



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 CS2014	Difference from CS High Performers
Leadership and Managing Change		45%	-10 ✧	+1 ✧	-5 ✧
My work		71%	-3 ✧	-4 ✧	-8 ✧
My manager		63%	-5 ✧	-5 ✧	-8 ✧
Learning and development		50%	-1	+1	-5 ✧
Resources and workload		79%	-6 ✧	+5 ✧	+2 ✧
Pay and benefits		33%	+1	+5 ✧	-2 ✧
Organisational objectives and purpose		88%	-4 ✧	+5 ✧	+1
My team		77%	-3 ✧	-2 ✧	-5 ✧
Inclusion and fair treatment		73%	-4 ✧	-2 ✧	-6 ✧

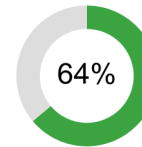


Strength of association with engagement

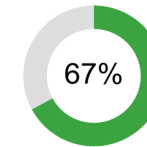


Statistically significant difference from comparison

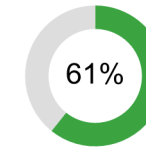
## Wellbeing



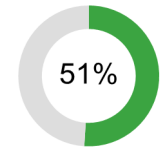
Overall, how satisfied are you with your life nowadays?



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

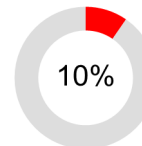


Overall, how happy did you feel yesterday?

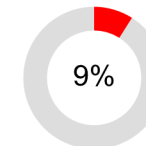


No or low anxiety yesterday

## Discrimination, bullying and harassment

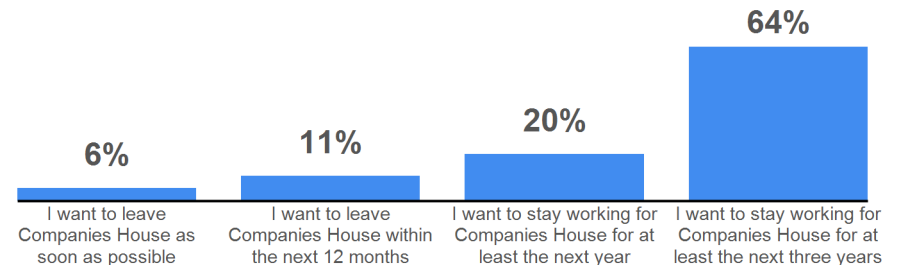


During the past 12 months have you personally experienced discrimination at work?



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

**71%** -3

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
B01 I am interested in my work	35	51	9			86%	-1 ◆	-3 ◆	-6 ◆
B02 I am sufficiently challenged by my work	30	46	15	7		75%	-3 ◆	-4 ◆	-7 ◆
B03 My work gives me a sense of personal accomplishment	27	47	17	7		74%	-3 ◆	-2 ◆	-5 ◆
B04 I feel involved in the decisions that affect my work	14	36	23	19	7	51%	-7 ◆	-6 ◆	-11 ◆
B05 I have a choice in deciding how I do my work	22	47	17	11		69%	-3 ◆	-6 ◆	-11 ◆

### Organisational objectives and purpose

**88%** -4

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
B06 I have a clear understanding of Companies House's purpose	33	58	8			91%	-4 ◆	+5 ◆	0
B07 I have a clear understanding of Companies House's objectives	28	58	12			86%	-4 ◆	+6 ◆	+1
B08 I understand how my work contributes to Companies House's objectives	31	57	9			88%	-3 ◆	+4 ◆	0



## All questions by theme

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### My manager

**63%** -5

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% 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	20	42	21	12	5	62%	-4 ◆	-6 ◆	-10 ◆
B10	My manager is considerate of my life outside work	33	44	15	5	5	78%	-3 ◆	-3 ◆	-8 ◆
B11	My manager is open to my ideas	28	47	16	7	7	74%	-5 ◆	-5 ◆	-10 ◆
B12	My manager helps me to understand how I contribute to Companies House's objectives	18	43	26	10	10	61%	-4 ◆	-3 ◆	-8 ◆
B13	Overall, I have confidence in the decisions made by my manager	22	44	20	10	10	66%	-4 ◆	-7 ◆	-11 ◆
B14	My manager recognises when I have done my job well	26	45	17	8	8	71%	-5 ◆	-6 ◆	-10 ◆
B15	I receive regular feedback on my performance	20	43	20	13	10	63%	-7 ◆	-2 ◆	-5 ◆
B16	The feedback I receive helps me to improve my performance	18	37	31	11	11	55%	-10 ◆	-6 ◆	-11 ◆
B17	I think that my performance is evaluated fairly	16	42	25	12	10	59%	-5 ◆	-4 ◆	-8 ◆
B18	Poor performance is dealt with effectively in my team	9	28	35	17	10	37%	-2 ◆	-2 ◆	-6 ◆

### My team

**77%** -3

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 CS2014	Difference from CS High Performers
B19	The people in my team can be relied upon to help when things get difficult in my job	34	49	10	10	10	84%	-2 ◆	0	-3 ◆
B20	The people in my team work together to find ways to improve the service we provide	31	47	16	10	10	78%	-4 ◆	-2 ◆	-5 ◆
B21	The people in my team are encouraged to come up with new and better ways of doing things	26	44	20	8	8	70%	-3 ◆	-4 ◆	-8 ◆



## All questions by theme

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### Learning and development

**50%** -1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question ID	Question Text	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	16	57	20	6	0	73%	-1	+11 ◆	+6 ◆
B23	Learning and development activities I have completed in the past 12 months have helped to improve my performance	11	40	33	12	5	51%	0	0	-6 ◆
B24	There are opportunities for me to develop my career in Companies House	7	32	30	20	11	39%	0	-2 ◆	-10 ◆
B25	Learning and development activities I have completed while working for Companies House are helping me to develop my career	7	31	41	14	8	38%	-3 ◆	-6 ◆	-12 ◆

### Inclusion and fair treatment

**73%** -4

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question ID	Question Text	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	21	54	15	8	0	75%	-5 ◆	-4 ◆	-7 ◆
B27	I am treated with respect by the people I work with	27	56	13	4	0	83%	-2 ◆	-1 ◆	-4 ◆
B28	I feel valued for the work I do	17	40	23	15	5	57%	-6 ◆	-8 ◆	-13 ◆
B29	I think that Companies House respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	23	54	17	6	0	77%	-3 ◆	+3 ◆	-1



## All questions by theme

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### Resources and workload **79%** -6

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	25	63	9	1	1	87%	-4 ◆	+3 ◆	0
B31 I get the information I need to do my job well	17	58	16	8	1	74%	-5 ◆	+4 ◆	+1
B32 I have clear work objectives	18	59	16	5	1	77%	-10 ◆	+2 ◆	-2 ◆
B33 I have the skills I need to do my job effectively	26	62	9	1	1	88%	-2 ◆	-1	-3 ◆
B34 I have the tools I need to do my job effectively	19	58	13	7	1	77%	-8 ◆	+6 ◆	+2 ◆
B35 I have an acceptable workload	13	58	16	10	1	71%	-7 ◆	+12 ◆	+5 ◆
B36 I achieve a good balance between my work life and my private life	18	58	17	5	1	76%	-5 ◆	+10 ◆	+2 ◆

### Pay and benefits **33%** +1

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	27	26	27	18	1	29%	0	0	-7 ◆
B38 I am satisfied with the total benefits package	6	38	29	18	10	44%	+3 ◆	+12 ◆	+4 ◆
B39 Compared to people doing a similar job in other organisations I feel my pay is reasonable	25	26	28	19	1	27%	0	+3 ◆	-4 ◆



## All questions by theme

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### Leadership and Managing Change

**45%** -10

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2014

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2014	Difference from CS High Performers
B40	I feel that Companies House as a whole is managed well	7	49	27	12	5	56%	-11 ◆	+11 ◆	0
B41	The Senior Leadership Team in Companies House are sufficiently visible	6	44	30	15	6	50%	-2 ◆	-3 ◆	-13 ◆
B42	I believe the actions of the Senior Leadership Team are consistent with Companies House's values	5	44	37	10		49%	-7 ◆	+1	-7 ◆
B43	I believe that the Main Board has a clear vision for the future of Companies House	8	48	34	8		55%	-9 ◆	+11 ◆	+3 ◆
B44	Overall, I have confidence in the decisions made by Companies House's Senior Leadership Team	5	40	38	13	5	44%	-6 ◆	+1	-7 ◆
B45	I feel that change is managed well in Companies House		32	29	27	8	36%	-16 ◆	+4 ◆	-3 ◆
B46	When changes are made in Companies House they are usually for the better		26	38	25	9	28%	-19 ◆	-1	-9 ◆
B47	Companies House keeps me informed about matters that affect me	6	48	29	13		55%	-9 ◆	-4 ◆	-9 ◆
B48	I have the opportunity to contribute my views before decisions are made that affect me		27	33	26	10	31%	-11 ◆	-4 ◆	-11 ◆
B49	I think it is safe to challenge the way things are done in Companies House	6	37	31	19	8	43%	-6 ◆	+2 ◆	-5 ◆



## All questions by theme

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### 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 Companies House	16	43	34	5	5	59%	+2	0	-7 ◆
B51 I would recommend Companies House as a great place to work	16	46	29	7	7	62%	-1	+13 ◆	+2 ◆
B52 I feel a strong personal attachment to Companies House	18	41	28	9	9	60%	+4 ◆	+12 ◆	+5 ◆
B53 Companies House inspires me to do the best in my job	10	40	36	11	11	50%	-1	+5 ◆	-1
B54 Companies House motivates me to help it achieve its objectives	10	40	35	12	12	50%	0	+7 ◆	+1

### 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 the Senior Leadership Team in Companies House will take action on the results from this survey	6	39	30	16	9	46%	-3 ◆	0	-8 ◆
B56 I believe that managers where I work will take action on the results from this survey	9	37	29	16	9	46%	-4 ◆	-10 ◆	-15 ◆
B57 Where I work, I think effective action has been taken on the results of the last survey	7	32	36	15	10	39%	-1	+4 ◆	-2 ◆





## All questions by theme

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### 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	28	61	9			90%	-2 ◆	+1 ◆	-1 ◆
B59 I believe I would be supported if I try a new idea, even if it may not work	17	46	26	10		63%	-6 ◆	-5 ◆	-9 ◆
B60 My performance is evaluated based on whether I get things done, rather than solely follow processes	14	50	27	7		64%	-3 ◆	-1 ◆	-7 ◆
B61 When I talk about Companies House I say "we" rather than "they"	19	48	23	8		67%	-1	-2 ◆	-12 ◆
B62 I have some really good friendships at work	37	49	11			87%	+1	+11 ◆	+7 ◆



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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. 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?	13	23	48	16	64%	-2	0	-3 ◆
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	10	23	46	21	67%	-3 ◆	-2 ◆	-5 ◆
W03 Overall, how happy did you feel yesterday?	17	23	42	19	61%	-1	0	-3 ◆
W04 Overall, how anxious did you feel yesterday?	24	27	21	28	51%	+1	+1	-2 ◆





## 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?

			Difference from previous survey	Difference from CS2014	Difference from CS High Performers
I want to leave Companies House as soon as possible		6%	+3 ◇	-2	-4
I want to leave Companies House within the next 12 months		11%	+5 ◇	-3 ◇	-7 ◇
I want to stay working for Companies House for at least the next year		20%	0	-12 ◇	-18 ◇
I want to stay working for Companies House for at least the next three years		64%	-8 ◇	+18 ◇	+10 ◇

### 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?		21	79%	+4 ◇	-10 ◇	-14 ◇
D02. Are you aware of how to raise a concern under the Civil Service Code?		39	61%	+4 ◇	-3 ◇	-10 ◇
D03. Are you confident that if you raised a concern under the Civil Service Code in Companies House it would be investigated properly?		32	68%	+2	-1	-6 ◇

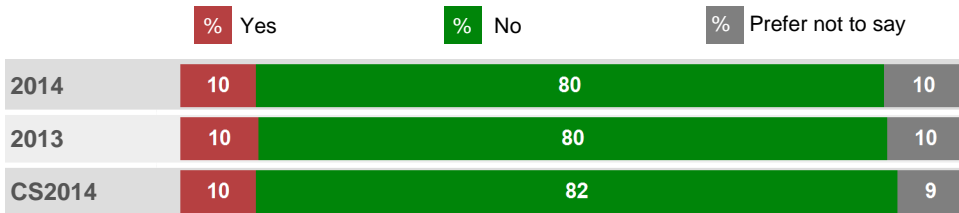


## All questions by theme

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### Discrimination, harassment and bullying

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



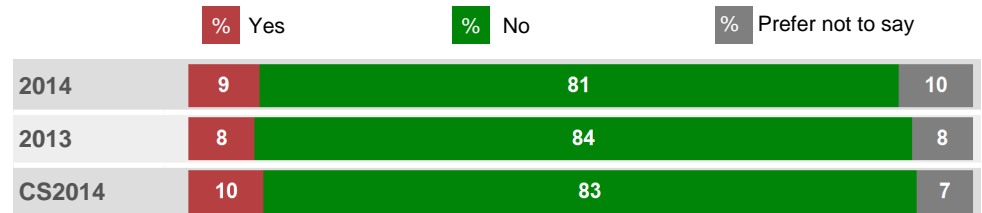
For respondents who selected 'Yes' to question E01.

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

Ground	Response Count
Age	--
Caring responsibilities	--
Disability	--
Ethnic background	--
Gender	--
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	13
Main spoken/written language or language ability	--
Religion or belief	--
Sexual orientation	--
Social or educational background	--
Working location	--
Working pattern	21
Any other grounds	32
Prefer not to say	11

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)

Who	Response Count
A colleague	18
Your manager	19
Another manager in my part of Companies House	20
Someone you manage	--
Someone who works for another part of Companies House	--
A member of the public	--
Someone else	--
Prefer not to say	11

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 <b>Theme score % positive</b> ).
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.