



◇ Statistically significant difference from comparison

Employee engagement is shaped by experience at work, as measured by nine themes in the survey shown below.





Civil Service People Survey 2009 to 2018: Employee engagement and theme scores over time

The Civil Service People Survey has run in October each year since 2009, meaning that 2018 marks our 10 year anniversary. The table and charts below tell you how your average Employee Engagement Index and theme scores have changed over time, for each year your organisation has participated in the survey.

	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Engagement Index	65%	61%	59%	63%	64%	64%	60%	63%	66%	69%
My work	72%	66%	67%	73%	74%	71%	72%	73%	74%	78%
Organisational objectives and purpose	90%	87%	84%	89%	91%	87%	82%	86%	86%	84%
My manager	63%	66%	65%	67%	68%	63%	60%	65%	70%	72%
My team	80%	78%	78%	82%	81%	77%	80%	80%	83%	85%
Learning and development	52%	39%	34%	45%	51%	50%	44%	48%	56%	59%
Inclusion and fair treatment	76%	74%	72%	76%	77%	73%	70%	76%	79%	81%
Resources and workload	77%	78%	80%	82%	83%	77%	71%	75%	79%	80%
Pay and benefits	45%	38%	26%	35%	33%	33%	31%	34%	36%	37%
Leadership and managing change	47%	37%	35%	47%	53%	43%	33%	42%	45%	52%
Response rate	54%	79%	75%	78%	83%	82%	72%	72%	86%	92%





◇ Statistically significant difference from comparison

Statistical analysis has been used to explore the questions that have the strongest impact on engagement. By concentrating efforts on the drivers of engagement you are more likely to improve it.

Drivers of Engagement

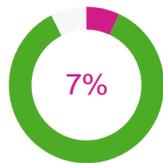
Rank			% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
1	B03	My work gives me a sense of personal accomplishment	79%	+2 ◇	+2 ◇	-1 ◇
2	B36	I am satisfied with the total benefits package	54%	+2 ◇	+18 ◇	+10 ◇
3	B62	I understand how my work contributes to helping us become 'A Brilliant Civil Service'	61%	+13 ◇	+19 ◇	+11 ◇
4	B08	My manager motivates me to be more effective in my job	70%	0	-1 ◇	-5 ◇
5	B27	I feel valued for the work I do	71%	+4 ◇	+3 ◇	-2 ◇

Discrimination, bullying and harassment

■ % responding Yes ■ % responding No □ % responding Prefer not to say



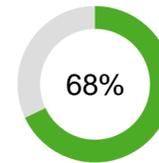
During the past 12 months have you personally experienced discrimination at work?



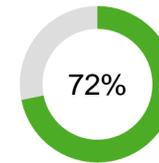
During the past 12 months have you personally experienced bullying or harassment at work?

Wellbeing

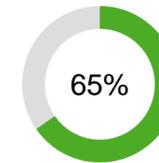
■ % responding positively (Answering 7,8,9 or 10 for W01 – W03) ■ % responding negatively (Answering 6,7,8,9 or 10 for W04)



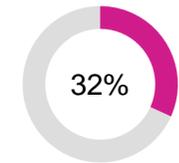
W01. Overall, how satisfied are you with your life nowadays?



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

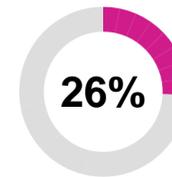


W03. Overall, how happy did you feel yesterday?

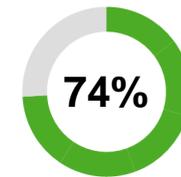


W04. Overall, how anxious did you feel yesterday?

Proxy Stress Index

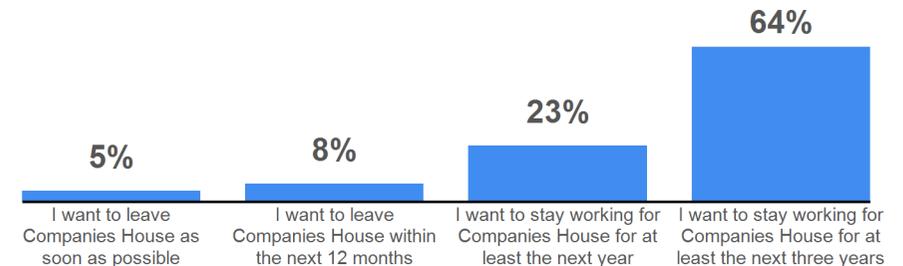


PERMA Index



For further information about these indices, please refer to page 15.

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	91%	B53 Where I work, I think effective action has been taken on the results of the last survey	45%	B37 Compared to people doing a similar job in other organisations I feel my pay is reasonable	48%
B31 I have the skills I need to do 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	45%	B35 I feel that my pay adequately reflects my performance	45%
B18 The people in my team can be relied upon to help when things get difficult in my job	89%	B39 I believe the actions of the Corporate Leadership Group are consistent with Companies House's values	39%	B42 I feel that change is managed well in Companies House	23%
B01 I am interested in my work	88%	B41 Overall, I have confidence in the decisions made by Companies House's Corporate Leadership Group	38%	B45 I have the opportunity to contribute my views before decisions are made that affect me	23%
B26 I am treated with respect by the people I work with	88%	B40 I believe that the Main Board has a clear vision for the future of Companies House	36%	B36 I am satisfied with the total benefits package	20%



All questions by theme

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

My work

78%

+4 ◆ Difference from previous survey



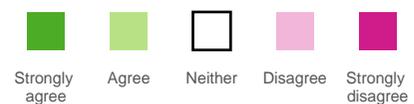
% Positive
 Difference from previous survey
 Difference from CS2018
 Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B01 I am interested in my work	38	50	8			88%	+3 ◆	-2 ◆	-4 ◆
B02 I am sufficiently challenged by my work	30	50	14			81%	+2 ◆	0	-2 ◆
B03 My work gives me a sense of personal accomplishment	28	51	13	5		79%	+2 ◆	+2 ◆	-1 ◆
B04 I feel involved in the decisions that affect my work	19	44	20	13	5	63%	+5 ◆	+4 ◆	-1
B05 I have a choice in deciding how I do my work	30	48	13	6		78%	+7 ◆	+1	-3 ◆

Organisational objectives and purpose

84%

-3 ◆ Difference from previous survey



Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B06 I have a clear understanding of Companies House's objectives	26	56	13			82%	-3 ◆	0	-5 ◆
B07 I understand how my work contributes to Companies House's objectives	30	55	11			85%	-3 ◆	+2 ◆	-2 ◆



All questions by theme

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My manager

72%

+2 ◆ Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2018

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B08	My manager motivates me to be more effective in my job	26	44	21	6	6	70%	0	-1 ◆	-5 ◆
B09	My manager is considerate of my life outside work	43	42	10	6	6	85%	+1 ◆	0	-3 ◆
B10	My manager is open to my ideas	36	45	13	5	6	81%	+1	-2 ◆	-6 ◆
B11	My manager helps me to understand how I contribute to Companies House's objectives	24	43	25	5	6	67%	+1	0	-5 ◆
B12	Overall, I have confidence in the decisions made by my manager	30	44	18	5	6	74%	0	-2 ◆	-6 ◆
B13	My manager recognises when I have done my job well	35	45	12	6	6	80%	+2 ◆	0	-4 ◆
B14	I receive regular feedback on my performance	28	47	15	7	6	75%	+2 ◆	+8 ◆	+2 ◆
B15	The feedback I receive helps me to improve my performance	26	44	22	6	6	69%	+2 ◆	+5 ◆	+1
B16	I think that my performance is evaluated fairly	25	47	17	7	6	72%	+4 ◆	+6 ◆	0
B17	Poor performance is dealt with effectively in my team	13	33	35	13	6	46%	+3 ◆	+6 ◆	+2 ◆



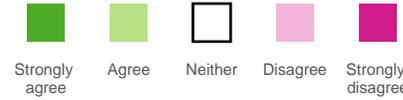
All questions by theme

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

My team

85%

+2 Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2018

Difference from CS High Performers

Table with 4 columns: Question ID, Question text, Response distribution (Strongly agree, Agree, Neither, Disagree, Strongly disagree), % Positive, and comparison differences.

Learning and development

59%

+3 Difference from previous survey

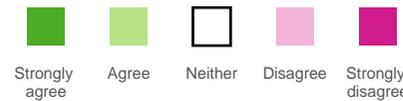


Table with 4 columns: Question ID, Question text, Response distribution (Strongly agree, Agree, Neither, Disagree, Strongly disagree), % Positive, and comparison differences.



All questions by theme

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

Inclusion and fair treatment

81%

+2 ◆ Difference from previous survey



% Positive
 Difference from previous survey
 Difference from CS2018
 Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B25 I am treated fairly at work	31	50	12	7	0	81%	+1 ◆	+1	-3 ◆
B26 I am treated with respect by the people I work with	33	54	9	4	0	88%	+1	+2 ◆	0
B27 I feel valued for the work I do	24	47	17	8	2	71%	+4 ◆	+3 ◆	-2 ◆
B28 I think that Companies House respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc.)	32	51	12	5	0	83%	+1	+7 ◆	+3 ◆

Resources and workload

80%

+2 ◆ Difference from previous survey



% Positive
 Difference from previous survey
 Difference from CS2018
 Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B29 I get the information I need to do my job well	17	60	15	7	0	77%	+1	+7 ◆	+2 ◆
B30 I have clear work objectives	21	61	12	5	0	81%	0	+5 ◆	+1 ◆
B31 I have the skills I need to do my job effectively	28	62	7	3	0	90%	+3 ◆	+1 ◆	-2 ◆
B32 I have the tools I need to do my job effectively	22	56	12	7	0	78%	0	+6 ◆	+1
B33 I have an acceptable workload	16	59	15	8	0	75%	+4 ◆	+14 ◆	+9 ◆
B34 I achieve a good balance between my work life and my private life	28	54	11	5	0	82%	+2 ◆	+13 ◆	+8 ◆



All questions by theme

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

Pay and benefits

37%

+1

Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2018

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B35 I feel that my pay adequately reflects my performance	6	24	25	26	19	30%	+1	-1 ◆	-8 ◆
B36 I am satisfied with the total benefits package	12	42	26	13	7	54%	+2 ◆	+18 ◆	+10 ◆
B37 Compared to people doing a similar job in other organisations I feel my pay is reasonable	6	22	24	28	20	28%	+1	+1 ◆	-5 ◆

Leadership and managing change

52%

+7 ◆

Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2018

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B38 The Corporate Leadership Group in Companies House are sufficiently visible	12	43	29	13	7	55%	+15 ◆	-6 ◆	-16 ◆
B39 I believe the actions of the Corporate Leadership Group are consistent with Companies House's values	10	42	39	7	2	52%	+9 ◆	0	-10 ◆
B40 I believe that the Main Board has a clear vision for the future of Companies House	11	43	36	8	2	54%	+3 ◆	+6 ◆	-3 ◆
B41 Overall, I have confidence in the decisions made by Companies House's Corporate Leadership Group	10	41	38	8	3	51%	+4 ◆	+2 ◆	-8 ◆
B42 I feel that change is managed well in Companies House	6	43	28	19	6	49%	+9 ◆	+16 ◆	+7 ◆
B43 When changes are made in Companies House they are usually for the better	7	40	35	14	4	48%	+11 ◆	+13 ◆	+5 ◆
B44 Companies House keeps me informed about matters that affect me	11	51	25	10	3	62%	+4 ◆	+3 ◆	-4 ◆
B45 I have the opportunity to contribute my views before decisions are made that affect me	8	37	32	17	5	45%	+6 ◆	+5 ◆	-3 ◆
B46 I think it is safe to challenge the way things are done in Companies House	11	44	28	13	5	54%	+2 ◆	+7 ◆	+1



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 CS2018	Difference from CS High Performers
B47 I am proud when I tell others I am part of Companies House	22	45	28			67%	+2 ◆	+1 ◆	-3 ◆
B48 I would recommend Companies House as a great place to work	27	48	20			75%	+6 ◆	+17 ◆	+10 ◆
B49 I feel a strong personal attachment to Companies House	22	38	28	10		60%	+2 ◆	+8 ◆	+2 ◆
B50 Companies House inspires me to do the best in my job	18	40	33	7		58%	+4 ◆	+8 ◆	+1
B51 Companies House motivates me to help it achieve its objectives	16	41	33	8		57%	+4 ◆	+10 ◆	+3 ◆

Taking action

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	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	11	40	32	12	5	51%	+4 ◆	+2 ◆	-7 ◆
B53 Where I work, I think effective action has been taken on the results of the last survey	9	29	45	12	5	38%	+1	+2 ◆	-7 ◆



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 CS2018, 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 CS2018, 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 CS2018, Difference from CS High Performers. Rows include B61, B62.



All questions by theme

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^ 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 rows (W01, W02, W03) and 9 columns: Question, 0-4, 5-6, 7-8, 9-10, % Positive, Difference from previous survey, Difference from CS2018, Difference from CS High Performers.

For question W04 the percent negative is the proportion answering 6, 7, 8, 9 or 10 to the question.

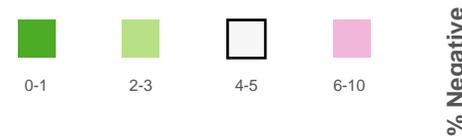


Table with 1 row (W04) and 9 columns: Question, 0-1, 2-3, 4-5, 6-10, % Negative, Difference from previous survey, Difference from CS2018, Difference from CS High Performers.



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 Companies House?

Table with 6 columns: Statement, % (with bar chart), Difference from previous survey, Difference from CS2018, 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 CS2018, 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?'.

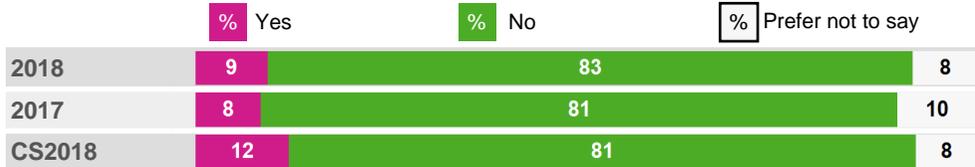


All questions by theme

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Discrimination, harassment and bullying

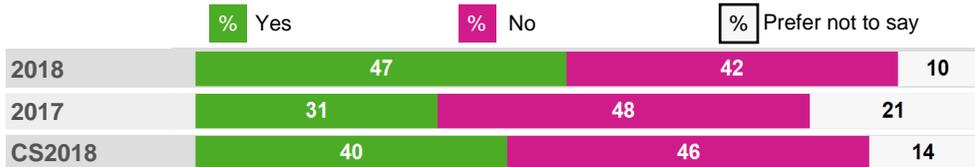
E01. During the past 12 months have you personally experienced discrimination at work?



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	10
Ethnic background	--
Gender	13
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	16
Main spoken/written language or language ability	--
Marital status	--
Pregnancy, maternity or paternity	--
Religion or belief	--
Sexual orientation	--
Social or educational background	--
Working location	10
Working pattern	14
Any other grounds	22
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)

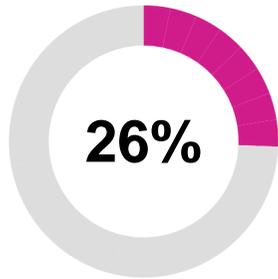
Person	Response Count
A colleague	24
Your manager	21
Another manager in my part of Companies House	13
Someone you manage	--
Someone who works for another part of Companies House	--
A member of the public	--
Someone else	--
Prefer not to say	--

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

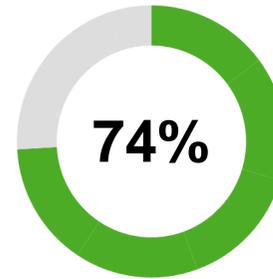


Proxy Stress Index and PERMA Index

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



Difference from previous survey -1 ◆
Difference from CS2018 -3 ◆
Difference from CS High Performers -1 ◆



Difference from previous survey 0
Difference from CS2018 0 ◆
Difference from CS High Performers -1 ◆

Proxy Stress Index

This index aligns to the Health and Safety Executive's stress management tool, using the 8 questions from the People Survey shown below. We calculate it in the same way as the Employee Engagement Index.

We have 'inverted' the final index so that it is a measure of conditions which can add to stress rather than alleviate stress, i.e. a higher index score represents a more stressful environment.

PERMA Index

This index measures the extent to which employees are 'flourishing' in the workplace around the 5 dimensions: Positive emotion, Engagement, Relationships, Meaning and Accomplishment.

The index is computed using the questions from the People Survey shown below and combining them in the same way as the Employee Engagement Index. A high score represents a greater proportion of employees agreeing with the statements below or rating the two wellbeing questions as high.

% positive

B05	I have a choice in deciding how I do my work	78%
B08	My manager motivates me to be more effective in my job	70%
B18	The people in my team can be relied upon to help when things get difficult in my job	89%
B26	I am treated with respect by the people I work with	88%
B30	I have clear work objectives	81%
B33	I have an acceptable workload	75%
B45	I have the opportunity to contribute my views before decisions are made that affect me	45%
E03	During the past 12 months have you personally experienced bullying or harassment at work?	86%

% positive

B01	I am interested in my work	88%
B03	My work gives me a sense of personal accomplishment	79%
B18	The people in my team can be relied upon to help when things get difficult in my job	89%
W01	Overall, how satisfied are you with your life nowadays?	68%
W02	Overall, to what extent do you feel that the things you do in your life are worthwhile?	72%



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 2017 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.
CS2018	The CS2018 benchmark is the median percent positive across all organisations that participated in the 2018 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 2018 Civil Service People Survey. The 'CS High Performer' comparator for the Proxy Stress Index has been corrected (reissued 23/11/2018).

Rounding

Results are presented as whole numbers for ease of reading, with rounding performed at the last stage of calculation for maximum accuracy. Therefore in some instances, the differences presented in this report will not match the rounded figures of the scores being compared. For example, if your unrounded Engagement Index score is 75.43647583%, your organisation overall's score is 74.63572484% and the difference between the two is +0.800751%, in this report these scores would appear as 75%, 75% and +1.

Statistical significance: ✦

Statistical testing has been carried out to identify statistically significant* differences between your results and a number of comparators. You can therefore be confident that the difference represents a real difference in opinion between the results.

*Note, there needs to be 30 responses at question level, 20 responses at theme level or 10 responses at index level for statistical testing to be carried out on the corresponding scores.

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. A statistical technique (a form of regression) is used to identify the extent to which each question in the survey has an association with engagement. Questions identified as having an association are called 'Drivers of engagement': page 3 of this report shows the questions that had the strongest association with engagement in this unit.

Confidentiality

The survey was carried out as part of the 2018 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.

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