



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		41%	+8 ✧	-5 ✧	-10 ✧
My work		67%	+1	-9 ✧	-12 ✧
My manager		65%	+3 ✧	-5 ✧	-7 ✧
Pay and benefits		33%	-6 ✧	+3 ✧	-3 ✧
Learning and development		47%	+7 ✧	-6 ✧	-10 ✧
Resources and workload		74%	+3 ✧	+2 ✧	-1 ✧
My team		81%	+1 ✧	0	-3 ✧
Organisational objectives and purpose		79%	+5 ✧	-3 ✧	-8 ✧
Inclusion and fair treatment		75%	+3 ✧	-2 ✧	-5 ✧



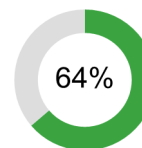
Strength of association with engagement



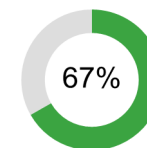
Statistically significant difference from comparison

Wellbeing

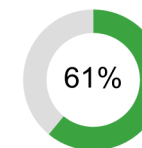
% responding positively (Answering 7,8,9 or 10 for W01 – W03; Answering 0, 1,2 or 3 for W04)



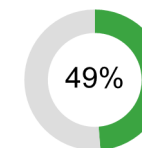
W01. Overall, how satisfied are you with your life nowadays?



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



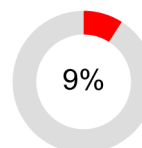
W03. Overall, how happy did you feel yesterday?



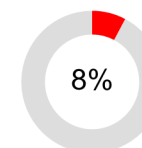
W04. Overall, how anxious did you feel yesterday?

Discrimination, bullying and harassment

% responding Yes

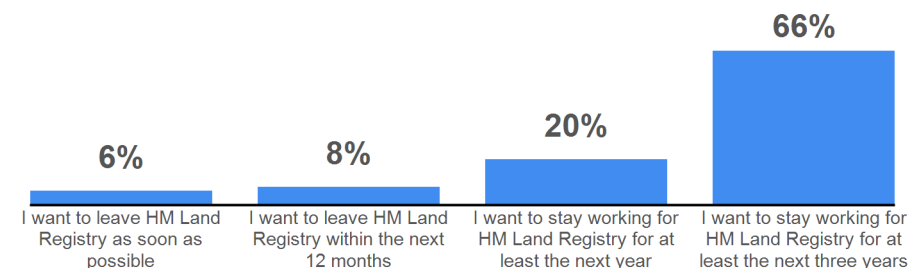


During the past 12 months have you personally experienced discrimination at work?



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	87%	B59	Senior managers in HM Land Registry actively role model the behaviours set out in the Civil Service Leadership Statement	45%	B35	I feel that my pay adequately reflects my performance	48%
B18	The people in my team can be relied upon to help when things get difficult in my job	87%	B17	Poor performance is dealt with effectively in my team	43%	B37	Compared to people doing a similar job in other organisations I feel my pay is reasonable	45%
B26	I am treated with respect by the people I work with	86%	B53	Where I work, I think effective action has been taken on the results of the last survey	40%	B61	I am aware of the Civil Service vision for 'A Brilliant Civil Service'	44%
B19	The people in my team work together to find ways to improve the service we provide	83%	B51	HM Land Registry motivates me to help it achieve its objectives	39%	B62	I understand how my work contributes to helping us become 'A Brilliant Civil Service'	40%
B31	I have the skills I need to do my job effectively	83%	B50	HM Land Registry inspires me to do the best in my job	39%	B45	I have the opportunity to contribute my views before decisions are made that affect me	38%



All questions by theme

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

My work

67% +1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2017

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B01 I am interested in my work	24	58	12	8	0	82%	+1 ◆	-8 ◆	-10 ◆
B02 I am sufficiently challenged by my work	25	53	13	7	0	78%	-2 ◆	-2 ◆	-5 ◆
B03 My work gives me a sense of personal accomplishment	18	51	20	8	0	69%	0	-7 ◆	-10 ◆
B04 I feel involved in the decisions that affect my work	9	35	26	22	8	44%	+4 ◆	-14 ◆	-20 ◆
B05 I have a choice in deciding how I do my work	14	45	20	15	6	59%	+3 ◆	-16 ◆	-21 ◆

Organisational objectives and purpose*

79% +5 ◆

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

B06 I have a clear understanding of HM Land Registry's objectives^	15	61	17	5	0	76%	+5 ◆	-5 ◆	-10 ◆
B07 I understand how my work contributes to HM Land Registry's objectives^	18	65	13	0	0	82%	+4 ◆	-1 ◆	-5 ◆



All questions by theme

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My manager

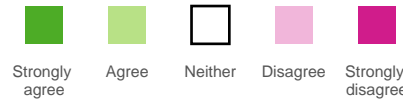
65%

+3

◆ 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	17	46	24	9		63%	+4 ◆	-7 ◆	-11 ◆
B09	My manager is considerate of my life outside work	35	46	13			81%	+4 ◆	-3 ◆	-6 ◆
B10	My manager is open to my ideas	25	51	17	5		76%	+3 ◆	-6 ◆	-9 ◆
B11	My manager helps me to understand how I contribute to HM Land Registry's objectives^	16	50	25	7		66%	+4 ◆	0	-4 ◆
B12	Overall, I have confidence in the decisions made by my manager	22	46	21	7		69%	+4 ◆	-6 ◆	-10 ◆
B13	My manager recognises when I have done my job well	23	50	17	7		73%	+2 ◆	-6 ◆	-9 ◆
B14	I receive regular feedback on my performance	17	50	18	11		67%	-1	-1	-5 ◆
B15	The feedback I receive helps me to improve my performance	15	42	30	9		57%	+2 ◆	-6 ◆	-10 ◆
B16	I think that my performance is evaluated fairly	15	47	25	9		63%	+4 ◆	-3 ◆	-7 ◆
B17	Poor performance is dealt with effectively in my team	7	27	43	15	7	34%	+2 ◆	-5 ◆	-10 ◆



All questions by theme

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My team

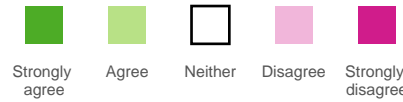
81%

+1

◆ 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
B18	The people in my team can be relied upon to help when things get difficult in my job	34	53	9			87%	+2	+2	-1
B19	The people in my team work together to find ways to improve the service we provide	29	53	13			83%	+1	0	-2
B20	The people in my team are encouraged to come up with new and better ways of doing things	23	50	20	6		73%	+1	-2	-7

Learning and development

47%

+7

◆ Difference from previous survey



Strength of association with engagement



Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B21	I am able to access the right learning and development opportunities when I need to	9	49	27	12		57%	+1	-6	-12
B22	Learning and development activities I have completed in the past 12 months have helped to improve my performance	10	39	35	11		49%	0	-3	-9
B23	There are opportunities for me to develop my career in HM Land Registry^	8	37	26	19	10	45%	+21	-2	-10
B24	Learning and development activities I have completed while working for HM Land Registry are helping me to develop my career^	7	30	37	18	8	37%	+8	-10	-15



All questions by theme

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Inclusion and fair treatment

75%

+3 ◆

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2017

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B25 I am treated fairly at work	20	58	14	5	5	79%	+2 ◆	-1 ◆	-5 ◆
B26 I am treated with respect by the people I work with	25	61	10	5	5	86%	+1 ◆	+1 ◆	-1 ◆
B27 I feel valued for the work I do	13	46	24	11	5	59%	+4 ◆	-6 ◆	-13 ◆
B28 I think that HM Land Registry respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)^	22	54	17	5	5	76%	+5 ◆	0	-4 ◆

Resources and workload*

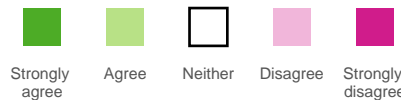
74%

+3 ◆

Difference from previous survey



Strength of association with engagement



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Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B29 I get the information I need to do my job well	8	61	21	8	5	70%	+2 ◆	0	-4 ◆
B30 I have clear work objectives	12	65	16	6	5	77%	+2 ◆	+1 ◆	-3 ◆
B31 I have the skills I need to do my job effectively	15	67	12	5	5	83%	+3 ◆	-6 ◆	-8 ◆
B32 I have the tools I need to do my job effectively	12	63	16	8	5	74%	+2 ◆	+5 ◆	-2 ◆
B33 I have an acceptable workload	8	59	19	10	5	67%	+8 ◆	+7 ◆	+1
B34 I achieve a good balance between my work life and my private life	17	58	16	7	5	75%	+3 ◆	+7 ◆	+1 ◆



All questions by theme

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Pay and benefits

33%

-6 ◆ Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2017

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B35 I feel that my pay adequately reflects my performance	26	22	30	18	30%	-9 ◆	-1	-7 ◆	
B36 I am satisfied with the total benefits package	5	33	28	23	11	38%	-2 ◆	+4 ◆	-3 ◆
B37 Compared to people doing a similar job in other organisations I feel my pay is reasonable	5	26	24	28	17	31%	-7 ◆	+6 ◆	-1 ◆

Leadership and managing change*

41%

+8 ◆ 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

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B38 Senior managers in HM Land Registry are sufficiently visible^	7	43	25	19	6	51%	+7 ◆	-9 ◆	-18 ◆
B39 I believe the actions of senior managers are consistent with HM Land Registry's values^	6	40	37	12	6	46%	+13 ◆	-8 ◆	-14 ◆
B40 I believe that the HM Land Registry Executive Board has a clear vision for the future of HM Land Registry^	8	44	32	11	5	52%	+18 ◆	+4 ◆	-2 ◆
B41 Overall, I have confidence in the decisions made by HM Land Registry's senior managers^	6	33	36	18	8	38%	+12 ◆	-10 ◆	-16 ◆
B42 I feel that change is managed well in HM Land Registry^	28	32	28	9	31%	+6 ◆	-2 ◆	-9 ◆	
B43 When changes are made in HM Land Registry they are usually for the better^	25	38	27	8	28%	+7 ◆	-5 ◆	-12 ◆	
B44 HM Land Registry keeps me informed about matters that affect me^	6	49	28	12	55%	+4 ◆	-3 ◆	-10 ◆	
B45 I have the opportunity to contribute my views before decisions are made that affect me	26	32	28	10	29%	+3 ◆	-9 ◆	-18 ◆	
B46 I think it is safe to challenge the way things are done in HM Land Registry^	5	35	30	20	9	40%	+6 ◆	-6 ◆	-12 ◆



All questions by theme

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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 HM Land Registry^	13	43	33	8		56%	+8 ◆	-6 ◆	-13 ◆
B48 I would recommend HM Land Registry as a great place to work^	13	41	31	10		55%	+13 ◆	0	-8 ◆
B49 I feel a strong personal attachment to HM Land Registry^	14	39	29	13		53%	+2 ◆	+4 ◆	-3 ◆
B50 HM Land Registry inspires me to do the best in my job^	8	35	39	13	5	43%	+6 ◆	-5 ◆	-11 ◆
B51 HM Land Registry motivates me to help it achieve its objectives^	7	33	39	15	5	40%	+6 ◆	-6 ◆	-13 ◆

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 senior managers in HM Land Registry will take action on the results from this survey^	6	37	30	17	9	43%	+8 ◆	-7 ◆	-15 ◆
B53 Where I work, I think effective action has been taken on the results of the last survey	7	28	40	16	9	35%	+6 ◆	-2 ◆	-10 ◆



All questions by theme

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Organisational culture

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B54 I am trusted to carry out my job effectively	21	66	9			87%	+3 ◆	-1 ◆	-3 ◆
B55 I believe I would be supported if I try a new idea, even if it may not work	12	49	26	10		61%	+3 ◆	-9 ◆	-14 ◆
B56 In HM Land Registry, people are encouraged to speak up when they identify a serious policy or delivery risk	12	52	22	10		64%	New	-2 ◆	-7 ◆
B57 I feel able to challenge inappropriate behaviour in the workplace	9	45	27	14	5	54%	New	-9 ◆	-14 ◆
B58 HM Land Registry is committed to creating a diverse and inclusive workplace	17	57	20			74%	New	0	-3 ◆

Leadership statement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B59 Senior managers in HM Land Registry actively role model the behaviours set out in the Civil Service Leadership Statement^	6	35	45	10	5	41%	+10 ◆	-6 ◆	-14 ◆
B60 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	14	49	29	5		63%	+9 ◆	-3 ◆	-9 ◆

Civil Service vision

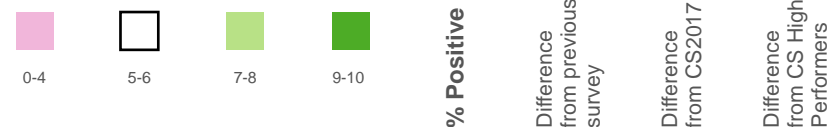
	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B61 I am aware of the Civil Service vision for 'A Brilliant Civil Service'	25	28	35	9		28%	New	-15 ◆	-28 ◆
B62 I understand how my work contributes to helping us become 'A Brilliant Civil Service'	23	35	31	9		26%	New	-11 ◆	-19 ◆



All questions by theme

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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.

Question	0-4	5-6	7-8	9-10	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
W01 Overall, how satisfied are you with your life nowadays?	13	23	49	15	64%	-1 ◆	-2 ◆	-4 ◆
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	12	21	47	19	67%	-2 ◆	-4 ◆	-6 ◆
W03 Overall, how happy did you feel yesterday?	16	23	41	20	61%	-1	-2 ◆	-4 ◆

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



W04 Overall, how anxious did you feel yesterday?	23	25	21	30	49%	-1	0	-3 ◆
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All questions by theme

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Your plans for the future

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

		Difference from previous survey	Difference from CS2017	Difference from CS High Performers
I want to leave HM Land Registry as soon as possible	6%	-1	-2 ◆	-5 ◆
I want to leave HM Land Registry within the next 12 months	8%	+1	-7 ◆	-10 ◆
I want to stay working for HM Land Registry for at least the next year	20%	+2 ◆	-14 ◆	-19 ◆
I want to stay working for HM Land Registry for at least the next three years	66%	-1	+22 ◆	+14 ◆

The Civil Service Code

Differences are based on '% Yes' score

	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?	90	10	90%	-1	-2 ◆	-5 ◆
D02. Are you aware of how to raise a concern under the Civil Service Code?	62	38	62%	0	-5 ◆	-12 ◆
D03. Are you confident that if you raised a concern under the Civil Service Code in HM Land Registry it would be investigated properly?^	71	29	71%	+4 ◆	+1	-5 ◆

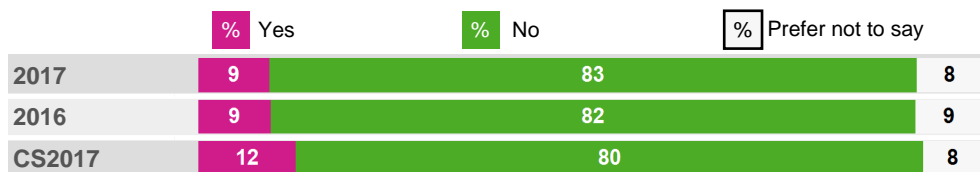


All questions by theme

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Discrimination, harassment and bullying

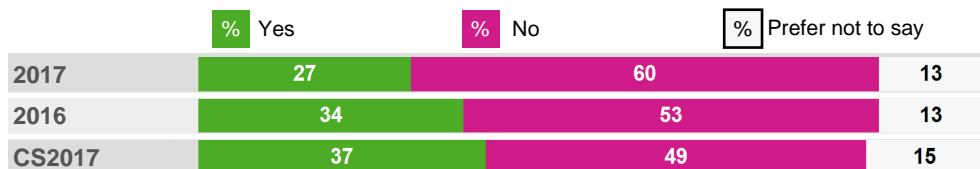
E01. During the past 12 months have you personally experienced discrimination at work?



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)

	Response Count
Age	71
Caring responsibilities	21
Disability	52
Ethnic background	17
Gender	37
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	84
Main spoken/written language or language ability	--
Religion or belief	--
Sexual orientation	10
Social or educational background	--
Working location	25
Working pattern	55
Any other grounds	83
Prefer not to say	31

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)

A colleague	119
Your manager	46
Another manager in my part of HM Land Registry	75
Someone you manage	--
Someone who works for another part of HM Land Registry	28
A member of the public	--
Someone else	--
Prefer not to say	33

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



All questions by theme

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HM Land Registry questions

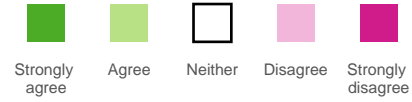
	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01 I feel that HM Land Registry as a whole provides good customer service	16	61	13	8		78%	New
F02 I am able to provide a good service to my customers	18	66	11			83%	New
F03 It is usual in my team for the team or individuals to receive recognition or praise for good work	11	49	25	13		59%	-2 ◆
F04 I am clear about my work responsibilities and what is expected of me	18	70	9			88%	New
F05 Our values underpin the way we do things at HM Land Registry	11	57	26			68%	New
F06 My manager keeps me informed	18	58	16	6		76%	+9 ◆
F07 My manager talks to me about change and listens to my concerns	18	54	18	7		72%	+10 ◆
F08 My managers talk about change even when they don't have all the answers	17	60	16	5		77%	+7 ◆
F09 I understand the need for changes to HM Land Registry^	17	64	15			80%	+12 ◆
F10 I have confidence in the HM Land Registry Board to lead us through the changes^	6	35	38	14	7	41%	+15 ◆
F11 The People Change Framework is consistently used to support local changes	5	27	55	9		32%	New
F12 The People Change Framework is consistently used to support changes at an organisation level		25	58	8		29%	New
F13 HM Land Registry takes a positive interest in health and wellbeing	16	56	17	7		72%	New



All questions by theme

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HM Land Registry questions



% Positive
 Difference from previous survey

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F14	I am responsible for my own health and wellbeing	31	61			7	92%	New



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.