



Returns : 1,186

Response rate : 27%

Civil Service People Survey 2014



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.

Engagement Index

49%

Difference from
previous survey +1Difference from
CS2014 -10 ✧Difference from CS
High Performers -15 ✧

My work

65%

Difference from
previous survey +2Difference from
CS2014 -10 ✧Difference from CS
High Performers -13 ✧Organisational
objectives and
purpose

66%

Difference from
previous survey +1Difference from
CS2014 -17 ✧Difference from CS
High Performers -21 ✧

My manager

58%

Difference from
previous survey +6 ✧Difference from
CS2014 -9 ✧Difference from CS
High Performers -13 ✧

My team

79%

Difference from
previous survey +3 ✧Difference from
CS2014 0Difference from CS
High Performers -4 ✧Learning and
development

38%

Difference from
previous survey +5 ✧Difference from
CS2014 -12 ✧Difference from CS
High Performers -17 ✧Inclusion and fair
treatment

67%

Difference from
previous survey +2Difference from
CS2014 -8 ✧Difference from CS
High Performers -11 ✧Resources and
workload

66%

Difference from
previous survey -1Difference from
CS2014 -8 ✧Difference from CS
High Performers -11 ✧

Pay and benefits

39%

Difference from
previous survey +8 ✧Difference from
CS2014 +11 ✧Difference from CS
High Performers +4 ✧Leadership and
Managing Change

19%

Difference from
previous survey -4 ✧Difference from
CS2014 -25 ✧Difference from CS
High Performers -31 ✧

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 CS2014	Difference from CS High Performers
Leadership and Managing Change		19%	-4 ✧	-25 ✧	-31 ✧
My work		65%	+2	-10 ✧	-13 ✧
Pay and benefits		39%	+8 ✧	+11 ✧	+4 ✧
My manager		58%	+6 ✧	-9 ✧	-13 ✧
Resources and workload		66%	-1	-8 ✧	-11 ✧
Learning and development		38%	+5 ✧	-12 ✧	-17 ✧
Organisational objectives and purpose		66%	+1	-17 ✧	-21 ✧
Inclusion and fair treatment		67%	+2	-8 ✧	-11 ✧
My team		79%	+3 ✧	0	-4 ✧

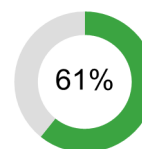


Strength of association with engagement

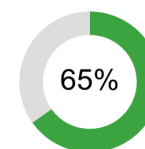


Statistically significant difference from comparison

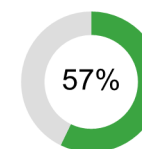
Wellbeing



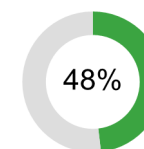
Overall, how satisfied are you with your life nowadays?



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

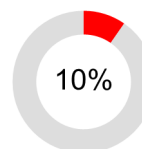


Overall, how happy did you feel yesterday?

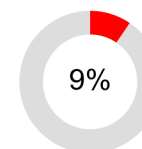


No or low anxiety yesterday

Discrimination, bullying and harassment

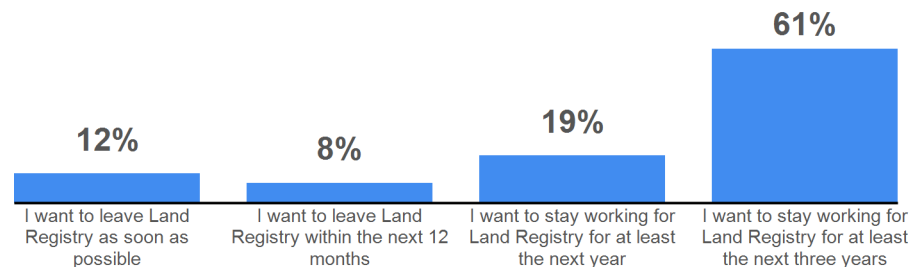


During the past 12 months have you personally experienced discrimination at work?



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

Your plans for the future



All questions by theme

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

My work

65% +2

Difference
from
previous
survey



Strength of
association with
engagement



% Positive

Difference
from previous
survey

Difference
from CS2014

Difference
from CS High
Performers

B01 I am interested in my work



80%

+1

-9 ◆

-12 ◆

B02 I am sufficiently challenged by my work



77%

0

-2

-5 ◆

B03 My work gives me a sense of personal accomplishment



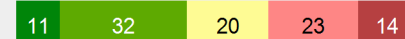
67%

+2

-9 ◆

-11 ◆

B04 I feel involved in the decisions that affect my work



43%

+5 ◆

-14 ◆

-19 ◆

B05 I have a choice in deciding how I do my work



59%

+3 ◆

-16 ◆

-21 ◆

Organisational objectives and purpose

66% +1

Difference
from
previous
survey



Strength of
association with
engagement



B06 I have a clear understanding of Land Registry's purpose



71%

+2

-15 ◆

-20 ◆

B07 I have a clear understanding of Land Registry's objectives



59%

+1

-22 ◆

-27 ◆

B08 I understand how my work contributes to Land Registry's objectives



69%

+1

-14 ◆

-18 ◆

All questions by theme

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

My manager

58% +6

Difference
from
previous
survey



Strength of
association with
engagement



% Positive

Difference
from previous
survey

Difference
from CS2014

Difference
from CS High
Performers

B09	My manager motivates me to be more effective in my job	15	40	23	15	7	55%	+6 ◆	-13 ◆	-17 ◆
B10	My manager is considerate of my life outside work	29	47	16			76%	+5 ◆	-6 ◆	-10 ◆
B11	My manager is open to my ideas	25	48	17	7		72%	+5 ◆	-8 ◆	-12 ◆
B12	My manager helps me to understand how I contribute to Land Registry's objectives	15	42	29	10		57%	+5 ◆	-8 ◆	-12 ◆
B13	Overall, I have confidence in the decisions made by my manager	18	42	22	11	6	61%	+6 ◆	-13 ◆	-16 ◆
B14	My manager recognises when I have done my job well	21	47	17	11		68%	+5 ◆	-9 ◆	-13 ◆
B15	I receive regular feedback on my performance	14	45	20	15	6	58%	+10 ◆	-7 ◆	-10 ◆
B16	The feedback I receive helps me to improve my performance	12	37	30	14	6	50%	+8 ◆	-11 ◆	-16 ◆
B17	I think that my performance is evaluated fairly	13	42	26	12	7	55%	+6 ◆	-8 ◆	-12 ◆
B18	Poor performance is dealt with effectively in my team	6	24	39	18	12	30%	+5 ◆	-9 ◆	-13 ◆

My team

79% +3

Difference
from
previous
survey



Strength of
association with
engagement



B19	The people in my team can be relied upon to help when things get difficult in my job	27	55	12			82%	+1	-2	-4 ◆
B20	The people in my team work together to find ways to improve the service we provide	25	56	12			81%	+2 ◆	+1	-2 ◆
B21	The people in my team are encouraged to come up with new and better ways of doing things	21	52	17	6		73%	+5 ◆	-1	-5 ◆

All questions by theme

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

Learning and development

38% +5

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B22	I am able to access the right learning and development opportunities when I need to	9	45	29	12	5	54%	+4 ♦	-9 ♦	-13 ♦
B23	Learning and development activities I have completed in the past 12 months have helped to improve my performance	7	36	33	17	6	44%	+4 ♦	-7 ♦	-13 ♦
B24	There are opportunities for me to develop my career in Land Registry	5	20	23	28	24	25%	+6 ♦	-17 ♦	-24 ♦
B25	Learning and development activities I have completed while working for Land Registry are helping me to develop my career	7	22	31	23	18	29%	+6 ♦	-14 ♦	-20 ♦

Inclusion and fair treatment

67% +2

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B26	I am treated fairly at work	16	55	17	7	5	72%	0	-8 ♦	-11 ♦
B27	I am treated with respect by the people I work with	22	59	13			81%	0	-3 ♦	-6 ♦
B28	I feel valued for the work I do	12	37	24	17	10	49%	+4 ♦	-15 ♦	-20 ♦
B29	I think that Land Registry respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	18	50	21	6	6	68%	+4 ♦	-6 ♦	-10 ♦

All questions by theme

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

Resources and workload

66% -1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B30 In my job, I am clear what is expected of me	16	62	13	6		78%	-1	-6 ♦	-9 ♦
B31 I get the information I need to do my job well	9	48	25	13	5	57%	-4 ♦	-13 ♦	-16 ♦
B32 I have clear work objectives	11	53	22	11		64%	-2	-12 ♦	-15 ♦
B33 I have the skills I need to do my job effectively	17	60	14	6		77%	0	-12 ♦	-14 ♦
B34 I have the tools I need to do my job effectively	12	52	20	12	5	63%	-8 ♦	-8 ♦	-12 ♦
B35 I have an acceptable workload	6	48	23	16	7	54%	+4 ♦	-5 ♦	-12 ♦
B36 I achieve a good balance between my work life and my private life	13	54	20	10		67%	+2	+1	-7 ♦

Pay and benefits

39% +8

Difference from previous survey



Strength of association with engagement



Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B37 I feel that my pay adequately reflects my performance	5	33	20	26	16	38%	+9 ♦	+9 ♦	+2
B38 I am satisfied with the total benefits package	6	36	23	22	13	42%	+8 ♦	+10 ♦	+2
B39 Compared to people doing a similar job in other organisations I feel my pay is reasonable	6	32	23	23	16	38%	+6 ♦	+14 ♦	+6 ♦

All questions by theme

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

Leadership and Managing Change

19% -4

Difference
from
previous
survey



Strength of
association with
engagement



% Positive

Difference
from previous
survey

Difference
from CS2014

Difference
from CS High
Performers

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B40 I feel that Land Registry as a whole is managed well	14	21	34	31		15%	-8 ◆	-31 ◆	-41 ◆
B41 Senior managers in Land Registry are sufficiently visible	22	23	30	24		23%	-2 ◆	-30 ◆	-39 ◆
B42 I believe the actions of senior managers are consistent with Land Registry's values	14	31	27	25		16%	-6 ◆	-31 ◆	-39 ◆
B43 I believe that the Land Registry Executive Board has a clear vision for the future of Land Registry	12	24	29	33		14%	-12 ◆	-30 ◆	-38 ◆
B44 Overall, I have confidence in the decisions made by Land Registry's senior managers	11	22	31	36		12%	-3 ◆	-32 ◆	-40 ◆
B45 I feel that change is managed well in Land Registry	11	21	38	30		12%	-7 ◆	-19 ◆	-26 ◆
B46 When changes are made in Land Registry they are usually for the better	16	29	32	23		17%	0	-13 ◆	-20 ◆
B47 Land Registry keeps me informed about matters that affect me	33	29	22	15		35%	0	-23 ◆	-29 ◆
B48 I have the opportunity to contribute my views before decisions are made that affect me	16	25	33	25		17%	-1	-19 ◆	-26 ◆
B49 I think it is safe to challenge the way things are done in Land Registry	22	27	26	22		25%	0	-16 ◆	-23 ◆

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 CS2014	Difference from CS High Performers
B50 I am proud when I tell others I am part of Land Registry	8	29	41	14	8	37%	+2	-22 ◆	-29 ◆
B51 I would recommend Land Registry as a great place to work	6	20	36	25	14	25%	+2 ◆	-23 ◆	-35 ◆
B52 I feel a strong personal attachment to Land Registry	14	34	27	16	10	48%	+5 ◆	0	-7 ◆
B53 Land Registry inspires me to do the best in my job	6	22	37	23	12	28%	+1	-17 ◆	-23 ◆
B54 Land Registry motivates me to help it achieve its objectives	5	19	36	25	15	24%	+1	-19 ◆	-26 ◆

Taking action

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B55 I believe that senior managers in Land Registry will take action on the results from this survey	17	26	28	27		19%	-4 ◆	-26 ◆	-34 ◆
B56 I believe that managers where I work will take action on the results from this survey	9	32	23	19	17	41%	+5 ◆	-15 ◆	-20 ◆
B57 Where I work, I think effective action has been taken on the results of the last survey	5	20	34	22	20	25%	0	-10 ◆	-15 ◆

All questions by theme

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

Organisational Culture

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B58 I am trusted to carry out my job effectively	23	60	11	5		83%	0	-6 ◆	-8 ◆
B59 I believe I would be supported if I try a new idea, even if it may not work	14	49	24	10		62%	+9 ◆	-6 ◆	-10 ◆
B60 My performance is evaluated based on whether I get things done, rather than solely follow processes	11	45	28	10	6	56%	+3 ◆	-9 ◆	-14 ◆
B61 When I talk about Land Registry I say "we" rather than "they"	15	46	24	9	6	62%	+3 ◆	-7 ◆	-17 ◆
B62 I have some really good friendships at work	29	49	16			79%	-2	+3 ◆	-1

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

W01	Overall, how satisfied are you with your life nowadays?	16	23	49	12	61%	+6 ⬆	-3 ⬆	-6 ⬆
W02	Overall, to what extent do you feel that the things you do in your life are worthwhile?	13	22	48	17	65%	+4 ⬆	-4 ⬆	-7 ⬆
W03	Overall, how happy did you feel yesterday?	19	24	39	18	57%	+5 ⬆	-3 ⬆	-6 ⬆
<div><div></div><div></div><div></div><div></div><div>0-1</div><div>2-3</div><div>4-5</div><div>6-10</div></div>									
W04	Overall, how anxious did you feel yesterday?	23	25	22	30	48%	+2	-2	-5 ⬆

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 Land Registry?

			Difference from previous survey	Difference from CS2014	Difference from CS High Performers
I want to leave Land Registry as soon as possible		12%	+3 ◇	+4 ◇	+2 ◇
I want to leave Land Registry within the next 12 months		8%	0	-6 ◇	-10 ◇
I want to stay working for Land Registry for at least the next year		19%	+2 ◇	-12 ◇	-19 ◇
I want to stay working for Land Registry for at least the next three years		61%	-5 ◇	+15 ◇	+7 ◇

The Civil Service Code

Differences are based on '% Yes' score

	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		8	92%	+3 ◇	+2 ◇	-1 ◇
D02. Are you aware of how to raise a concern under the Civil Service Code?		33	67%	+4 ◇	+3 ◇	-4 ◇
D03. Are you confident that if you raised a concern under the Civil Service Code in Land Registry it would be investigated properly?		36	64%	+1	-5 ◇	-9 ◇

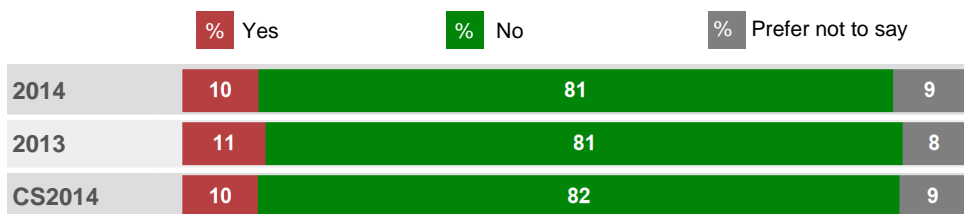


All questions by theme

◆ 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?



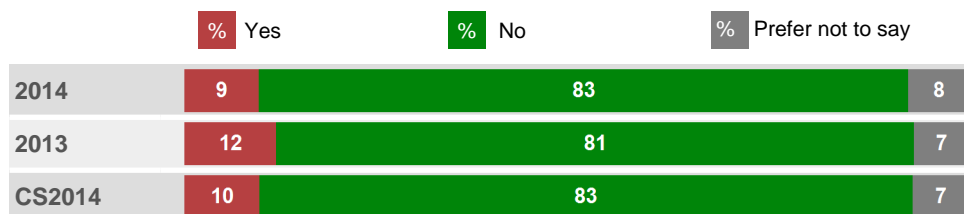
For respondents who selected 'Yes' to question E01.

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

	Response Count	
Age	24	
Caring responsibilities	11	
Disability	16	
Ethnic background	--	
Gender	18	
Gender reassignment or perceived gender	--	
Grade, pay band or responsibility level	32	
Main spoken/written language or language ability	--	
Religion or belief	--	
Sexual orientation	--	
Social or educational background	--	
Working location	12	
Working pattern	19	
Any other grounds	26	
Prefer not to say	13	

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

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



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)

	Response Count	
A colleague	49	
Your manager	27	
Another manager in my part of Land Registry	30	
Someone you manage	--	
Someone who works for another part of Land Registry	--	
A member of the public	--	
Someone else	--	
Prefer not to say	10	

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

All questions by theme

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

Land Registry questions

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	
							% Positive
							Difference from previous survey
F01	Have you had a formal performance review in the past 12 months?	Yes: 92%		No: 8%			92%
							+2 ✧
F02	I have discussions with others about trying new things or developing myself	15	54	19	9		69%
							+10 ✧
F03	It is usual in my team for the team or individuals to receive recognition or praise for good work	12	50	22	12		62%
							+2
F04	I understand the direction Land Registry is taking	6	34	24	20	15	41%
							0
F05	I understand the need for changes to Land Registry	9	51	19	12	9	61%
							+3 ✧
F06	I understand how these changes impact on me	7	43	27	14	9	50%
							+9 ✧
F07	I have confidence in the Land Registry Board to lead us through the changes	10	21	31	36		11%
							-3 ✧
F08	My manager keeps me informed	12	51	21	12	5	63%
							+7 ✧
F09	My manager talks to me about change and listens to my concerns	14	48	22	11	6	62%
							+11 ✧
F10	My managers talk about change even when they don't have all the answers	17	53	21	6		70%
							+4 ✧



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 2013 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.
CS2014	The CS2014 benchmark is the median percent positive across all organisations that participated in the 2014 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 2014 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, CS2014 results and CS High Performers results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in opinion between the results.

The employee engagement index


The survey includes five questions that make up the engagement index (B50-B54). The index score represents the average level of engagement in that unit and ranges from 0 to 100. An index score of 0 represents all respondents in that unit saying they strongly disagree to all five engagement questions and a score of 100 represents all respondents saying they strongly agree to all five engagement questions.

The drivers of engagement

While the engagement index shows the average level of engagement, it does not show what you can do to improve engagement. Nine themes have been included in the survey to measure employees' experiences at work. A statistical technique, stepwise regression, is used to identify the extent to which each of these themes has an association with engagement. The themes identified as having an association are called the 'Drivers of engagement'. The strength of association with engagement varies by theme and is illustrated by a 4-bar icon, as 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

Confidentiality

The survey was carried out as part of the 2014 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 less than 10 respondents will not be reported on, however their responses do contribute to the overall scores for the unit and organisation they belong to and the overall Civil Service results.