



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 CS2017 | Difference from CS High Performers |
|---------------------------------------|---|------------------------|---------------------------------|------------------------|------------------------------------|
| Leadership and managing change | | 45% | +3 ✧ | -1 | -6 ✧ |
| My work | | 74% | +1 | -2 ✧ | -5 ✧ |
| My manager | | 70% | +5 ✧ | +1 | -2 ✧ |
| Learning and development | | 56% | +8 ✧ | +3 ✧ | -2 ✧ |
| Resources and workload | | 79% | +3 ✧ | +6 ✧ | +3 ✧ |
| Pay and benefits | | 36% | +2 ✧ | +6 ✧ | 0 |
| Organisational objectives and purpose | | 86% | 0 | +5 ✧ | -1 |
| My team | | 83% | +2 ✧ | +2 ✧ | -1 ✧ |
| Inclusion and fair treatment | | 79% | +3 ✧ | +2 ✧ | -1 ✧ |



Strength of association with engagement



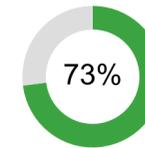
Statistically significant difference from comparison

Wellbeing

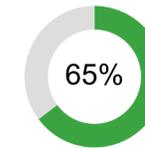
% responding positively (Answering 7,8,9 or 10 for W01 – W03; Answering 0,1,2 or 3 for W04)



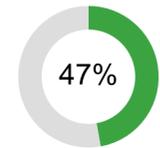
W01. Overall, how satisfied are you with your life nowadays?



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



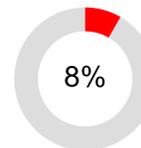
W03. Overall, how happy did you feel yesterday?



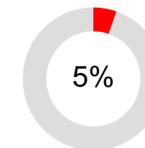
W04. Overall, how anxious did you feel yesterday?

Discrimination, bullying and harassment

% responding Yes

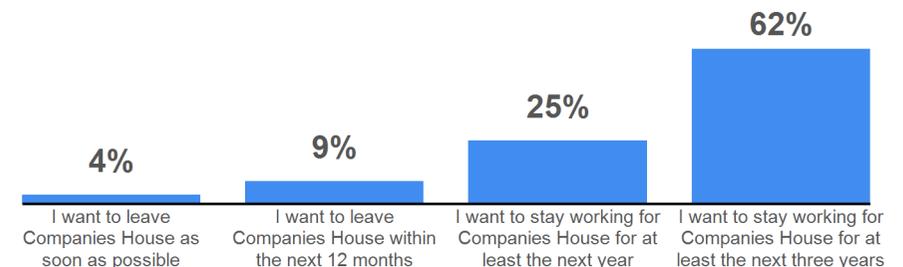


During the past 12 months have you personally experienced discrimination at work?



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

Your plans for the future





Headline scores

| Highest positive scoring questions | % Positive | Highest neutral scoring questions | % Neutral | Highest negative scoring questions | % Negative |
|--|------------|--|-----------|---|------------|
| B54 I am trusted to carry out my job effectively | 90% | B59 The Corporate Leadership Group in Companies House actively role model the behaviours set out in the Civil Service Leadership Statement | 50% | B37 Compared to people doing a similar job in other organisations I feel my pay is reasonable | 51% |
| B07 I understand how my work contributes to Companies House's objectives | 88% | B39 I believe the actions of the Corporate Leadership Group are consistent with Companies House's values | 45% | B35 I feel that my pay adequately reflects my performance | 50% |
| B18 The people in my team can be relied upon to help when things get difficult in my job | 88% | B53 Where I work, I think effective action has been taken on the results of the last survey | 42% | B42 I feel that change is managed well in Companies House | 29% |
| B26 I am treated with respect by the people I work with | 87% | B41 Overall, I have confidence in the decisions made by Companies House's Corporate Leadership Group | 41% | B45 I have the opportunity to contribute my views before decisions are made that affect me | 28% |
| B31 I have the skills I need to do my job effectively | 87% | B43 When changes are made in Companies House they are usually for the better | 41% | B38 The Corporate Leadership Group in Companies House are sufficiently visible | 27% |



All questions by theme

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

My work

74% +1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2017

Difference from CS High Performers

Table with 5 rows (B01-B05) and 10 columns: Question, Strongly agree, Agree, Neither, Disagree, Strongly disagree, % Positive, Difference from previous survey, Difference from CS2017, Difference from CS High Performers.

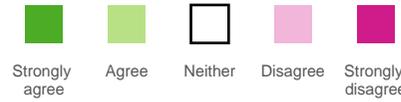
Organisational objectives and purpose*

86% 0

Difference from previous survey



Strength of association with engagement



*This theme score is based on one fewer question in this year's survey. Previous survey scores have been recalculated on this basis, to allow for the theme trend comparison

Table with 2 rows (B06-B07) and 10 columns: Question, Strongly agree, Agree, Neither, Disagree, Strongly disagree, % Positive, Difference from previous survey, Difference from CS2017, Difference from CS High Performers.



All questions by theme

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

My manager

70%

+5

◆ Difference from previous survey



Strength of association with engagement



% Positive

◆ Difference from previous survey

◆ Difference from CS2017

◆ Difference from CS High Performers

| Question ID | Question Text | Strongly agree | Agree | Neither | Disagree | Strongly disagree | % Positive | ◆ Difference from previous survey | ◆ Difference from CS2017 | ◆ Difference from CS High Performers |
|-------------|--|----------------|-------|---------|----------|-------------------|------------|-----------------------------------|--------------------------|--------------------------------------|
| B08 | My manager motivates me to be more effective in my job | 24 | 46 | 20 | 7 | 7 | 70% | +4 | 0 | -4 |
| B09 | My manager is considerate of my life outside work | 41 | 43 | 12 | 1 | 1 | 84% | +2 | 0 | -3 |
| B10 | My manager is open to my ideas | 34 | 46 | 14 | 1 | 1 | 79% | +2 | -2 | -5 |
| B11 | My manager helps me to understand how I contribute to Companies House's objectives | 23 | 43 | 26 | 6 | 1 | 66% | +3 | +1 | -4 |
| B12 | Overall, I have confidence in the decisions made by my manager | 29 | 44 | 18 | 5 | 1 | 74% | +2 | -1 | -5 |
| B13 | My manager recognises when I have done my job well | 30 | 47 | 14 | 6 | 1 | 77% | +4 | -2 | -5 |
| B14 | I receive regular feedback on my performance | 25 | 49 | 16 | 9 | 1 | 74% | +11 | +6 | +1 |
| B15 | The feedback I receive helps me to improve my performance | 23 | 44 | 24 | 7 | 1 | 67% | +8 | +3 | 0 |
| B16 | I think that my performance is evaluated fairly | 21 | 47 | 21 | 8 | 1 | 68% | +7 | +3 | -2 |
| B17 | Poor performance is dealt with effectively in my team | 11 | 32 | 38 | 12 | 7 | 43% | +4 | +4 | -1 |



All questions by theme

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

My team

83%

+2

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2017

Difference from CS High Performers

Table with 4 columns: Question ID, Question Text, Response Distribution (Strongly agree, Agree, Neither, Disagree, Strongly disagree), % Positive, and Differences from previous survey, CS2017, and CS High Performers.

Learning and development

56%

+8

Difference from previous survey



Strength of association with engagement

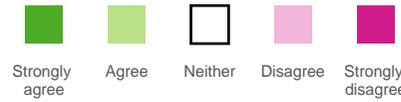


Table with 4 columns: Question ID, Question Text, Response Distribution (Strongly agree, Agree, Neither, Disagree, Strongly disagree), % Positive, and Differences from previous survey, CS2017, and CS High Performers.



All questions by theme

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

Inclusion and fair treatment

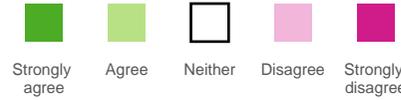
79%

+3

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2017

Difference from CS High Performers

Table with 10 columns: Question ID, Question Text, Strongly agree, Agree, Neither, Disagree, Strongly disagree, % Positive, Difference from previous survey, Difference from CS2017, Difference from CS High Performers. Rows include B25, B26, B27, B28.

Resources and workload*

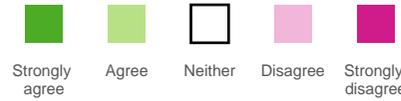
79%

+3

Difference from previous survey



Strength of association with engagement



*This theme score is based on one fewer question in this year's survey. Previous survey scores have been recalculated on this basis, to allow for the theme trend comparison

Table with 10 columns: Question ID, Question Text, Strongly agree, Agree, Neither, Disagree, Strongly disagree, % Positive, Difference from previous survey, Difference from CS2017, Difference from CS High Performers. Rows include B29, B30, B31, B32, B33, B34.



All questions by theme

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

Pay and benefits

36%

+2

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2017

Difference from CS High Performers

Table with 3 rows (B35, B36, B37) and 10 columns: Question, Strongly agree, Agree, Neither, Disagree, Strongly disagree, % Positive, Difference from previous survey, Difference from CS2017, Difference from CS High Performers.

Leadership and managing change*

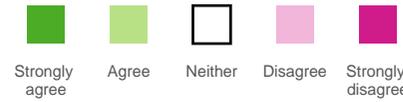
45%

+3

Difference from previous survey



Strength of association with engagement



*This theme score is based on one fewer question in this year's survey. Previous survey scores have been recalculated on this basis, to allow for the theme trend comparison

Table with 9 rows (B38-B46) and 10 columns: Question, Strongly agree, Agree, Neither, Disagree, Strongly disagree, % Positive, Difference from previous survey, Difference from CS2017, Difference from CS High Performers.



All questions by theme

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

Engagement

| | Strongly agree | Agree | Neither | Disagree | Strongly disagree | % Positive | Difference from previous survey | Difference from CS2017 | Difference from CS High Performers |
|--|----------------|-------|---------|----------|-------------------|------------|---------------------------------|------------------------|------------------------------------|
| B47 I am proud when I tell others I am part of Companies House | 18 | 46 | 29 | 6 | 65% | +5 ◆ | +3 ◆ | -4 ◆ | |
| B48 I would recommend Companies House as a great place to work | 22 | 47 | 24 | 5 | 69% | +8 ◆ | +14 ◆ | +6 ◆ | |
| B49 I feel a strong personal attachment to Companies House | 19 | 39 | 30 | 10 | 58% | 0 | +9 ◆ | +1 ◆ | |
| B50 Companies House inspires me to do the best in my job | 15 | 40 | 34 | 10 | 54% | +7 ◆ | +7 ◆ | 0 | |
| B51 Companies House motivates me to help it achieve its objectives | 14 | 39 | 36 | 8 | 53% | +8 ◆ | +8 ◆ | 0 | |

Taking action

| | Strongly agree | Agree | Neither | Disagree | Strongly disagree | % Positive | Difference from previous survey | Difference from CS2017 | Difference from CS High Performers |
|---|----------------|-------|---------|----------|-------------------|------------|---------------------------------|------------------------|------------------------------------|
| B52 I believe that the Corporate Leadership Group in Companies House will take action on the results from this survey | 10 | 38 | 31 | 14 | 7 | 48% | +5 ◆ | -2 ◆ | -10 ◆ |
| B53 Where I work, I think effective action has been taken on the results of the last survey | 10 | 28 | 42 | 14 | 7 | 37% | +2 | +1 | -8 ◆ |



All questions by theme

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

Organisational culture

Table with 5 columns: Question ID, Question Text, Response Distribution (Strongly agree, Agree, Neither, Disagree, Strongly disagree), % Positive, Difference from previous survey, Difference from CS2017, Difference from CS High Performers. Rows include B54, B55, B56, B57, B58.

Leadership statement

Table with 5 columns: Question ID, Question Text, Response Distribution, % Positive, Difference from previous survey, Difference from CS2017, Difference from CS High Performers. Rows include B59, B60.

Civil Service vision

Table with 5 columns: Question ID, Question Text, Response Distribution, % Positive, Difference from previous survey, Difference from CS2017, Difference from CS High Performers. Rows include B61, B62.



All questions by theme

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

Wellbeing



Unlike the questions B01-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.

Table with 4 columns: Question ID and description, Score distribution (0-4, 5-6, 7-8, 9-10), % Positive, and Differences from previous survey, CS2017, and CS High Performers. Rows include W01 (Overall, how satisfied are you with your life nowadays?), W02 (Overall, to what extent do you feel that the things you do in your life are worthwhile?), and W03 (Overall, how happy did you feel yesterday?).

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



Table row for W04: Overall, how anxious did you feel yesterday? with score distribution (0-1, 2-3, 4-5, 6-10), 47% positive, and differences from previous survey, CS2017, and CS High Performers.



All questions by theme

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

Your plans for the future

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

Table with 6 columns: Statement, % (with bar chart), Difference from previous survey, Difference from CS2017, Difference from CS High Performers. Rows include 'I want to leave Companies House as soon as possible', 'I want to leave Companies House within the next 12 months', 'I want to stay working for Companies House for at least the next year', and 'I want to stay working for Companies House for at least the next three years'.

The Civil Service Code

Differences are based on '% Yes' score

Table with 6 columns: Question, % Yes (with bar chart), % No (with bar chart), % Yes, Difference from previous survey, Difference from CS2017, Difference from CS High Performers. Rows include 'D01. Are you aware of the Civil Service Code?', 'D02. Are you aware of how to raise a concern under the Civil Service Code?', and 'D03. Are you confident that if you raised a concern under the Civil Service Code in Companies House it would be investigated properly?'.

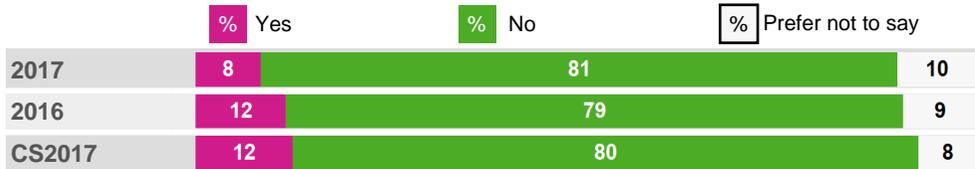


All questions by theme

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

Discrimination, harassment and bullying

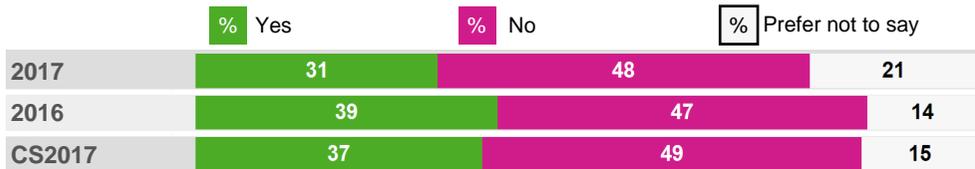
E01. During the past 12 months have you personally experienced discrimination at work?



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



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



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



For respondents who selected 'Yes' to question E01.

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

| Ground | Response Count |
|--|----------------|
| Age | -- |
| Caring responsibilities | -- |
| Disability | -- |
| Ethnic background | -- |
| Gender | -- |
| Gender reassignment or perceived gender | -- |
| Grade, pay band or responsibility level | 27 |
| Main spoken/written language or language ability | -- |
| Religion or belief | -- |
| Sexual orientation | -- |
| Social or educational background | -- |
| Working location | -- |
| Working pattern | 15 |
| Any other grounds | 15 |
| Prefer not to say | -- |

For respondents who selected 'Yes' to question E03.

E04. Who were you bullied or harassed by at work in the past 12 months? (multiple selection)

| Person | Response Count |
|---|----------------|
| A colleague | 14 |
| Your manager | 10 |
| Another manager in my part of Companies House | -- |
| Someone you manage | -- |
| Someone who works for another part of Companies House | -- |
| A member of the public | -- |
| Someone else | -- |
| Prefer not to say | 13 |

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



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 2016 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. |
| CS2017 | The CS2017 benchmark is the median percent positive across all organisations that participated in the 2017 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 2017 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, CS2017 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 (B47-B51). 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

Changes to theme scores in 2017

Small changes have been made to some of the headline themes in 2017. Three theme scores (Organisational objectives and purpose; Resources and workload; Leadership and managing change) are based on one fewer question in this year's survey. Previous survey scores have been recalculated on this basis, to allow for theme trend comparisons.

Confidentiality

The survey was carried out as part of the 2017 Civil Service People Survey, which is managed by the Cabinet Office on behalf of all participating organisations. The Cabinet Office commissioned ORC International to carry out the survey. ORC International is a member of the Market Research Society, and is bound by their strict code of conduct and confidentiality rules. These rules do not allow for the breakdown of the results to the extent where the anonymity of individuals may be compromised. Groups of fewer than 10 respondents will not be reported on, however their responses do contribute to the overall scores for the unit and organisation they belong to and the overall Civil Service results.