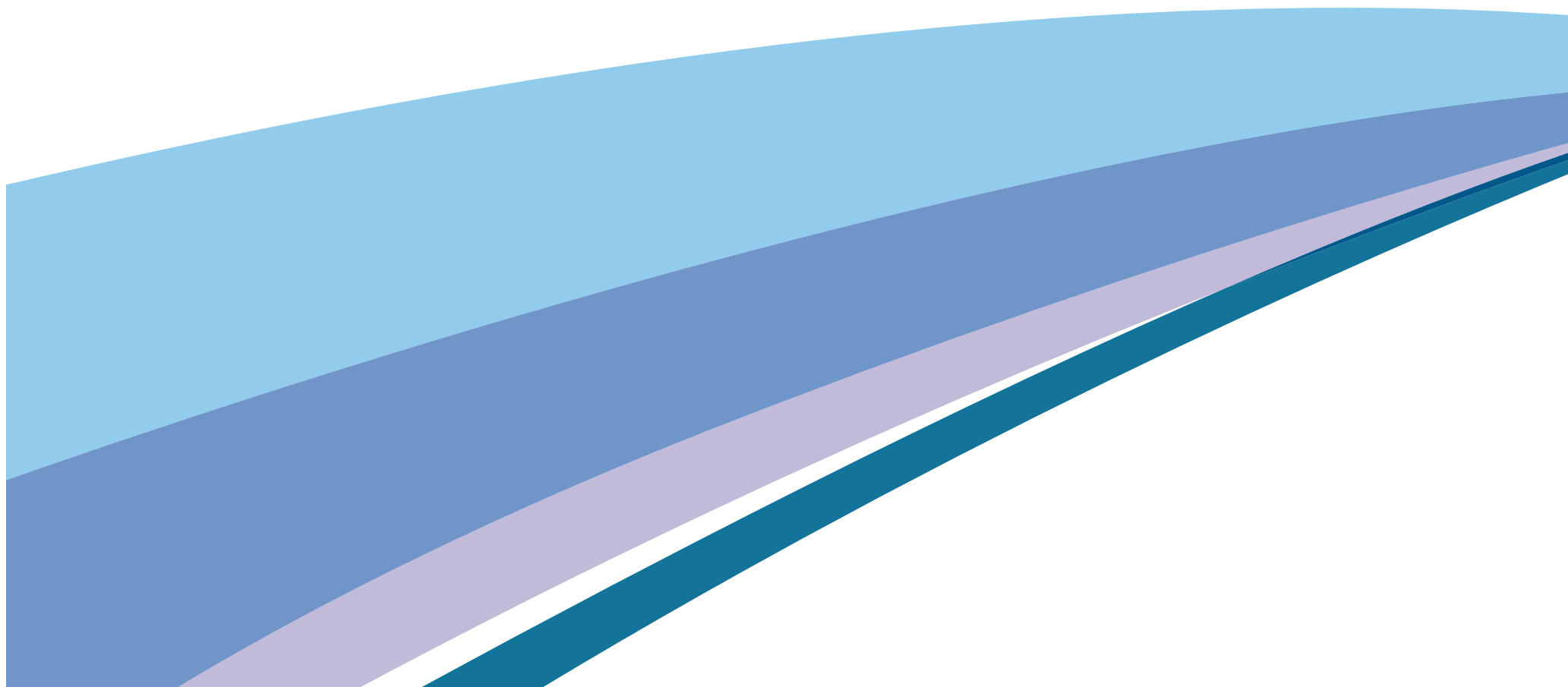




Intellectual
Property
Office

Civil Service People Survey 2015

This report presents the Intellectual Property Office results from the Civil Service People Survey 2015. The survey runs annually across the whole of the civil service (96 organisations participated).



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		53%	+5 ✧	+10 ✧	+1 ✧
My work		79%	+3 ✧	+5 ✧	+1
My manager		72%	+3 ✧	+4 ✧	+1
Pay and benefits		34%	+3 ✧	+5 ✧	-2 ✧
Learning and development		66%	+6 ✧	+16 ✧	+10 ✧
Resources and workload		82%	+3 ✧	+9 ✧	+5 ✧
Organisational objectives and purpose		86%	+4 ✧	+4 ✧	0
Inclusion and fair treatment		79%	+3 ✧	+5 ✧	+1
My team		83%	+2 ✧	+3 ✧	0

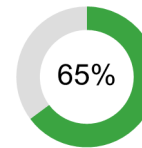


Strength of association with engagement

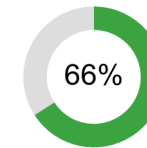


Statistically significant difference from comparison

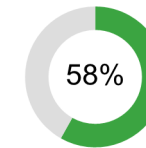
Wellbeing



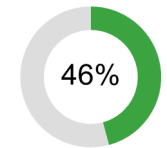
Overall, how satisfied are you with your life nowadays?



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

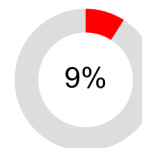


Overall, how happy did you feel yesterday?

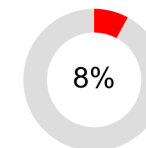


Overall, how anxious did you feel yesterday?

Discrimination, bullying and harassment

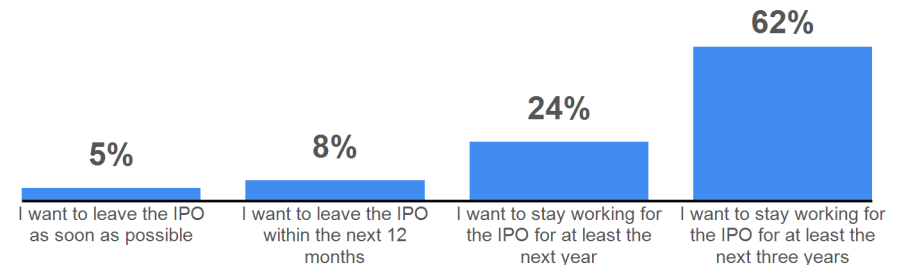


During the past 12 months have you personally experienced discrimination at work?



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

Your plans for the future



All questions by theme

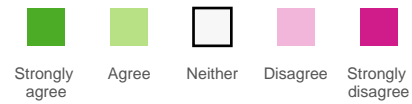
◆ indicates statistically significant difference from comparison
^ indicates a variation in question wording from your previous survey

My work

79% +3
Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

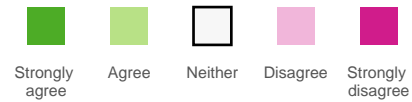
Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B01 I am interested in my work	44	46	7	1	2	90%	+1	+1 ◆	-1 ◆
B02 I am sufficiently challenged by my work	41	43	8	6	2	84%	0	+6 ◆	+2 ◆
B03 My work gives me a sense of personal accomplishment	32	46	11	8	3	79%	+3 ◆	+3 ◆	0
B04 I feel involved in the decisions that affect my work	20	42	21	12	5	62%	+5 ◆	+6 ◆	-2 ◆
B05 I have a choice in deciding how I do my work	34	46	12	6	2	80%	+5 ◆	+6 ◆	+1

Organisational objectives and purpose

86% +4
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 IPO's purpose	30	59	7	2	2	89%	+3 ◆	+4 ◆	0
B07 I have a clear understanding of IPO's objectives	24	60	11	5	0	83%	+5 ◆	+4 ◆	-1
B08 I understand how my work contributes to IPO's objectives	30	57	9	4	2	87%	+3 ◆	+4 ◆	0

All questions by theme

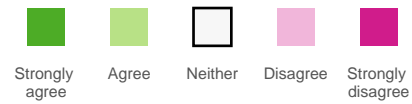
◆ indicates statistically significant difference from comparison
^ indicates a variation in question wording from your previous survey

My manager

72% +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
B09 My manager motivates me to be more effective in my job	30	41	16	9	4	71%	+3 ◆	+3 ◆	-1
B10 My manager is considerate of my life outside work	47	39	10	4	2	86%	+2 ◆	+4 ◆	+1
B11 My manager is open to my ideas	40	42	12	4	2	83%	+3 ◆	+2 ◆	-2 ◆
B12 My manager helps me to understand how I contribute to IPO's objectives	26	41	23	7	3	67%	+3 ◆	+4 ◆	-1
B13 Overall, I have confidence in the decisions made by my manager	37	40	14	6	3	77%	+2	+5 ◆	0
B14 My manager recognises when I have done my job well	36	44	12	5	3	80%	+4 ◆	+2 ◆	-1
B15 I receive regular feedback on my performance	27	43	16	10	4	70%	+4 ◆	+3 ◆	0
B16 The feedback I receive helps me to improve my performance	27	42	20	7	4	69%	+6 ◆	+7 ◆	+4 ◆
B17 I think that my performance is evaluated fairly	26	43	18	9	6	69%	+3 ◆	+7 ◆	+1
B18 Poor performance is dealt with effectively in my team	13	31	37	13	6	44%	+2 ◆	+5 ◆	0

My team

83% +2
Difference from previous survey



Strength of association with engagement



Question	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	44	45	8	2	1	88%	+1	+4 ◆	+2 ◆
B20 The people in my team work together to find ways to improve the service we provide	41	42	12	4	2	83%	0	+3 ◆	-1 ◆
B21 The people in my team are encouraged to come up with new and better ways of doing things	37	41	15	7	2	78%	+5 ◆	+3 ◆	-1

All questions by theme

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

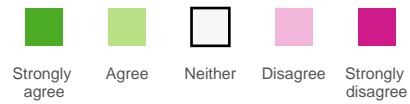
Learning and development

66% +6

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	25	53	15	5	5	78%	+7 ◆	+15 ◆	+10 ◆
B23	Learning and development activities I have completed in the past 12 months have helped to improve my performance	22	45	23	8	8	67%	+6 ◆	+15 ◆	+9 ◆
B24	There are opportunities for me to develop my career in the IPO	20	42	20	12	6	62%	+6 ◆	+21 ◆	+13 ◆
B25	Learning and development activities I have completed while working for the IPO are helping me to develop my career	17	39	28	11	5	56%	+5 ◆	+13 ◆	+7 ◆

Inclusion and fair treatment

79% +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 CS2015	Difference from CS High Performers
B26	I am treated fairly at work	36	46	10	5	5	82%	+1	+4 ◆	+1
B27	I am treated with respect by the people I work with	40	48	9	9	5	88%	+1	+3 ◆	+1 ◆
B28	I feel valued for the work I do	26	42	15	12	5	68%	+6 ◆	+4 ◆	-1 ◆
B29	I think that the IPO respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	31	49	13	13	5	79%	+4 ◆	+7 ◆	+2 ◆

All questions by theme

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

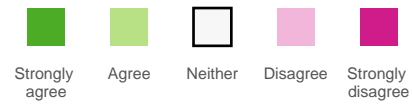
Resources and workload

82% +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
B30 In my job, I am clear what is expected of me	32	56	8	2	2	87%	+2 ◆	+4 ◆	+2 ◆
B31 I get the information I need to do my job well	23	56	13	6	2	79%	+2 ◆	+10 ◆	+6 ◆
B32 I have clear work objectives	28	54	11	5	2	82%	+2 ◆	+7 ◆	+3 ◆
B33 I have the skills I need to do my job effectively	33	59	6	1	1	92%	+3 ◆	+4 ◆	+2 ◆
B34 I have the tools I need to do my job effectively	25	57	11	6	1	82%	+6 ◆	+13 ◆	+8 ◆
B35 I have an acceptable workload	18	53	16	10	3	71%	+4 ◆	+11 ◆	+6 ◆
B36 I achieve a good balance between my work life and my private life	29	50	12	8	1	79%	+4 ◆	+12 ◆	+7 ◆

Pay and benefits

34% +3

Difference from previous survey



Strength of association with engagement



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	6	26	18	27	23	32%	+2 ◆	+1	-5 ◆
B38 I am satisfied with the total benefits package	9	34	22	19	17	43%	+3 ◆	+10 ◆	+4 ◆
B39 Compared to people doing a similar job in other organisations I feel my pay is reasonable	5	23	19	28	25	28%	+3 ◆	+3 ◆	-4 ◆

All questions by theme

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

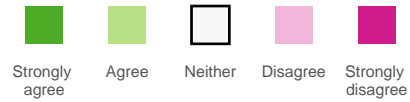
Leadership and managing change

53% +5

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question ID	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B40 I feel that the IPO as a whole is managed well	9	51	23	11	6	60%	+4 ◆	+14 ◆	+4 ◆
B41 Directors, Deputy Directors and equivalents in the IPO are sufficiently visible	12	50	20	14	5	62%	+1	+9 ◆	-4 ◆
B42 I believe the actions of Directors, Deputy Directors and equivalents are consistent with IPO's values	9	44	30	11	5	53%	+5 ◆	+8 ◆	-3 ◆
B43 I believe that the IPOB has a clear vision for the future of the IPO	8	40	39	8	5	48%	+3 ◆	+6 ◆	-6 ◆
B44 Overall, I have confidence in the decisions made by Directors, Deputy Directors and equivalents	8	43	31	11	7	52%	+4 ◆	+10 ◆	0
B45 I feel that change is managed well in the IPO	5	38	30	19	8	43%	+4 ◆	+13 ◆	+4 ◆
B46 When changes are made in the IPO they are usually for the better	5	38	33	17	6	44%	+8 ◆	+17 ◆	+9 ◆
B47 The IPO keeps me informed about matters that affect me	12	55	22	9	1	67%	+4 ◆	+11 ◆	+3 ◆
B48 I have the opportunity to contribute my views before decisions are made that affect me	9	42	26	16	6	51%	+8 ◆	+15 ◆	+7 ◆
B49 I think it is safe to challenge the way things are done in the IPO	9	43	26	14	7	52%	+4 ◆	+11 ◆	+2 ◆

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 the IPO	20	47	25	5	5	67%	+6 ◆	+9 ◆	0
B51 I would recommend the IPO as a great place to work	26	45	20	7	7	71%	+6 ◆	+23 ◆	+12 ◆
B52 I feel a strong personal attachment to the IPO	18	34	30	13	5	52%	+2	+6 ◆	-1
B53 The IPO inspires me to do the best in my job	15	37	31	12	5	52%	+4 ◆	+8 ◆	+1
B54 The IPO motivates me to help it achieve its objectives	13	36	32	13	5	49%	+3 ◆	+8 ◆	+1

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 Directors, Deputy Directors and equivalents in the IPO will take action on the results from this survey	11	44	24	13	8	55%	+3 ◆	+11 ◆	0
B56 I believe that managers where I work will take action on the results from this survey	13	44	23	12	7	57%	+2 ◆	+2 ◆	-5 ◆
B57 Where I work, I think effective action has been taken on the results of the last survey	9	28	39	15	9	37%	-4 ◆	+4 ◆	-5 ◆

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	37	52	6			89%	+3 ◆	+2 ◆	0
B59 I believe I would be supported if I try a new idea, even if it may not work	25	47	18	7		72%	+6 ◆	+5 ◆	0
B60 My performance is evaluated based on whether I get things done, rather than solely follow processes	20	46	23	7		66%	+2	+1	-3 ◆
B61 When I talk about the IPO I say "we" rather than "they"	24	45	22	7		69%	+1	-1	-9 ◆
B62 I have some really good friendships at work	37	43	14	5		80%	+1	+4 ◆	+1

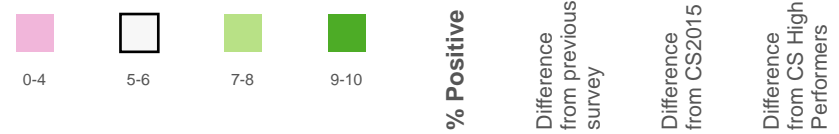
Leadership statement

	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	26	44	18	8		70%	--	+3 ◆	-1 ◆
B64 Directors, Deputy Directors and equivalents inspire people across the IPO to do their best	8	35	36	15	6	44%	--	+6 ◆	-2 ◆
B65 My manager leads our team with confidence	29	44	16	7		73%	--	+3 ◆	-3 ◆
B66 Directors, Deputy Directors and equivalents lead the IPO with confidence	12	41	31	11	5	53%	--	+7 ◆	-4 ◆
B67 My manager empowers me to do my job effectively	29	46	16			75%	--	+4 ◆	0
B68 Directors, Deputy Directors and equivalents empower teams to deliver	10	40	34	11	5	50%	--	+10 ◆	+1 ◆
B69 Directors, Deputy Directors and equivalents in the IPO actively role model the behaviours set out in the Civil Service Leadership Statement	8	35	40	11	6	43%	--	+7 ◆	0
B70 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	19	43	28	6		62%	--	+5 ◆	0

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.

Question	0-4	5-6	7-8	9-10	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
W01 Overall, how satisfied are you with your life nowadays?	12	23	49	16	65%	0	0	-3 ◆
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	12	23	46	20	66%	+1	-5 ◆	-8 ◆
W03 Overall, how happy did you feel yesterday?	17	25	39	19	58%	+2	-4 ◆	-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?	22	24	21	33	46%	-1	-4 ◆	-7 ◆
--	----	----	----	----	-----	----	------	------

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 the IPO?

		Difference from previous survey	Difference from CS2015	Difference from CS High Performers
I want to leave the IPO as soon as possible		-1	-3	-6 ◇
I want to leave the IPO within the next 12 months		+1	-7 ◇	-11 ◇
I want to stay working for the IPO for at least the next year		-1	-8 ◇	-14 ◇
I want to stay working for the IPO for at least the next three years		+1	+20 ◇	+11 ◇

The Civil Service Code

Differences are based on '% Yes' score

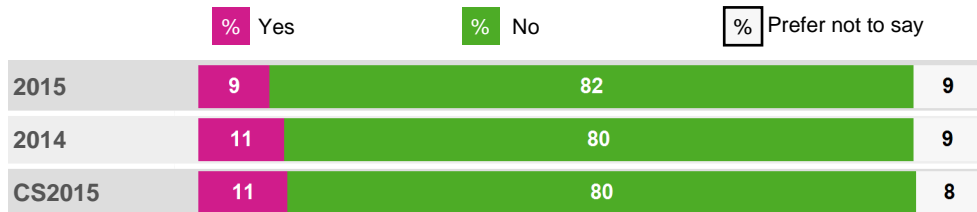
	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		9	91%	+3 ◇	0	-4 ◇
D02. Are you aware of how to raise a concern under the Civil Service Code?		43	57%	-3 ◇	-9 ◇	-15 ◇
D03. Are you confident that if you raised a concern under the Civil Service Code in the IPO it would be investigated properly?		28	72%	+1	+4 ◇	-1 ◇

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?



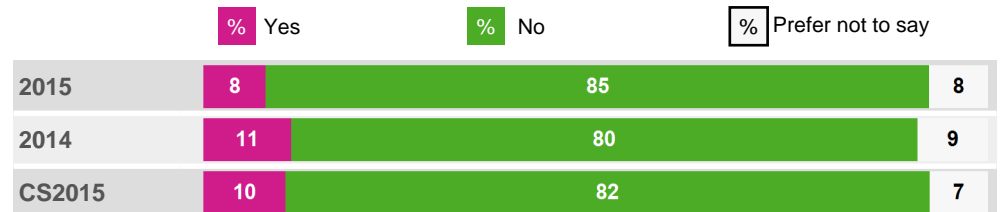
For respondents who selected 'Yes' to question E01.

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

	Response Count	
Age	14	
Caring responsibilities	--	
Disability	--	
Ethnic background	--	
Gender	14	
Gender reassignment or perceived gender	--	
Grade, pay band or responsibility level	34	
Main spoken/written language or language ability	--	
Religion or belief	--	
Sexual orientation	--	
Social or educational background	--	
Working location	--	
Working pattern	21	
Any other grounds	22	
Prefer not to say	--	

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	26	
Your manager	23	
Another manager in my part of the IPO	13	
Someone you manage	--	
Someone who works for another part of the IPO	12	
A member of the public	--	
Someone else	--	
Prefer not to say	--	

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.

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