










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 CS2015	Difference from CS High Performers
Leadership and managing change		27%	+9 ✧	-16 ✧	-25 ✧
My work		63%	-2	-11 ✧	-15 ✧
My manager		56%	-2	-11 ✧	-14 ✧
Pay and benefits		38%	-1	+9 ✧	+2 ✧
Learning and development		35%	-2	-14 ✧	-20 ✧
Resources and workload		67%	+1	-6 ✧	-10 ✧
Organisational objectives and purpose		70%	+3 ✧	-13 ✧	-17 ✧
My team		79%	0	-1	-4 ✧
Inclusion and fair treatment		66%	-1	-8 ✧	-12 ✧

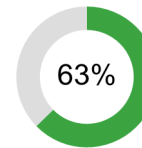


Strength of association with engagement

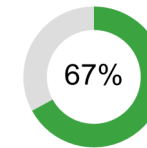


Statistically significant difference from comparison

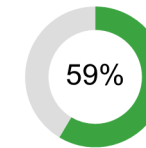
Wellbeing



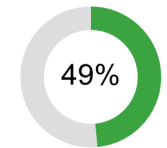
Overall, how satisfied are you with your life nowadays?



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

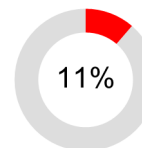


Overall, how happy did you feel yesterday?

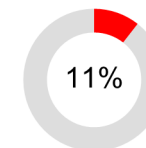


Overall, how anxious did you feel yesterday?

Discrimination, bullying and harassment

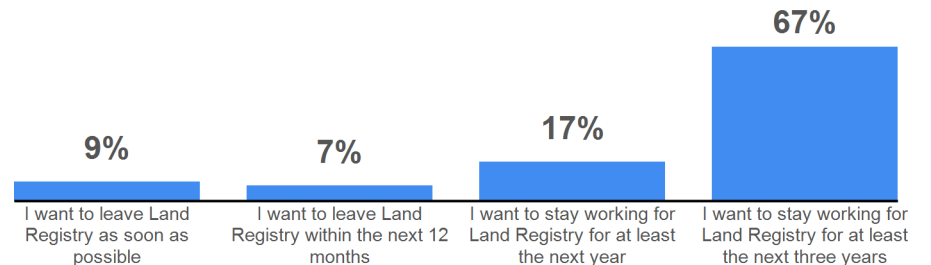


During the past 12 months have you personally experienced discrimination at work?



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

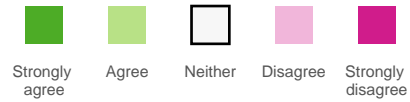
My work

63% -2

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B01 I am interested in my work	23	58	14	7	0	81%	+1	-8 ◆	-10 ◆
B02 I am sufficiently challenged by my work	26	54	12	7	0	79%	+2	0	-3 ◆
B03 My work gives me a sense of personal accomplishment	17	50	20	10	3	66%	-1	-9 ◆	-12 ◆
B04 I feel involved in the decisions that affect my work	8	30	24	25	12	38%	-4 ◆	-18 ◆	-25 ◆
B05 I have a choice in deciding how I do my work	12	40	20	18	9	52%	-6 ◆	-21 ◆	-26 ◆

Organisational objectives and purpose

70% +3

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B06 I have a clear understanding of Land Registry's purpose	16	59	16	6	1	75%	+4 ◆	-10 ◆	-14 ◆
B07 I have a clear understanding of Land Registry's objectives	11	52	23	11	1	62%	+4 ◆	-17 ◆	-22 ◆
B08 I understand how my work contributes to Land Registry's objectives	14	57	21	5	1	71%	+2	-11 ◆	-15 ◆

All questions by theme

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

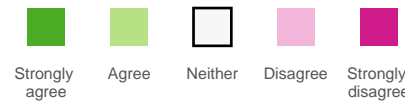
My manager

56% -2

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B09	My manager motivates me to be more effective in my job	13	41	24	15	7	54%	-1	-14	-18
B10	My manager is considerate of my life outside work	25	47	18	6	6	71%	-4	-11	-14
B11	My manager is open to my ideas	20	50	18	8	6	70%	-3	-11	-15
B12	My manager helps me to understand how I contribute to Land Registry's objectives	13	43	30	10	6	56%	0	-7	-12
B13	Overall, I have confidence in the decisions made by my manager	16	41	25	12	7	56%	-4	-16	-21
B14	My manager recognises when I have done my job well	18	48	19	11	5	66%	-3	-13	-15
B15	I receive regular feedback on my performance	14	50	18	13	7	64%	+6	-3	-6
B16	The feedback I receive helps me to improve my performance	12	38	31	14	6	49%	0	-12	-15
B17	I think that my performance is evaluated fairly	11	39	27	16	7	50%	-5	-12	-18
B18	Poor performance is dealt with effectively in my team	5	23	40	20	12	28%	-2	-11	-15

My team

79% 0

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 CS2015	Difference from CS High Performers
B19	The people in my team can be relied upon to help when things get difficult in my job	27	57	10	5	1	84%	+2	0	-3
B20	The people in my team work together to find ways to improve the service we provide	26	56	12	5	1	82%	+1	+2	-2
B21	The people in my team are encouraged to come up with new and better ways of doing things	21	50	19	8	2	70%	-3	-4	-8

All questions by theme

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

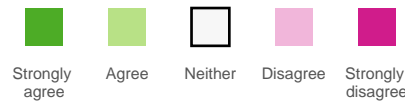
Learning and development

35% -2

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B22	I am able to access the right learning and development opportunities when I need to	7	43	31	14	5	50%	-4 ◆	-13 ◆	-18 ◆
B23	Learning and development activities I have completed in the past 12 months have helped to improve my performance	7	34	37	15	6	41%	-2	-10 ◆	-17 ◆
B24	There are opportunities for me to develop my career in Land Registry	21	26	28	22		24%	-1	-17 ◆	-25 ◆
B25	Learning and development activities I have completed while working for Land Registry are helping me to develop my career	5	21	34	24	16	26%	-3 ◆	-17 ◆	-23 ◆

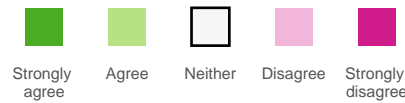
Inclusion and fair treatment

66% -1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B26	I am treated fairly at work	13	56	19	7		69%	-2	-9 ◆	-12 ◆
B27	I am treated with respect by the people I work with	17	65	12			83%	+2	-2 ◆	-4 ◆
B28	I feel valued for the work I do	9	40	27	16	8	49%	-1	-15 ◆	-21 ◆
B29	I think that Land Registry respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	15	48	23	8	5	64%	-4 ◆	-9 ◆	-14 ◆

All questions by theme

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

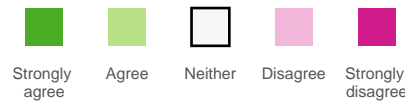
Resources and workload

67% +1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B30 In my job, I am clear what is expected of me	13	65	14	5	5	79%	+1	-4 ◆	-7 ◆
B31 I get the information I need to do my job well	8	53	24	12	5	61%	+4 ◆	-8 ◆	-12 ◆
B32 I have clear work objectives	10	59	20	8	5	69%	+5 ◆	-6 ◆	-11 ◆
B33 I have the skills I need to do my job effectively	14	63	16	6	5	76%	-1	-12 ◆	-14 ◆
B34 I have the tools I need to do my job effectively	9	56	19	12	5	66%	+2	-3 ◆	-8 ◆
B35 I have an acceptable workload	5	46	23	19	7	51%	-3 ◆	-9 ◆	-14 ◆
B36 I achieve a good balance between my work life and my private life	11	54	22	9	5	65%	-2	-1 ◆	-6 ◆

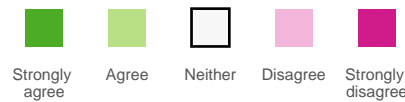
Pay and benefits

38% -1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B37 I feel that my pay adequately reflects my performance	34	23	26	13	5	38%	0	+6 ◆	+1
B38 I am satisfied with the total benefits package	5	36	27	21	10	41%	-1	+8 ◆	+1 ◆
B39 Compared to people doing a similar job in other organisations I feel my pay is reasonable	6	31	25	26	13	36%	-2	+11 ◆	+4 ◆

All questions by theme

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

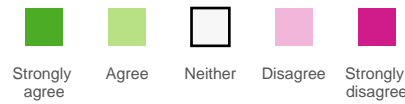
Leadership and managing change

27% +9

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B40 I feel that Land Registry as a whole is managed well	25	30	27	16	27%	+13	◆	-18	◆
B41 Senior managers in Land Registry are sufficiently visible	34	28	23	12	38%	+14	◆	-16	◆
B42 I believe the actions of senior managers are consistent with Land Registry's values	23	40	22	13	26%	+10	◆	-19	◆
B43 I believe that the Land Registry Executive Board has a clear vision for the future of Land Registry	28	36	19	12	32%	+18	◆	-10	◆
B44 Overall, I have confidence in the decisions made by Land Registry's senior managers	18	35	27	18	20%	+9	◆	-21	◆
B45 I feel that change is managed well in Land Registry	15	28	37	19	17%	+5	◆	-14	◆
B46 When changes are made in Land Registry they are usually for the better	14	32	35	17	16%	-1		-11	◆
B47 Land Registry keeps me informed about matters that affect me	39	32	18	8	42%	+7	◆	-14	◆
B48 I have the opportunity to contribute my views before decisions are made that affect me	23	28	30	16	26%	+9	◆	-10	◆
B49 I think it is safe to challenge the way things are done in Land Registry	25	28	25	19	28%	+3	◆	-13	◆

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 CS2015	Difference from CS High Performers
B50 I am proud when I tell others I am part of Land Registry	9	33	41	12	5	42%	+5 ◆	-16 ◆	-25 ◆
B51 I would recommend Land Registry as a great place to work	7	25	38	20	10	32%	+7 ◆	-15 ◆	-27 ◆
B52 I feel a strong personal attachment to Land Registry	13	37	29	14	7	50%	+2	+3 ◆	-4 ◆
B53 Land Registry inspires me to do the best in my job	6	25	41	19	9	31%	+3 ◆	-13 ◆	-20 ◆
B54 Land Registry motivates me to help it achieve its objectives	5	23	40	22	10	28%	+4 ◆	-14 ◆	-21 ◆

Taking action

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B55 I believe that senior managers in Land Registry will take action on the results from this survey		29	30	22	14	33%	+14 ◆	-10 ◆	-22 ◆
B56 I believe that managers where I work will take action on the results from this survey	7	32	26	20	15	39%	-2	-17 ◆	-24 ◆
B57 Where I work, I think effective action has been taken on the results of the last survey		19	38	23	16	23%	-2 ◆	-11 ◆	-19 ◆

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 CS2015	Difference from CS High Performers
B58 I am trusted to carry out my job effectively	17	64	12	5		80%	-2 ◆	-7 ◆	-9 ◆
B59 I believe I would be supported if I try a new idea, even if it may not work	10	45	28	13		55%	-7 ◆	-13 ◆	-17 ◆
B60 My performance is evaluated based on whether I get things done, rather than solely follow processes	8	43	32	11	6	52%	-5 ◆	-13 ◆	-18 ◆
B61 When I talk about Land Registry I say "we" rather than "they"	13	49	25	9		62%	0	-8 ◆	-17 ◆
B62 I have some really good friendships at work	30	51	16			80%	+2	+5 ◆	+1 ◆

Leadership statement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B63 My manager inspires my team to do our best	12	43	26	13	6	55%	--	-12 ◆	-16 ◆
B64 Senior managers inspire people across Land Registry to do their best	17	38	28	15		19%	--	-18 ◆	-27 ◆
B65 My manager leads our team with confidence	14	46	22	12	6	60%	--	-10 ◆	-16 ◆
B66 Senior managers lead Land Registry with confidence	25	39	21	12		28%	--	-19 ◆	-29 ◆
B67 My manager empowers me to do my job effectively	13	42	28	10	6	56%	--	-16 ◆	-19 ◆
B68 Land Registry's senior managers empower teams to deliver	17	42	25	13		20%	--	-20 ◆	-28 ◆
B69 Senior managers in Land Registry actively role model the behaviours set out in the Civil Service Leadership Statement	16	50	18	14		18%	--	-17 ◆	-25 ◆
B70 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	8	35	40	10	7	43%	--	-14 ◆	-19 ◆



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-B70 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.

W01 Overall, how satisfied are you with your life nowadays?	15	22	49	13	63%	+2	-2 ◆	-6 ◆
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	12	21	50	17	67%	+2	-4 ◆	-7 ◆
W03 Overall, how happy did you feel yesterday?	17	24	40	18	59%	+1	-3 ◆	-7 ◆

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?	21	28	22	30	49%	0	-1 ◆	-4 ◆
--	----	----	----	----	-----	---	------	------



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 CS2015	Difference from CS High Performers
I want to leave Land Registry as soon as possible		9%	-3 ◇	0	-3 ◇
I want to leave Land Registry within the next 12 months		7%	-1	-9 ◇	-13 ◇
I want to stay working for Land Registry for at least the next year		17%	-2	-15 ◇	-21 ◇
I want to stay working for Land Registry for at least the next three years		67%	+6 ◇	+25 ◇	+16 ◇

The Civil Service Code

Differences are based on '% Yes' score

	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		11	89%	-3 ◇	-2 ◇	-6 ◇
D02. Are you aware of how to raise a concern under the Civil Service Code?		40	60%	-7 ◇	-6 ◇	-12 ◇
D03. Are you confident that if you raised a concern under the Civil Service Code in Land Registry it would be investigated properly?		38	62%	-2	-6 ◇	-11 ◇

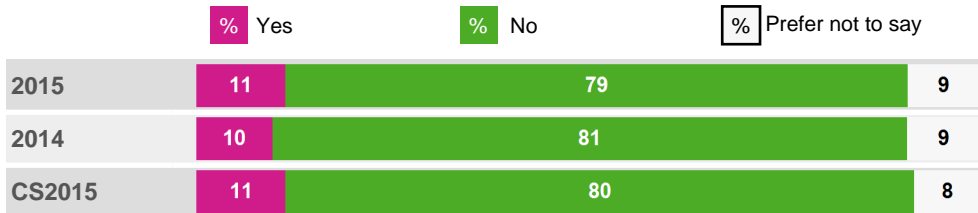


All questions by theme

◆ 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?



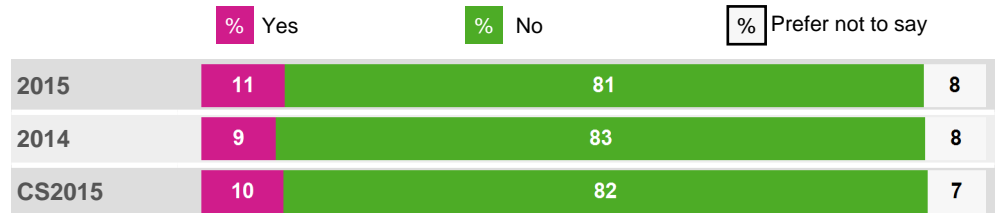
For respondents who selected 'Yes' to question E01.

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

Ground	Response Count
Age	59
Caring responsibilities	30
Disability	63
Ethnic background	12
Gender	34
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	69
Main spoken/written language or language ability	--
Religion or belief	--
Sexual orientation	--
Social or educational background	10
Working location	25
Working pattern	59
Any other grounds	67
Prefer not to say	25

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	104
Your manager	85
Another manager in my part of Land Registry	66
Someone you manage	11
Someone who works for another part of Land Registry	19
A member of the public	12
Someone else	--
Prefer not to say	39

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: 91%		No: 9%			91%	-1
F02 I have discussions with others about trying new things or developing myself	12	57	22	8		69%	0
F03 It is usual in my team for the team or individuals to receive recognition or praise for good work	10	48	24	14		58%	-4 ◆
F04 I understand the direction Land Registry is taking	6	42	30	16	6	48%	+7 ◆
F05 I understand the need for changes to Land Registry	11	60	18	7		71%	+11 ◆
F06 I understand how these changes impact on me	6	46	30	13		53%	+3 ◆
F07 I have confidence in the Land Registry Board to lead us through the changes	20	37	24	16		22%	+11 ◆
F08 My manager keeps me informed	10	50	23	11	5	61%	-2
F09 My manager talks to me about change and listens to my concerns	10	46	26	12	6	56%	-6 ◆
F10 My managers talk about change even when they don't have all the answers	11	56	21	7		67%	-2



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 2014 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.
CS2015	The CS2015 benchmark is the median percent positive across all organisations that participated in the 2015 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 2015 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, CS2015 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 2015 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.