✧ 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

61%

Difference from previous survey	+1 ✧
Difference from CS2018	-1 ✧
Difference from CS High Performers	-5 ✧

My work

66%

Difference from previous survey	-1
Difference from CS2018	-10 ✧
Difference from CS High Performers	-14 ✧

Organisational objectives and purpose

81%

Difference from previous survey	+2 ✧
Difference from CS2018	-1 ✧
Difference from CS High Performers	-6 ✧

My manager

65%

Difference from previous survey	0
Difference from CS2018	-5 ✧
Difference from CS High Performers	-8 ✧

My team

80%

Difference from previous survey	-1
Difference from CS2018	-1 ✧
Difference from CS High Performers	-4 ✧

Learning and development

49%

Difference from previous survey	+1 ✧
Difference from CS2018	-5 ✧
Difference from CS High Performers	-11 ✧

Inclusion and fair treatment

77%

Difference from previous survey	+2 ✧
Difference from CS2018	-1 ✧
Difference from CS High Performers	-4 ✧

Resources and workload

75%

Difference from previous survey	+1
Difference from CS2018	+2 ✧
Difference from CS High Performers	-1 ✧

Pay and benefits

37%

Difference from previous survey	+4 ✧
Difference from CS2018	+5 ✧
Difference from CS High Performers	-1

Leadership and managing change

45%

|	
Difference from previous survey	+4 ✧
Difference from CS2018	-2 ✧
Difference from CS High Performers	-10 ✧

Civil Service People Survey 2009 to 2018: Employee engagement and theme scores over time

The Civil Service People Survey has run in October each year since 2009, meaning that 2018 marks our 10 year anniversary. The table and charts below tell you how your average Employee Engagement Index and theme scores have changed over time, for each year your organisation has participated in the survey.

	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Engagement Index	44%	41%	45%	48%	48%	49%	53%	56%	60%	61%
My work	57%	56%	59%	62%	63%	65%	63%	66%	67%	66%
Organisational objectives and purpose	67%	60%	60%	68%	63%	64%	67%	74%	79%	81%
My manager	47%	46%	50%	53%	52%	58%	56%	62%	65%	65%
My team	68%	67%	72%	75%	76%	79%	79%	79%	81%	80%
Learning and development	31%	27%	29%	32%	33%	38%	35%	40%	47%	49%
Inclusion and fair treatment	57%	58%	62%	64%	65%	67%	66%	72%	75%	77%
Resources and workload	66%	64%	64%	65%	65%	64%	65%	71%	74%	75%
Pay and benefits	35%	38%	32%	32%	32%	39%	38%	39%	33%	37%
Leadership and managing change	19%	15%	19%	26%	22%	19%	27%	33%	41%	45%
Response rate	*53%*	*54%*	*64%*	*76%*	*64%*	*27%*	*60%*	*74%*	*72%*	*73%*

HM Land Registry
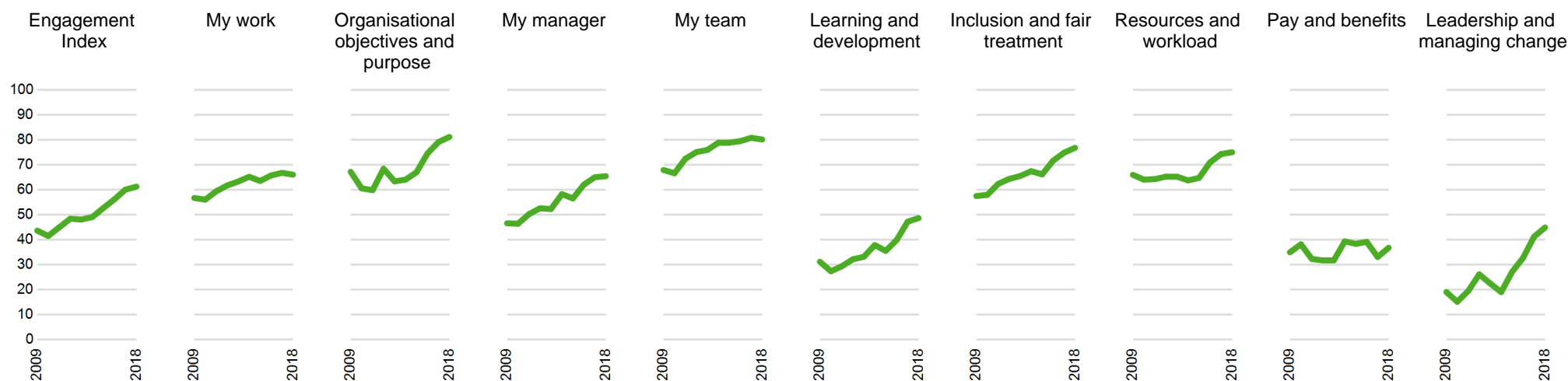
✧ Statistically significant difference from comparison

Statistical analysis has been used to explore the questions that have the strongest impact on engagement. By concentrating efforts on the drivers of engagement you are more likely to improve it.

Drivers of Engagement

Rank			% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
1	B03	My work gives me a sense of personal accomplishment	71%	+2 ✧	-6 ✧	-9 ✧
2	B08	My manager motivates me to be more effective in my job	64%	+1 ✧	-7 ✧	-11 ✧
3	B27	I feel valued for the work I do	60%	+1	-8 ✧	-13 ✧
4	F18	As a result of the Business Strategy, I feel more confident about the future of HM Land Registry	50%	New	--	--
5	B28	I think that HM Land Registry respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc.)	80%	+4 ✧	+3 ✧	0

Discrimination, bullying and harassment

■ % responding Yes   ■ % responding No   □ % responding Prefer not to say
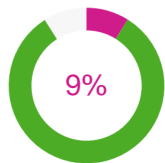
9% During the past 12 months have you personally experienced discrimination at work?
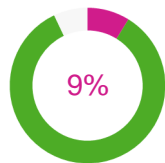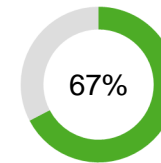
9% During the past 12 months have you personally experienced bullying or harassment at work?
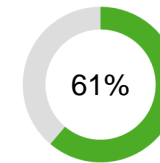
Wellbeing

■ % responding positively (Answering 7,8,9 or 10 for W01 – W03)

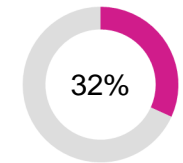■ % responding negatively (Answering 6,7,8,9 or 10 for W04)
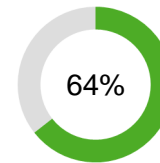
64% W01. Overall, how satisfied are you with your life nowadays?

67% W02. Overall, to what extent do you feel that the things you do in your life are worthwhile?
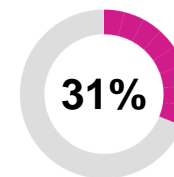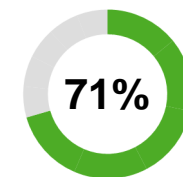
61% W03. Overall, how happy did you feel yesterday?

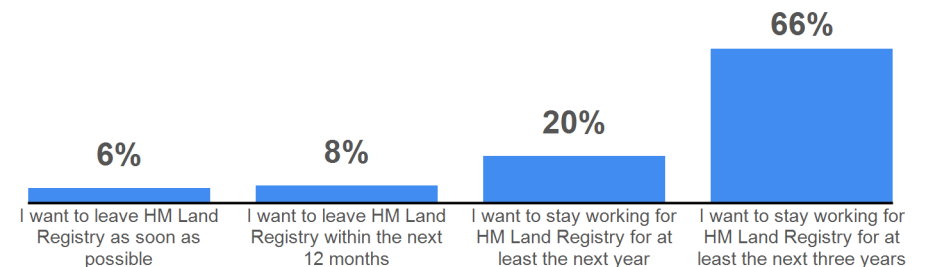**32%** W04. Overall, how anxious did you feel yesterday?

Proxy Stress Index

31%

PERMA Index

71%

For further information about these indices, please refer to page 17.

Your plans for the future

- **6%** I want to leave HM Land Registry as soon as possible
- **8%** I want to leave HM Land Registry within the next 12 months
- **20%** I want to stay working for HM Land Registry for at least the next year
- **66%** I want to stay working for HM Land Registry for at least the next three years

HM Land Registry

Headline scores

Highest positive scoring questions	% Positive	Highest neutral scoring questions	% Neutral	Highest negative scoring questions	% Negative
F14 I am responsible for my own health and wellbeing	93%	F12 The People Change Framework is consistently used to support changes at an organisation level	49%	B35 I feel that my pay adequately reflects my performance	46%
F04 I am clear about my work responsibilities and what is expected of me	89%	F11 The People Change Framework is consistently used to support local changes	46%	B37 Compared to people doing a similar job in other organisations I feel my pay is reasonable	44%
B54 I am trusted to carry out my job effectively	88%	B17 Poor performance is dealt with effectively in my team	44%	B45 I have the opportunity to contribute my views before decisions are made that affect me	39%
B18 The people in my team can be relied upon to help when things get difficult in my job	87%	B59 Senior managers in HM Land Registry actively role model the behaviours set out in the Civil Service Leadership Statement	43%	B42 I feel that change is managed well in HM Land Registry	38%
F15 I am aware of our Business Strategy	87%	B53 Where I work, I think effective action has been taken on the results of the last survey	43%	B43 When changes are made in HM Land Registry they are usually for the better	34%

All questions by theme

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

My work — 66% — -1 Difference from previous survey

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B01	I am interested in my work	25	58	11			83%	0	-7 ✧	-9 ✧
B02	I am sufficiently challenged by my work	26	51	12	8		77%	-2 ✧	-4 ✧	-6 ✧
B03	My work gives me a sense of personal accomplishment	19	52	17	9		71%	+2 ✧	-6 ✧	-9 ✧
B04	I feel involved in the decisions that affect my work	9	34	25	23	8	44%	-1	-15 ✧	-20 ✧
B05	I have a choice in deciding how I do my work	15	41	20	17	7	56%	-3 ✧	-21 ✧	-25 ✧

Organisational objectives and purpose — 81% — +2 ✧ Difference from previous survey

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B06	I have a clear understanding of HM Land Registry's objectives	17	62	15			80%	+4 ✧	-2 ✧	-7 ✧
B07	I understand how my work contributes to HM Land Registry's objectives	20	62	13			82%	0	-1 ✧	-5 ✧

Returns : 3,802   Response rate : 73%   Civil Service People Survey 2018

All questions by theme

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

My manager   **65%**   0   Difference from previous survey

| Strongly agree | Agree | Neither | Disagree | Strongly disagree |

			Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B08	My manager motivates me to be more effective in my job		19	46	22	10		64%	+1 ◇	-7 ◇	-11 ◇
B09	My manager is considerate of my life outside work		38	46	12			83%	+2 ◇	-2 ◇	-5 ◇
B10	My manager is open to my ideas		27	49	17	5		76%	+1	-7 ◇	-10 ◇
B11	My manager helps me to understand how I contribute to HM Land Registry's objectives		18	48	24	7		66%	0	-1 ◇	-6 ◇
B12	Overall, I have confidence in the decisions made by my manager		24	47	20	6		71%	+2 ◇	-5 ◇	-10 ◇
B13	My manager recognises when I have done my job well		26	49	16	7		74%	+1 ◇	-5 ◇	-9 ◇
B14	I receive regular feedback on my performance		19	46	19	13		65%	-3 ◇	-3 ◇	-9 ◇
B15	The feedback I receive helps me to improve my performance		16	41	29	10		57%	0	-7 ◇	-11 ◇
B16	I think that my performance is evaluated fairly		16	47	24	9		63%	+1	-3 ◇	-9 ◇
B17	Poor performance is dealt with effectively in my team		7	26	44	14	9	33%	-1	-7 ◇	-11 ◇

All questions by theme

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

My team — 80%   -1   Difference from previous survey

Legend: Strongly agree | Agree | Neither | Disagree | Strongly disagree

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B18	The people in my team can be relied upon to help when things get difficult in my job	35	52	8			87%	0	+1 ✧	-1 ✧
B19	The people in my team work together to find ways to improve the service we provide	30	52	12	5		82%	0	0	-3 ✧
B20	The people in my team are encouraged to come up with new and better ways of doing things	23	48	19	7		71%	-2 ✧	-6 ✧	-9 ✧

Learning and development — 49%   +1 ✧   Difference from previous survey

Legend: Strongly agree | Agree | Neither | Disagree | Strongly disagree

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B21	I am able to access the right learning and development opportunities when I need to	9	48	26	12		57%	0	-7 ✧	-11 ✧
B22	Learning and development activities I have completed in the past 12 months have helped to improve my performance	11	39	34	11		50%	+1	-3 ✧	-9 ✧
B23	There are opportunities for me to develop my career in HM Land Registry	9	38	26	17	9	48%	+3 ✧	0	-8 ✧
B24	Learning and development activities I have completed while working for HM Land Registry are helping me to develop my career	8	31	37	17	8	39%	+2 ✧	-8 ✧	-14 ✧

HM Land Registry

All questions by theme

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

Inclusion and fair treatment — 77%   +2 ◇ Difference from previous survey

Legend: Strongly agree | Agree | Neither | Disagree | Strongly disagree

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B25	I am treated fairly at work	23	58	12	5		81%	+2 ◇	+1	-3 ◇
B26	I am treated with respect by the people I work with	26	60	9			86%	0	+1 ◇	-2 ◇
B27	I feel valued for the work I do	16	44	23	12	5	60%	+1	-8 ◇	-13 ◇
B28	I think that HM Land Registry respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc.)	26	54	14			80%	+4 ◇	+3 ◇	0

Resources and workload — 75%   +1 Difference from previous survey

Legend: Strongly agree | Agree | Neither | Disagree | Strongly disagree

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B29	I get the information I need to do my job well	10	61	19	9		70%	+1	0	-5 ◇
B30	I have clear work objectives	14	64	14	6		78%	+1 ◇	+2 ◇	-2 ◇
B31	I have the skills I need to do my job effectively	17	66	12			83%	0	-6 ◇	-9 ◇
B32	I have the tools I need to do my job effectively	13	62	15	8		75%	0	+4 ◇	-2 ◇
B33	I have an acceptable workload	9	58	18	11		67%	0	+7 ◇	+1 ◇
B34	I achieve a good balance between my work life and my private life	20	57	14	7		77%	+2 ◇	+8 ◇	+3 ◇

HM Land Registry

Returns : 3,802   Response rate : 73%   Civil Service People Survey 2018

All questions by theme

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

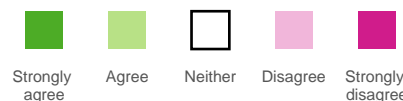### Pay and benefits — 37% — +4 ✧ Difference from previous survey

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B35	I feel that my pay adequately reflects my performance		29	20	29	17	34%	+4 ✧	+3 ✧	-4 ✧
B36	I am satisfied with the total benefits package	7	36	26	21	10	42%	+5 ✧	+7 ✧	-1 ✧
B37	Compared to people doing a similar job in other organisations I feel my pay is reasonable	6	28	22	28	16	34%	+2 ✧	+7 ✧	+1 ✧

Leadership and managing change — 45% — +4 ✧ Difference from previous survey

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B38	Senior managers in HM Land Registry are sufficiently visible	10	49	22	15	5	58%	+8 ✧	-3 ✧	-12 ✧
B39	I believe the actions of senior managers are consistent with HM Land Registry's values	7	44	33	11	5	51%	+5 ✧	-1 ✧	-11 ✧
B40	I believe that the HM Land Registry Executive Board has a clear vision for the future of HM Land Registry	11	48	27	9		59%	+7 ✧	+11 ✧	+3 ✧
B41	Overall, I have confidence in the decisions made by HM Land Registry's senior managers	7	37	34	15	7	43%	+5 ✧	-5 ✧	-15 ✧
B42	I feel that change is managed well in HM Land Registry		27	31	28	9	31%	0	-2 ✧	-11 ✧
B43	When changes are made in HM Land Registry they are usually for the better		26	36	26	8	30%	+2 ✧	-5 ✧	-13 ✧
B44	HM Land Registry keeps me informed about matters that affect me	6	52	27	12		58%	+3 ✧	-1 ✧	-8
B45	I have the opportunity to contribute my views before decisions are made that affect me		26	31	28	11	30%	+1	-10 ✧	-18 ✧
B46	I think it is safe to challenge the way things are done in HM Land Registry	6	37	31	18	8	43%	+3 ✧	-4 ✧	-11 ✧

Returns : 3,802   Response rate : 73%

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 CS2018	Difference from CS High Performers
B47	I am proud when I tell others I am part of HM Land Registry	15	43	32	7		58%	+2 ◇	-7 ◇	-12 ◇
B48	I would recommend HM Land Registry as a great place to work	16	42	29	9		59%	+4 ◇	+1	-7 ◇
B49	I feel a strong personal attachment to HM Land Registry	15	38	29	13		54%	0	+2 ◇	-4 ◇
B50	HM Land Registry inspires me to do the best in my job	9	36	37	13	5	45%	+2 ◇	-5 ◇	-12 ◇
B51	HM Land Registry motivates me to help it achieve its objectives	9	34	37	15	5	42%	+2 ◇	-5 ◇	-12 ◇

Taking action

|		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B52	I believe that senior managers in HM Land Registry will take action on the results from this survey	7	37	30	17	8	44%	+1	-5 ◇	-14 ◇
B53	Where I work, I think effective action has been taken on the results of the last survey	7	27	43	15	8	35%	0	-1 ◇	-10 ◇

◇ 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 CS2018	Difference from CS High Performers
B54	I am trusted to carry out my job effectively	24	64	8			**88%**	+1 ◇	-1 ◇	-3 ◇
B55	I believe I would be supported if I try a new idea, even if it may not work	13	47	27	10		**60%**	-1 ◇	-12 ◇	-16 ◇
B56	In HM Land Registry, people are encouraged to speak up when they identify a serious policy or delivery risk	14	52	22	9		**66%**	+2 ◇	-2 ◇	-8 ◇
B57	I feel able to challenge inappropriate behaviour in the workplace	11	46	25	13	5	**57%**	+3 ◇	-8 ◇	-12 ◇
B58	HM Land Registry is committed to creating a diverse and inclusive workplace	20	59	16			**79%**	+5 ◇	+4 ◇	0

Leadership statement

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B59	Senior managers in HM Land Registry actively role model the behaviours set out in the Civil Service Leadership Statement	6	38	43	9		**44%**	+3 ◇	-5 ◇	-14 ◇
B60	My manager actively role models the behaviours set out in the Civil Service Leadership Statement	16	48	28	5		**64%**	+1	-4 ◇	-9 ◇

Civil Service vision

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
B61	I am aware of the Civil Service vision for 'A Brilliant Civil Service'	6	44	24	22		**50%**	+22 ◇	-1	-16 ◇
B62	I understand how my work contributes to helping us become 'A Brilliant Civil Service'	5	38	32	21		**43%**	+17 ◇	+1 ◇	-8 ◇

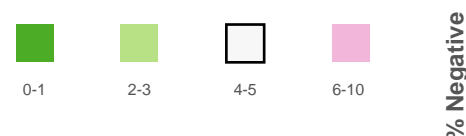## All questions by theme

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.
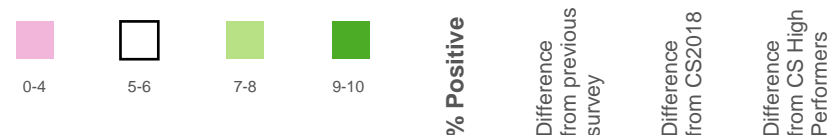
Legend: 0-4 (pink) | 5-6 (white) | 7-8 (light green) | 9-10 (dark green)

		0-4	5-6	7-8	9-10	% Positive	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
W01	Overall, how satisfied are you with your life nowadays?	13	22	50	15	64%	+1	-2 ⬧	-5 ⬧
W02	Overall, to what extent do you feel that the things you do in your life are worthwhile?	12	20	48	19	67%	+1	-4 ⬧	-7 ⬧
W03	Overall, how happy did you feel yesterday?	17	22	42	20	61%	0	-1 ⬧	-4 ⬧

For question W04 the percent negative is the proportion answering 6, 7, 8, 9 or 10 to the question.

Legend: 0-1 (dark green) | 2-3 (light green) | 4-5 (white) | 6-10 (pink)

		0-1	2-3	4-5	6-10	% Negative	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
W04	Overall, how anxious did you feel yesterday?	22	27	19	32	32%	+2 ⬧	-1	+2 ⬧

All questions by theme

Your plans for the future

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

		Difference from previous survey	Difference from CS2018	Difference from CS High Performers
I want to leave HM Land Registry as soon as possible	6%	0	-1 ✧	-6 ✧
I want to leave HM Land Registry within the next 12 months	8%	0	-7 ✧	-12 ✧
I want to stay working for HM Land Registry for at least the next year	20%	0	-14 ✧	-19 ✧
I want to stay working for HM Land Registry for at least the next three years	66%	0	+22 ✧	+13 ✧

The Civil Service Code

Differences are based on '% Yes' score

■ % Yes   ■ % No

|	% Yes	% Yes	Difference from previous survey	Difference from CS2018	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?	89 / 11	89%	-1	-3 ✧	-5 ✧
D02. Are you aware of how to raise a concern under the Civil Service Code?	63 / 37	63%	+1	-4 ✧	-10 ✧
D03. Are you confident that if you raised a concern under the Civil Service Code in HM Land Registry it would be investigated properly?	72 / 28	72%	+1	+1 ✧	-4 ✧

All questions by theme

Discrimination, harassment and bullying

E01. During the past 12 months have you personally experienced discrimination at work?
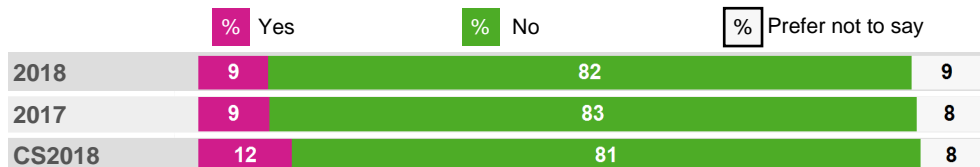
	% Yes	% No	% Prefer not to say
2018	9	82	9
2017	9	83	8
CS2018	12	81	8

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

	% Yes	% No	% Prefer not to say
2018	9	84	7
2017	8	84	8
CS2018	11	82	7

For respondents who selected 'Yes' to question E03.
E05. Did you report the bullying and harassment you experienced?

	% Yes	% No	% Prefer not to say
2018	39	45	16
2017	27	60	13
CS2018	40	46	14
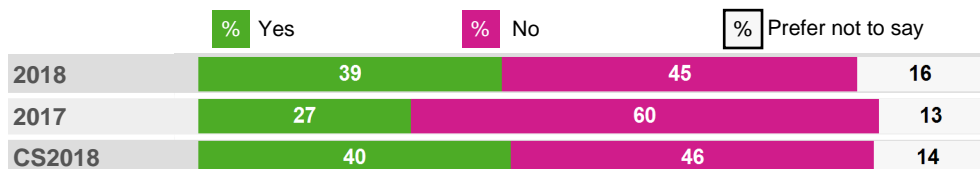
For respondents who selected 'Yes' to question E03.
E06. In your opinion, has this issue been resolved?

	% Yes	% No	% Prefer not to say
2018	24	53	23
2017	21	57	21
CS2018	20	61	18

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	97	
Caring responsibilities	21	
Disability	55	
Ethnic background	12	
Gender	47	
Gender reassignment or perceived gender	--	
Grade, pay band or responsibility level	99	
Main spoken/written language or language ability	--	
Marital status	--	
Pregnancy, maternity or paternity	--	
Religion or belief	11	
Sexual orientation	10	
Social or educational background	16	
Working location	26	
Working pattern	61	
Any other grounds	79	
Prefer not to say	35	

For respondents who selected 'Yes' to question E03.
E04. Who were you bullied or harassed by at work in the past 12 months? (multiple selection)

A colleague	139	
Your manager	70	
Another manager in my part of HM Land Registry	89	
Someone you manage	17	
Someone who works for another part of HM Land Registry	24	
A member of the public	--	
Someone else	--	
Prefer not to say	35	

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

All questions by theme

HM Land Registry questions

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01	I feel that HM Land Registry as a whole provides good customer service	17	65	11	7		81%	+4 ✧
F02	I am able to provide a good service to my customers	19	65	11			84%	+1 ✧
F03	It is usual in my team for the team or individuals to receive recognition or praise for good work	13	46	24	14		59%	-1
F04	I am clear about my work responsibilities and what is expected of me	19	70	8			89%	+1 ✧
F05	Our values underpin the way we do things at HM Land Registry	12	59	24			71%	+2 ✧
F06	My manager keeps me informed	19	58	14	6		77%	+1 ✧
F07	My manager talks to me about change and listens to my concerns	20	55	16	6		74%	+2 ✧
F08	My managers talk about change even when they don't have all the answers	19	58	16	5		78%	+1
F09	I understand the need for changes to HM Land Registry	18	62	14			80%	0
F10	I have confidence in the HM Land Registry Board to lead us through the changes	8	37	35	14	6	45%	+4 ✧
F11	The People Change Framework is consistently used to support local changes	7	32	46	11	5	39%	+6 ✧
F12	The People Change Framework is consistently used to support changes at an organisation level	5	29	49	12	5	34%	+5 ✧
F13	HM Land Registry takes a positive interest in health and wellbeing	19	57	16	6		76%	+3 ✧

HM Land Registry

Returns : 3,802   Response rate : 73%   Civil Service People Survey 2018

All questions by theme

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

HM Land Registry questions

	Strongly agree	Agree	Neither	Disagree	Strongly disagree

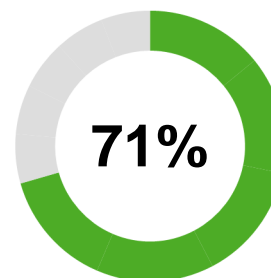|		Chart	% Positive	Difference from previous survey
F14	I am responsible for my own health and wellbeing	31 / 62 / 6	93%	+1 ✧
F15	I am aware of our Business Strategy	18 / 68 / 11	87%	New
F16	I understand the aims and objectives of the Business Strategy	15 / 63 / 17	78%	New
F17	I understand how my role contributes to the aims and objectives of the Business Strategy	14 / 60 / 21 / 5	73%	New
F18	As a result of the Business Strategy, I feel more confident about the future of HM Land Registry	10 / 40 / 38 / 8	50%	New

Proxy Stress Index and PERMA Index

◇ indicates statistically significant difference from comparison

^ indicates a variation in question wording from your previous survey

31%

Difference from previous survey	0
Difference from CS2018	+2 ◇
Difference from CS High Performers	+5 ◇

71%
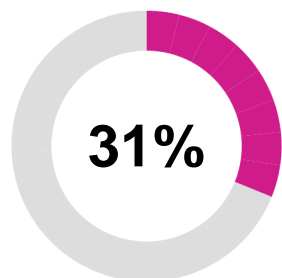
Difference from previous survey	0
Difference from CS2018	-3 ◇
Difference from CS High Performers	-4 ◇

Proxy Stress Index

This index aligns to the Health and Safety Executive's stress management tool, using the 8 questions from the People Survey shown below. We calculate it in the same way as the Employee Engagement Index.
We have 'inverted' the final index so that it is a measure of conditions which can add to stress rather than alleviate stress, i.e. a higher index score represents a more stressful environment.

PERMA Index

This index measures the extent to which employees are 'flourishing' in the workplace around the 5 dimensions: Positive emotion, Engagement, Relationships, Meaning and Accomplishment.
The index is computed using the questions from the People Survey shown below and combining them in the same way as the Employee Engagement Index.
A high score represents a greater proportion of employees agreeing with the statements below or rating the two wellbeing questions as high.

		% positive
B05	I have a choice in deciding how I do my work	56%
B08	My manager motivates me to be more effective in my job	64%
B18	The people in my team can be relied upon to help when things get difficult in my job	87%
B26	I am treated with respect by the people I work with	86%
B30	I have clear work objectives	78%
B33	I have an acceptable workload	67%
B45	I have the opportunity to contribute my views before decisions are made that affect me	30%
E03	During the past 12 months have you personally experienced bullying or harassment at work?	84%

		% positive
B01	I am interested in my work	83%
B03	My work gives me a sense of personal accomplishment	71%
B18	The people in my team can be relied upon to help when things get difficult in my job	87%
W01	Overall, how satisfied are you with your life nowadays?	64%
W02	Overall, to what extent do you feel that the things you do in your life are worthwhile?	67%

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 2017 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.
CS2018	The CS2018 benchmark is the median percent positive across all organisations that participated in the 2018 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 2018 Civil Service People Survey. The 'CS High Performer' comparator for the Proxy Stress Index has been corrected (reissued 23/11/2018).

Rounding

Results are presented as whole numbers for ease of reading, with rounding performed at the last stage of calculation for maximum accuracy. Therefore in some instances, the differences presented in this report will not match the rounded figures of the scores being compared. For example, if your unrounded Engagement Index score is 75.43647583%, your organisation overall's score is 74.63572484% and the difference between the two is +0.800751%, in this report these scores would appear as 75%, 75% and +1.

Statistical significance: ✧

Statistical testing has been carried out to identify statistically significant* differences between your results and a number of comparators. You can therefore be confident that the difference represents a real difference in opinion between the results.
*Note, there needs to be 30 responses at question level, 20 responses at theme level or 10 responses at index level for statistical testing to be carried out on the corresponding scores.

The employee engagement index

The survey includes five questions that make up the engagement index (B47-B51). The index score represents the average level of engagement in that unit and ranges from 0 to 100. An index score of 0 represents all respondents in that unit saying they strongly disagree to all five engagement questions and a score of 100 represents all respondents saying they strongly agree to all five engagement questions.

The drivers of engagement

While the engagement index shows the average level of engagement, it does not show what you can do to improve engagement. A statistical technique (a form of regression) is used to identify the extent to which each question in the survey has an association with engagement. Questions identified as having an association are called 'Drivers of engagement': page 3 of this report shows the questions that had the strongest association with engagement in this unit.

Confidentiality

The survey was carried out as part of the 2018 Civil Service People Survey, which is managed by the Cabinet Office on behalf of all participating organisations. The Cabinet Office commissioned ORC International to carry out the survey. ORC International is a member of the Market Research Society, and is bound by their strict code of conduct and confidentiality rules. These rules do not allow for the breakdown of the results to the extent where the anonymity of individuals may be compromised. Groups of fewer than 10 respondents will not be reported on, however their responses do contribute to the overall scores for the unit and organisation they belong to and the overall Civil Service results.

ORC's Privacy Policy (www.orcinternational.co.uk/privacy) tells you how they keep personal data safe and who to contact to exercise your rights of control under the new GDPR regulations.