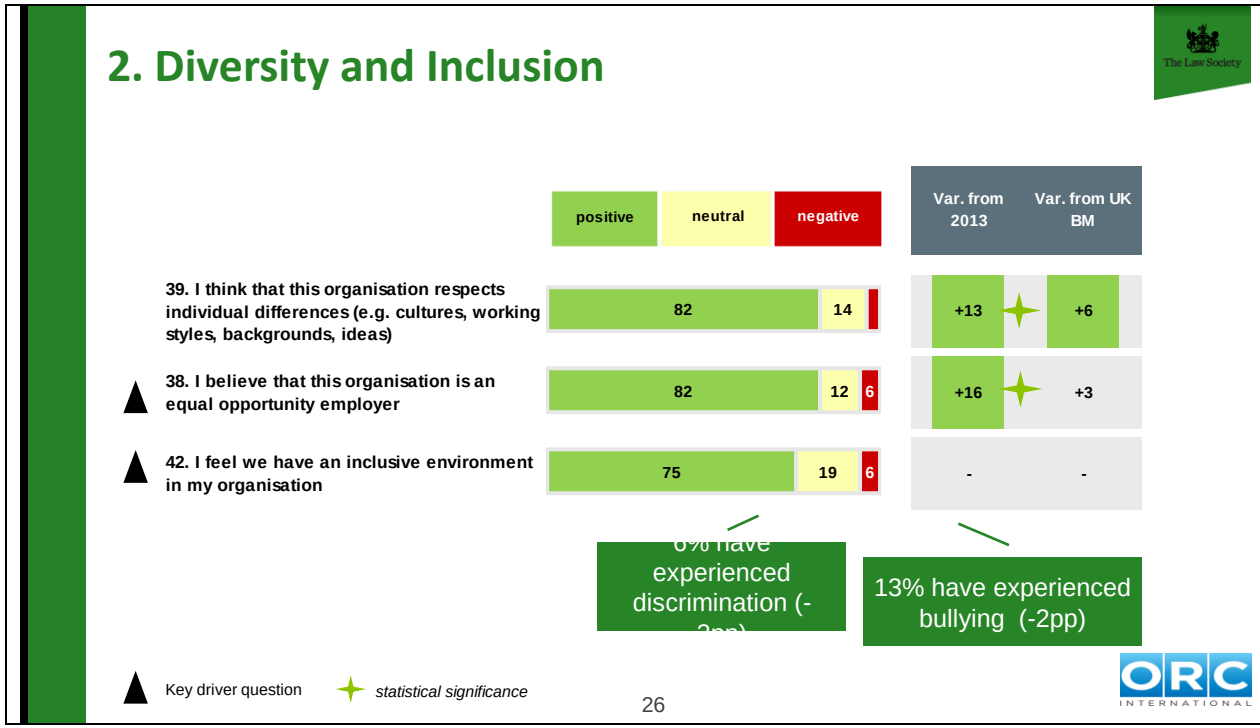
▲ Key driver question ✦ *statistical significance*

24

Next Steps cont...

- The Directorates will be undergoing a period of change as new SMT members take decision on future structures to support business progression – a necessity for SMT to work closely together to ensure parity around how change is handled
- Strengthening the relationships between Directorates to ensure pulling together rather than fragmenting when outcomes are reliant on the dependencies of each other
- Supporting the managers in delivering team within their teams

Annex 1



Comment:
This is highlighted as a key strength for the organisation, a position which we should endeavour to maintain.

There is still a 13% experience of bullying in the workplace (equating to 34 members of staff) which needs to be rectified

Extensive work has been undertaken to provide training for staff, managers and volunteers on Inclusive Working. This work needs to continue to be embedded to ensure that such behaviour is challenged and eradicated.

3. Recognition and Reward

	positive	neutral	negative	Var. from 2013	Var. from UK BM
35. Considering my duties and responsibilities, I feel my pay is fair	42	20	38	-7	-3
▲ 36. I am satisfied with the total benefits package	60	26	14	+7	+15
34. I am satisfied with the recognition I receive for doing a good job	58	25	17	+7	+4
▲ 33. I believe I am valued for what I can offer the organisation	62	24	14	+9	✦ +1

▲ Key driver question ✦ *statistical significance*

27

Comment:
There is work to be done around the pay strategy/grading framework for TLS and how it works in conjunction with Group. The job evaluation system, wide pay bands and current new starter pay policy do not support TLS' principles on the attraction and retention of staff.
However, the overall benefits package is attractive in comparison to the external market and this needs to be better promoted.
The word "value" and how it is viewed by staff is also of interest. The key themes they value most are:

- Colleagues/people/teamwork
- The organisation itself
- Job satisfaction

Next Steps:

- Better communication/marketing around the total reward aspects for staff
- Managers articulating a "good job", "thank you", "needs improvement" both informally as well as formally. Not all conversations waiting for 1:1s and PDR
- Better promotion of our successes as well as areas for improvement – open, transparent and balance
- A re-energising of the Group's work around Reward, Job Families etc for implementation by the end of 2016

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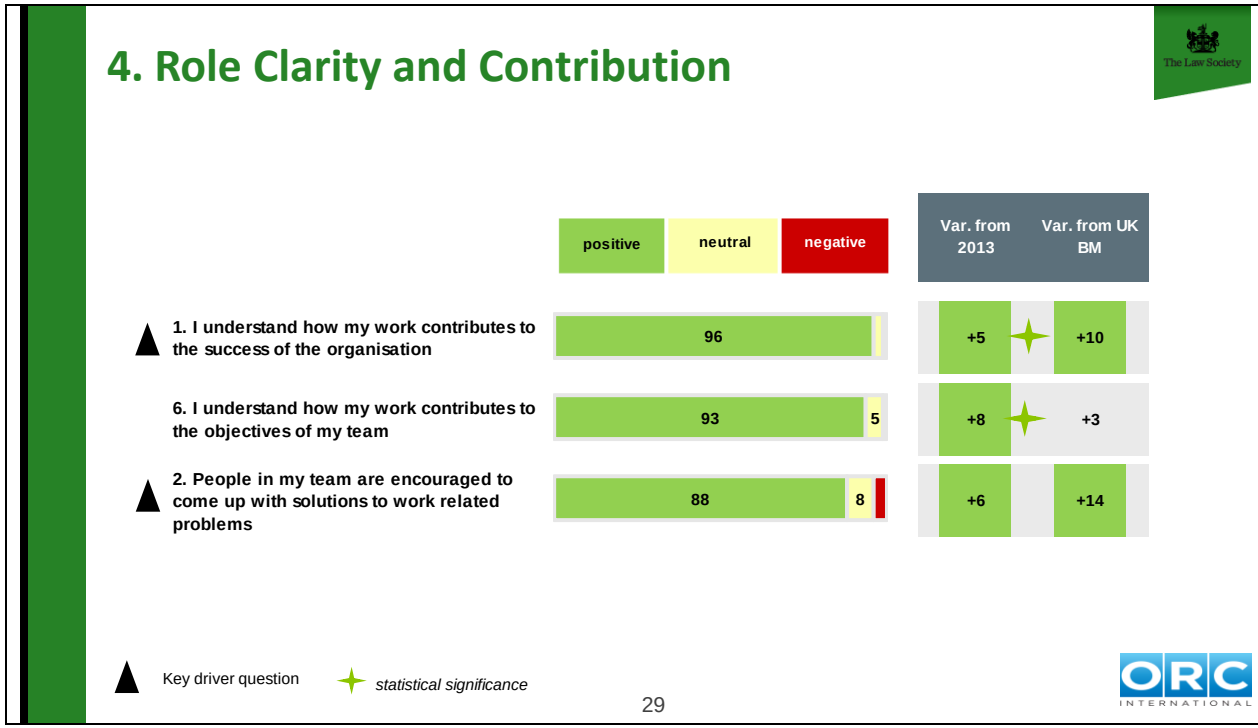
Annex 1



Comment:
Further analysis is required here. High scores suggest that staff understand the contribution they make, their job purpose etc. However, uncertainty at the time of survey around vision for the future was prevalent.

Next Steps:

- Similarly to "Leading for the Future":
  - Visibility;
  - Strong, frequent communication channels

to ensure all staff are conducting the role they are required to for the organisation's progress

- Ensure that messages are clear and presented consistently throughout the management cohort

5. Empowering our People

	positive	neutral	negative	Var. from 2013	Var. from UK BM
▲ 4. I have the opportunity to contribute my views before changes are made which affect my job	51	26	23	+6	+11
26. I feel I have sufficient opportunities to be involved in organisational change	36	34	30	-	-
▲ 20. I feel able to speak up and question the way in which things are done in this organisation	43	33	24	-	-3
▲ 3. As long as I get the job done, I have the freedom to work in a way that suits me	72	14	14	0	-3
▲ 9. I believe I have the opportunity for personal development and growth	54	26	20	-	-1

▲ Key driver question

30

Comment:
Neutral scores can be improved through our approach to change going forward. Managers will be fully involved in discussing what's needed to ensure business objectives are met. They will be expected to take full responsibility for rigorous decisions around performance, expectations, speed of response and flexibility. They will be expected to help inform organisational messages and then deliver them to their teams. Their ability to motivate and support during periods of change is paramount.
For the organisation to succeed, change is a constant and all staff need to be helped to buy into this

Next Steps:

- Further work with leaders/managers forum to articulate the role they play, how they wish to work with SMT, within their Directorate and across the organisation
- A review of the Management Development programme to ensure all competencies the organisation requires are covered
- Continue to develop the internal communication plan and appropriate channels to work effectively with the overall business plans

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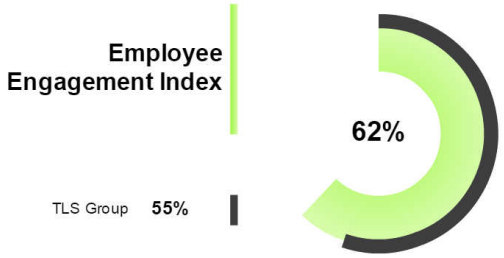
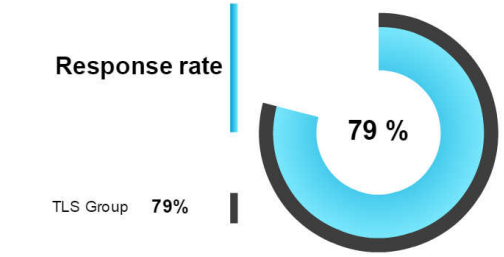
Dashboard report

This report shows the dashboard summary for 'TLS'

Employee Engagement Index



Response Rate



Key Drivers of Engagement

47	I believe that action will be taken on the results of this survey	52 %
38	I believe that this organisation is an equal opportunity employer	82 %
33	I believe I am valued for what I can offer the organisation	62 %
2	People in my team are encouraged to come up with solutions to work related problems	88 %
9	I believe I have the opportunity for personal development and growth	54 %

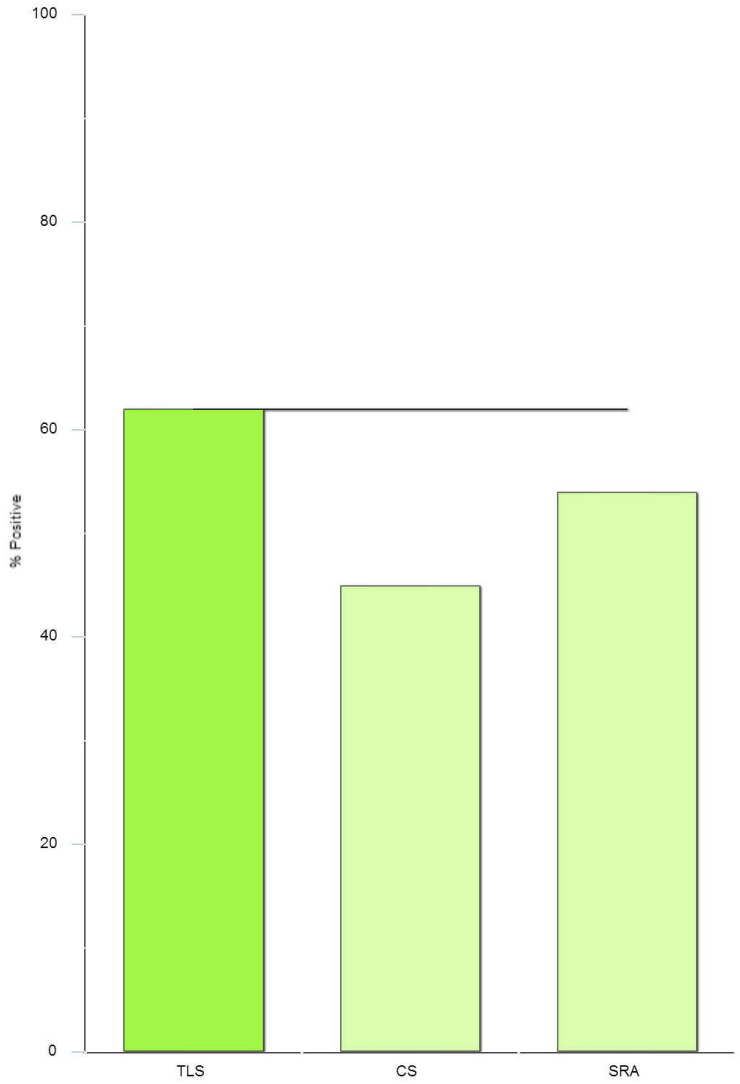
Top 5 / Bottom 5

Absolute Scores

Q.1	I understand how my work contributes to the success of the organisation	96%
Q.6	I understand how my work contributes to the objectives of my team	93%
Q.50	My team is committed to delivering exceptional service to our members	93%
Q.51d	I feel the following individuals/groups demonstrate our values: People in my team	91%
Q.49	In my team we are encouraged to take ownership of our	89%
Q.29	This organisation manages change effectively	28%
Q.27	I am given enough help to prepare and cope with change	36%
Q.26	I feel I have sufficient opportunities to be involved in organisational change	36%
Q.35	Considering my duties and responsibilities, I feel my pay is	42%
Q.20	I feel able to speak up and question the way in which things are done in this organisation	43%

Comparisons

Employee Engagement Index



Results report

This report shows scores for 'TLS'.

This report contains scores for 'All Questions'. Trend comparison: '2013 Trend'. Benchmark comparison: 'Perspectives: UK'.

Scores are displayed to '0' Decimal places. Comparisons are highlighted where the difference is '5%' points or more.

Q Num	Question Text	% Positive	Attitudinal chart Positive | Neutral | Negative	% Positive Variance from Trend	% Positive Variance from Benchmark
	Employee Engagement Index	62 %	62% 29%	+ 7 %	[No data]
1	I understand how my work contributes to the success of the organisation	96 %	96%	+ 5 %	+ 10 %
2	People in my team are encouraged to come up with solutions to work related problems	88 %	88%	+ 6 %	+ 14 %
3	As long as I get the job done, I have the freedom to work in a way that suits me	72 %	72% 14% 14%	0 %	- 3 %
4	I have the opportunity to contribute my views before changes are made which affect my job	51 %	51% 26% 23%	+ 6 %	+ 11 %
5	I have clear, measurable work objectives; for example SMART	69 %	69% 20% 11%	+ 4 %	- 6 %
6	I understand how my work contributes to the objectives of my team	93 %	93%	+ 8 %	+ 3 %
7	I have the resources I need to do my job effectively	57 %	57% 26% 17%	[No data]	- 8 %
9	I believe I have the opportunity for personal development and growth	54 %	54% 26% 20%	[No data]	- 1 %
10	I feel that discussions surrounding my performance and development are conducted fairly and objectively	70 %	70% 23%	[No data]	+ 6 %

Results report

This report shows scores for 'TLS'.

This report contains scores for 'All Questions'. Trend comparison: '2013 Trend'. Benchmark comparison: 'Perspectives: UK'.

Scores are displayed to '0' Decimal places. Comparisons are highlighted where the difference is '5%' points or more.

Q Num	Question Text	% Positive	Attitudinal chart Positive | Neutral | Negative	% Positive Variance from Trend	% Positive Variance from Benchmark
11	I receive regular and constructive feedback on my performance	68 %	68% 19% 13%	- 1 %	+ 5 %
12	I have regular one to one meetings with my line manager	81 %	81% 10%	- 1 %	+ 9 %
13	I feel comfortable speaking openly with my manager	82 %	82%	[No data]	[No data]
14	My manager motivates and inspires me to be more effective in my job	65 %	65% 23% 12%	+ 7 %	- 2 %
15	My team has regular team meetings	86 %	86%	+ 4 %	[No data]
16	The people in my team collaborate to get the work done	86 %	86%	[No data]	+ 5 %
17	There is good collaboration between teams I work with	68 %	68% 19% 12%	[No data]	+ 5 %
18	I feel well informed about what is going on within the organisation	60 %	60% 27% 13%	0 %	- 8 %
19	I have enough information to do my job well	71 %	71% 21%	+ 6 %	0 %
20	I feel able to speak up and question the way in which things are done in this organisation	43 %	43% 33% 24%	[No data]	- 3 %

Results report

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Q Num	Question Text	% Positive	Attitudinal chart Positive | Neutral | Negative	% Positive Variance from Trend	% Positive Variance from Benchmark
21	I believe senior management has a clear vision for the future of this organisation	46 %	46% 38% 15%	0 %	- 2 %
22	I have a clear understanding of the purpose and objectives of the organisation	59 %	59% 32%	- 3 %	- 16 %
23	Senior managers provide effective leadership	46 %	46% 40% 14%	+ 7 %	- 5 %
24	Senior managers are sufficiently visible in this organisation	50 %	50% 33% 17%	+ 4 %	- 5 %
25	The reasons behind change are clearly communicated to me	48 %	48% 32% 20%	[No data]	[No data]
26	I feel I have sufficient opportunities to be involved in organisational change	36 %	36% 34% 30%	[No data]	[No data]
27	I am given enough help to prepare and cope with change	36 %	36% 50% 14%	[No data]	[No data]
28	My manager manages change effectively	63 %	63% 26% 11%	+ 6 %	- 4 %
29	This organisation manages change effectively	28 %	28% 41% 31%	+ 5 %	- 7 %
30	I am able to strike the right balance between my work and home life	71 %	71% 17% 12%	0 %	+ 5 %

Results report

This report shows scores for 'TLS'.

This report contains scores for 'All Questions'. Trend comparison: '2013 Trend'. Benchmark comparison: 'Perspectives: UK'.

Scores are displayed to '0' Decimal places. Comparisons are highlighted where the difference is '5%' points or more.

Q Num	Question Text	% Positive	Attitudinal chart Positive | Neutral | Negative	% Positive Variance from Trend	% Positive Variance from Benchmark
31	I have a manageable workload	67 %	67% 19% 14%	[No data]	+ 7 %
32	I feel that this organisation cares about my health and wellbeing	59 %	59% 29% 12%	+ 12 %	- 1 %
33	I believe I am valued for what I can offer the organisation	62 %	62% 24% 14%	+ 9 %	+ 1 %
34	I am satisfied with the recognition I receive for doing a good job	58 %	58% 25% 17%	+ 7 %	+ 4 %
35	Considering my duties and responsibilities, I feel my pay is fair	42 %	42% 20% 38%	- 7 %	- 3 %
36	I am satisfied with the total benefits package	60 %	60% 26% 14%	+ 7 %	+ 15 %
37	I have the right support to manage my team effectively	77 %	77% 18%	+ 9 %	[No data]
38	I believe that this organisation is an equal opportunity employer	82 %	82% 12%	+ 16 %	+ 3 %
39	I think that this organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	82 %	82% 14%	+ 13 %	+ 6 %
42	I feel we have an inclusive environment in my organisation	75 %	75% 19%	[No data]	[No data]

Results report

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Scores are displayed to '0' Decimal places. Comparisons are highlighted where the difference is '5%' points or more.

Q Num	Question Text	% Positive	Attitudinal chart Positive | Neutral | Negative	% Positive Variance from Trend	% Positive Variance from Benchmark
43	I would recommend this organisation as a great place to work	59 %	59% 30% 11%	+ 10 %	- 2 %
44	I am proud to work for this organisation	71 %	71% 25%	+ 5 %	+ 1 %
45	Working here makes me want to do the best work I can	69 %	69% 27%	+ 6 %	+ 5 %
46	I feel a strong sense of belonging to this organisation	50 %	50% 36% 15%	+ 7 %	- 4 %
47	I believe that action will be taken on the results of this survey	52 %	52% 31% 17%	+ 20 %	+ 3 %
48	I am treated with respect in this organisation	76 %	76% 18%	[No data]	0 %
49	In my team we are encouraged to take ownership of our work	89 %	89%	[No data]	[No data]
50	My team is committed to delivering exceptional service to our members	93 %	93%	[No data]	[No data]
51a	I feel the following individuals/groups demonstrate our values: Senior management team (SMT)	54 %	54% 37%	[No data]	+ 5 %
51b	I feel the following individuals/groups demonstrate our values: Heads of business units (HBUs)	60 %	60% 34%	[No data]	[No data]

Results report

This report shows scores for 'TLS'.

This report contains scores for 'All Questions'. Trend comparison: '2013 Trend'. Benchmark comparison: 'Perspectives: UK'.

Scores are displayed to '0' Decimal places. Comparisons are highlighted where the difference is '5%' points or more.

Q Num	Question Text	% Positive	Attitudinal chart Positive | Neutral | Negative	% Positive Variance from Trend	% Positive Variance from Benchmark
51c	I feel the following individuals/groups demonstrate our values: My line manager	83 %		[No data]	[No data]
51d	I feel the following individuals/groups demonstrate our values: People in my team	91 %		[No data]	[No data]