



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

Engagement Index

60%

Difference from
previous survey -4 ✧Difference from
CS2015 +2 ✧Difference from CS
High Performers -3 ✧

My work

72%

Difference from
previous survey +1Difference from
CS2015 -3 ✧Difference from CS
High Performers -6 ✧Organisational
objectives and
purpose

84%

Difference from
previous survey -5 ✧Difference from
CS2015 +1Difference from CS
High Performers -3 ✧

My manager

60%

Difference from
previous survey -3 ✧Difference from
CS2015 -8 ✧Difference from CS
High Performers -11 ✧

My team

80%

Difference from
previous survey +2 ✧Difference from
CS2015 0Difference from CS
High Performers -3 ✧Learning and
development

44%

Difference from
previous survey -6 ✧Difference from
CS2015 -5 ✧Difference from CS
High Performers -11 ✧Inclusion and fair
treatment

70%

Difference from
previous survey -3 ✧Difference from
CS2015 -5 ✧Difference from CS
High Performers -9 ✧Resources and
workload

73%

Difference from
previous survey -6 ✧Difference from
CS2015 0Difference from CS
High Performers -4 ✧

Pay and benefits

31%

Difference from
previous survey -2Difference from
CS2015 +2 ✧Difference from CS
High Performers -5 ✧Leadership and
managing change

34%

Difference from
previous survey -11 ✧Difference from
CS2015 -9 ✧Difference from CS
High Performers -17 ✧



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		34%	-11 ✧	-9 ✧	-17 ✧
My work		72%	+1	-3 ✧	-6 ✧
My manager		60%	-3 ✧	-8 ✧	-11 ✧
Resources and workload		73%	-6 ✧	0	-4 ✧
Learning and development		44%	-6 ✧	-5 ✧	-11 ✧
Pay and benefits		31%	-2	+2 ✧	-5 ✧
Organisational objectives and purpose		84%	-5 ✧	+1	-3 ✧
My team		80%	+2 ✧	0	-3 ✧
Inclusion and fair treatment		70%	-3 ✧	-5 ✧	-9 ✧

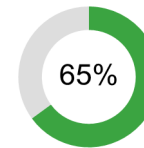


Strength of association with engagement

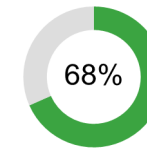


Statistically significant difference from comparison

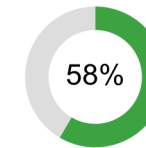
Wellbeing



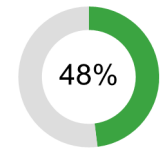
Overall, how satisfied are you with your life nowadays?



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

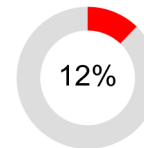


Overall, how happy did you feel yesterday?

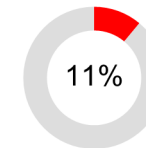


Overall, how anxious did you feel yesterday?

Discrimination, bullying and harassment

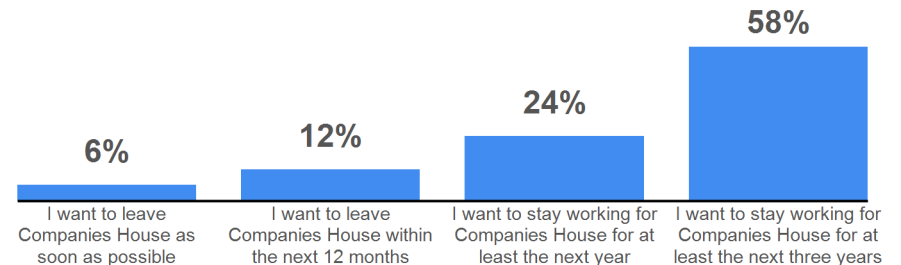


During the past 12 months have you personally experienced discrimination at work?



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

Your plans for the future





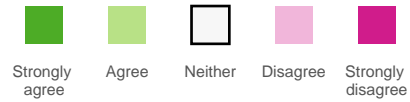
All questions by theme

♦ indicates statistically significant difference from comparison

^ indicates a variation in question wording from your previous survey

My work

72% +1

Difference
from
previous
surveyStrength of
association with
engagement

% Positive

Difference
from previous
surveyDifference
from CS2015Difference
from CS High
Performers

B01 I am interested in my work	33	53	8		86%	0	-3 ♦	-5 ♦
B02 I am sufficiently challenged by my work	28	50	11	8	78%	+3 ♦	-1	-4 ♦
B03 My work gives me a sense of personal accomplishment	24	52	12	8	75%	+2	0	-3 ♦
B04 I feel involved in the decisions that affect my work	13	38	20	16	51%	0	-5 ♦	-12 ♦
B05 I have a choice in deciding how I do my work	21	47	17	10	68%	-1	-5 ♦	-11 ♦

Organisational
objectives and purpose

84% -5

Difference
from
previous
surveyStrength of
association with
engagement

% Positive

Difference
from previous
surveyDifference
from CS2015Difference
from CS High
Performers

B06 I have a clear understanding of Companies House's purpose	30	57	8		87%	-3 ♦	+2 ♦	-2 ♦
B07 I have a clear understanding of Companies House's objectives	26	55	13	5	81%	-5 ♦	+2 ♦	-3 ♦
B08 I understand how my work contributes to Companies House's objectives	28	55	12		83%	-5 ♦	0	-4 ♦

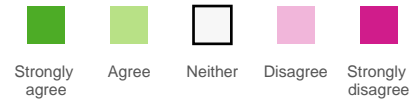


All questions by theme

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

My manager

60% -3

Difference
from
previous
surveyStrength of
association with
engagement

% Positive

Difference
from
previous
surveyDifference
from
CS2015Difference
from CS High
Performers

B09	My manager motivates me to be more effective in my job	18	42	21	11	8	60%	-2	-8 ♦	-12 ♦
B10	My manager is considerate of my life outside work	33	45	14			78%	0	-4 ♦	-8 ♦
B11	My manager is open to my ideas	26	46	16	6	5	73%	-2	-8 ♦	-12 ♦
B12	My manager helps me to understand how I contribute to Companies House's objectives	16	42	28	9	5	58%	-4 ♦	-6 ♦	-10 ♦
B13	Overall, I have confidence in the decisions made by my manager	21	42	21	9	7	63%	-3 ♦	-10 ♦	-14 ♦
B14	My manager recognises when I have done my job well	26	43	17	10	5	68%	-3 ♦	-10 ♦	-13 ♦
B15	I receive regular feedback on my performance	16	41	20	15	7	58%	-6 ♦	-9 ♦	-12 ♦
B16	The feedback I receive helps me to improve my performance	16	39	28	11	6	54%	-1	-7 ♦	-10 ♦
B17	I think that my performance is evaluated fairly	15	38	27	11	8	53%	-6 ♦	-9 ♦	-15 ♦
B18	Poor performance is dealt with effectively in my team	8	25	38	17	12	33%	-5 ♦	-6 ♦	-11 ♦

My team

80% +2

Difference
from
previous
surveyStrength of
association with
engagement

B19	The people in my team can be relied upon to help when things get difficult in my job	36	49	10			85%	+1	0	-2 ♦
B20	The people in my team work together to find ways to improve the service we provide	33	51	10			84%	+6 ♦	+4 ♦	0
B21	The people in my team are encouraged to come up with new and better ways of doing things	26	44	18	7	5	70%	0	-4 ♦	-8 ♦



All questions by theme

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

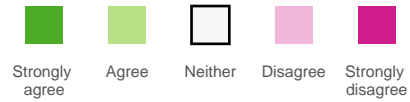
Learning and development

44% -6

Difference from previous survey



Strength of association with engagement



% 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	14	49	24	10	63%	-11 ♦	0	-5 ♦
B23	Learning and development activities I have completed in the past 12 months have helped to improve my performance	11	35	34	16	46%	-5 ♦	-6 ♦	-12 ♦
B24	There are opportunities for me to develop my career in Companies House	6	27	27	23	33%	-6 ♦	-8 ♦	-16 ♦
B25	Learning and development activities I have completed while working for Companies House are helping me to develop my career	8	28	36	18	36%	-2	-8 ♦	-14 ♦

Inclusion and fair treatment

70% -3

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

B26	I am treated fairly at work	20	52	17	7	72%	-4 ♦	-7 ♦	-10 ♦
B27	I am treated with respect by the people I work with	22	58	13	7	80%	-3 ♦	-5 ♦	-7 ♦
B28	I feel valued for the work I do	15	39	26	13	54%	-3 ♦	-10 ♦	-15 ♦
B29	I think that Companies House respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	22	52	19	7	74%	-3 ♦	+1	-4 ♦



All questions by theme

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

Resources and workload

73%

-6

Difference
from
previous
survey



Strength of
association with
engagement



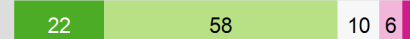
% Positive

Difference
from previous
survey

Difference
from CS2015

Difference
from CS High
Performers

B30 In my job, I am clear what is expected of me



81%

-6 ♦

-2 ♦

-5 ♦

B31 I get the information I need to do my job well



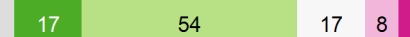
65%

-9 ♦

-4 ♦

-8 ♦

B32 I have clear work objectives



71%

-7 ♦

-5 ♦

-9 ♦

B33 I have the skills I need to do my job effectively



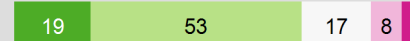
85%

-4 ♦

-3 ♦

-6 ♦

B34 I have the tools I need to do my job effectively



72%

-6 ♦

+3 ♦

-2 ♦

B35 I have an acceptable workload



64%

-6 ♦

+5 ♦

0

B36 I achieve a good balance between my work life and my private life



71%

-6 ♦

+4 ♦

-1

Pay and benefits

31%

-2

Difference
from
previous
survey



Strength of
association with
engagement



B37 I feel that my pay adequately reflects my performance



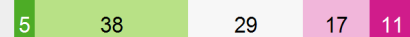
26%

-3 ♦

-6 ♦

-11 ♦

B38 I am satisfied with the total benefits package



43%

0

+11 ♦

+4 ♦

B39 Compared to people doing a similar job in other organisations I feel my pay is reasonable



25%

-2

0

-7 ♦



All questions by theme

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^ indicates a variation in question wording from your previous survey

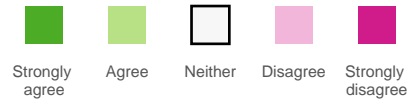
Leadership and managing change

34% -11

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B40 I feel that Companies House as a whole is managed well	5	36	28	20	11	41%	-15 ♦	-4 ♦	-15 ♦
B41 The Corporate Leadership Group in Companies House are sufficiently visible^	5	28	30	26	12	32%	-17 ♦	-21 ♦	-34 ♦
B42 I believe the actions of the Corporate Leadership Group are consistent with Companies House's values^		27	43	16	10	31%	-17 ♦	-14 ♦	-25 ♦
B43 I believe that the Main Board has a clear vision for the future of Companies House	6	37	35	14	8	43%	-12 ♦	+1	-11 ♦
B44 Overall, I have confidence in the decisions made by Companies House's Corporate Leadership Group^		26	39	18	12	31%	-14 ♦	-11 ♦	-21 ♦
B45 I feel that change is managed well in Companies House		21	28	32	16	24%	-12 ♦	-6 ♦	-15 ♦
B46 When changes are made in Companies House they are usually for the better		24	36	25	13	26%	-2	0	-9 ♦
B47 Companies House keeps me informed about matters that affect me		40	28	19	8	45%	-10 ♦	-11 ♦	-19 ♦
B48 I have the opportunity to contribute my views before decisions are made that affect me		27	27	27	15	31%	-1	-5 ♦	-14 ♦
B49 I think it is safe to challenge the way things are done in Companies House	6	32	29	20	13	38%	-5 ♦	-4 ♦	-12 ♦



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 Companies House	12	44	35	7	7	56%	-3 ♦	-2	-11 ♦
B51 I would recommend Companies House as a great place to work	12	43	30	11	11	56%	-6 ♦	+9 ♦	-3 ♦
B52 I feel a strong personal attachment to Companies House	13	41	31	10	10	55%	-5 ♦	+8 ♦	+1
B53 Companies House inspires me to do the best in my job	9	35	38	12	6	44%	-6 ♦	0	-7 ♦
B54 Companies House motivates me to help it achieve its objectives	8	35	37	14	5	44%	-7 ♦	+2	-5 ♦

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 the Corporate Leadership Group in Companies House will take action on the results from this survey^	5	26	30	23	15	31%	-15 ♦	-12 ♦	-24 ♦
B56 I believe that managers where I work will take action on the results from this survey	9	33	26	19	13	42%	-3 ♦	-13 ♦	-20 ♦
B57 Where I work, I think effective action has been taken on the results of the last survey	5	25	36	19	14	31%	-8 ♦	-3 ♦	-11 ♦



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	27	61			7	88%	-2 ◆	0	-2 ◆
B59 I believe I would be supported if I try a new idea, even if it may not work	16	45		25	10	61%	-2	-7 ◆	-12 ◆
B60 My performance is evaluated based on whether I get things done, rather than solely follow processes	12	47		28	8	59%	-4 ◆	-6 ◆	-10 ◆
B61 When I talk about Companies House I say "we" rather than "they"	18	51		21	7	69%	+2	-1	-9 ◆
B62 I have some really good friendships at work	33	50			13	83%	-4 ◆	+7 ◆	+4 ◆

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	14	43		26	10	57%	--	-9 ◆	-14 ◆
B64 The Corporate Leadership Group inspire people across Companies House to do their best	23		42	21	11	26%	--	-12 ◆	-20 ◆
B65 My manager leads our team with confidence	16	45		22	11	61%	--	-9 ◆	-15 ◆
B66 The Corporate Leadership Group lead Companies House with confidence	30		41	17	9	34%	--	-13 ◆	-23 ◆
B67 My manager empowers me to do my job effectively	17	46		23	8	63%	--	-9 ◆	-12 ◆
B68 Companies House's Corporate Leadership Group empower teams to deliver	25		45	17	10	28%	--	-12 ◆	-20 ◆
B69 The Corporate Leadership Group in Companies House actively role model the behaviours set out in the Civil Service Leadership Statement	24		49	14	10	27%	--	-9 ◆	-16 ◆
B70 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	10	36		38	10	45%	--	-11 ◆	-16 ◆



All questions by theme

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

Wellbeing



0-4



5-6



7-8



9-10

% Positive

Difference
from previous
surveyDifference
from CS2015Difference
from CS High
Performers

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?	12	23	48	17	65%	+1	0	-3 ◆
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	9	23	47	22	68%	+1	-3 ◆	-6 ◆
W03 Overall, how happy did you feel yesterday?	17	24	38	21	58%	-2	-4 ◆	-7 ◆



0-1



2-3



4-5



6-10

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	31	48%	-3 ◆	-2	-4 ◆
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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 Companies House?

			Difference from previous survey	Difference from CS2015	Difference from CS High Performers
I want to leave Companies House as soon as possible		6%	+1	-2	-5
I want to leave Companies House within the next 12 months		12%	+1	-4 ♦	-8 ♦
I want to stay working for Companies House for at least the next year		24%	+5 ♦	-8 ♦	-14 ♦
I want to stay working for Companies House for at least the next three years		58%	-7 ♦	+15 ♦	+6 ♦

The Civil Service Code

Differences are based on '% Yes' score

Differences are based on % Yes score

	<div><div>% Yes</div><div>% No</div></div>	% Yes	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?	<div><div>82</div><div>18</div></div>	82%	+3	-9	-12
D02. Are you aware of how to raise a concern under the Civil Service Code?	<div><div>62</div><div>38</div></div>	62%	+1	-4	-11
D03. Are you confident that if you raised a concern under the Civil Service Code in Companies House it would be investigated properly?	<div><div>62</div><div>38</div></div>	62%	-6	-6	-11

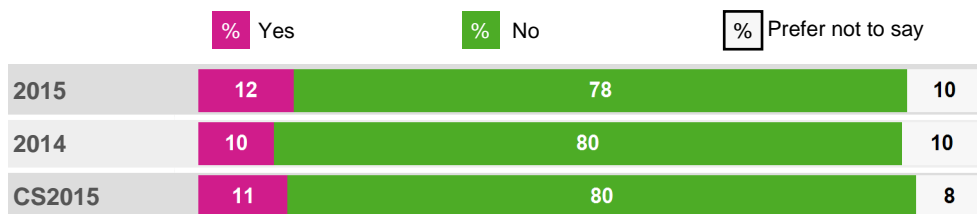


All questions by theme

♦ 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?



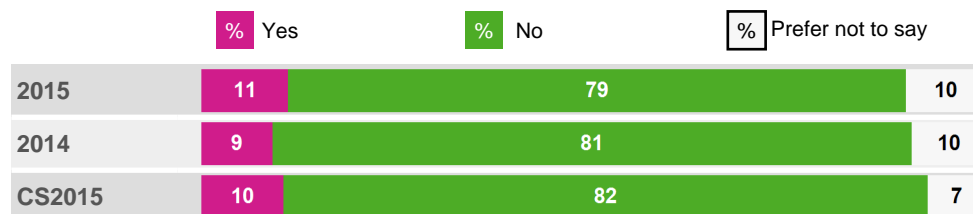
For respondents who selected 'Yes' to question E01.

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

	Response Count	
Age	--	
Caring responsibilities	--	
Disability	--	
Ethnic background	--	
Gender	--	
Gender reassignment or perceived gender	--	
Grade, pay band or responsibility level	25	
Main spoken/written language or language ability	--	
Religion or belief	--	
Sexual orientation	--	
Social or educational background	--	
Working location	--	
Working pattern	18	
Any other grounds	20	
Prefer not to say	14	

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	21	
Your manager	18	
Another manager in my part of Companies House	17	
Someone you manage	--	
Someone who works for another part of Companies House	--	
A member of the public	--	
Someone else	--	
Prefer not to say	16	

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 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.