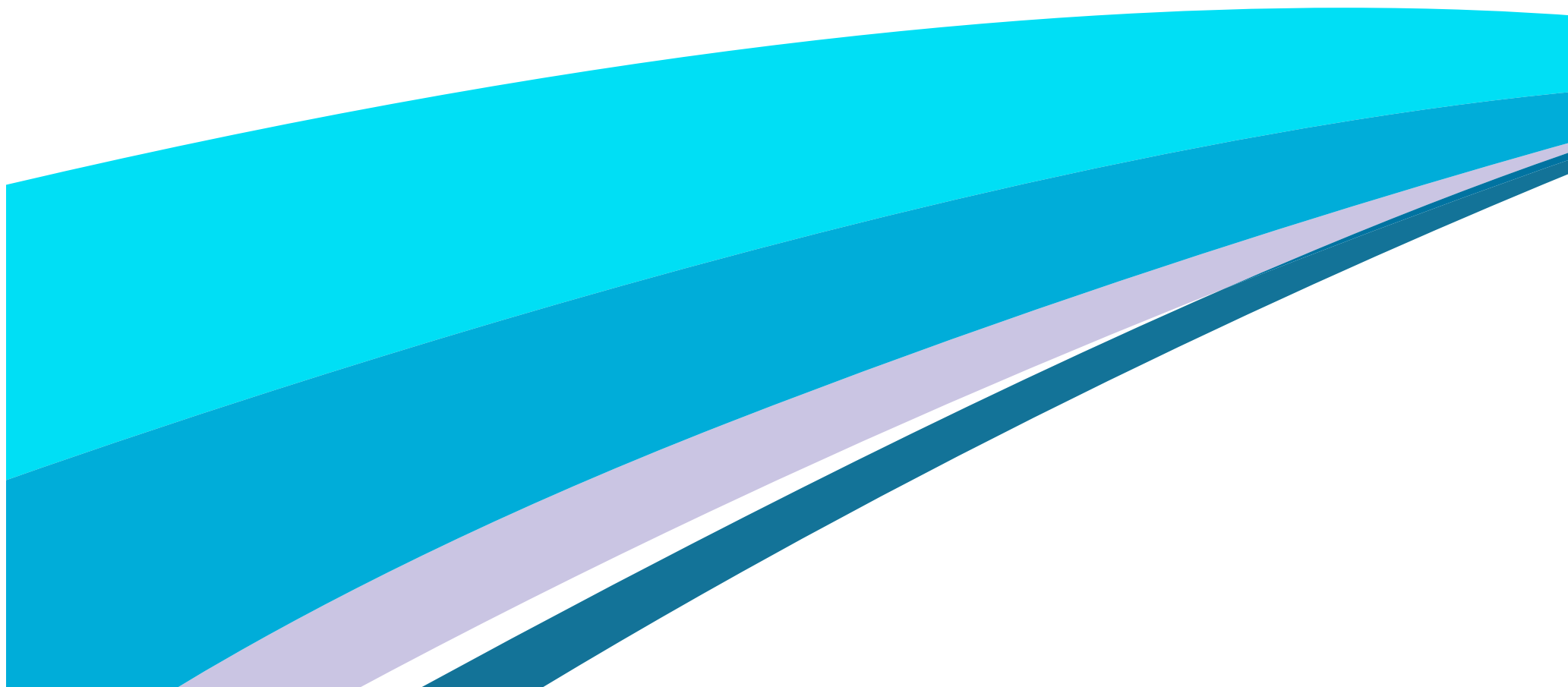




Intellectual
Property
Office

Civil Service People Survey 2016


This report presents the Intellectual Property Office results from the Civil Service People Survey 2016. The survey runs annually across the whole of the civil service (98 organisations participated).



Returns : 1,007

Response rate : 93%

Civil Service People Survey 2016

 Strength of association with engagement

◇ Statistically significant difference from comparison

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



The table below shows how you performed on each of the nine themes ranked by the strength of association with engagement. The themes which have the strongest association with engagement should be the focus for action. See the appendix for further details.

Drivers of Engagement

	Strength of association with engagement	Theme score % Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
Leadership and managing change		49%	-4 ✧	+5 ✧	-4 ✧
My work		77%	-2 ✧	+2 ✧	-2 ✧
My manager		70%	-2 ✧	+2 ✧	-1 ✧
Pay and benefits		34%	0	+4 ✧	-3 ✧
Resources and workload		81%	-1	+8 ✧	+4 ✧
Learning and development		65%	0	+15 ✧	+10 ✧
Organisational objectives and purpose		85%	-1	+3 ✧	-2 ✧
My team		79%	-4 ✧	0	-4 ✧
Inclusion and fair treatment		77%	-3 ✧	+1 ✧	-3 ✧



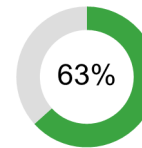
Strength of association with engagement



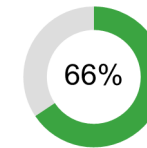
Statistically significant difference from comparison

Wellbeing

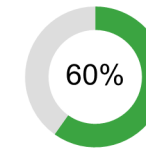
% responding positively (Answering 7,8, 9 or 10 for W01 – W03; Answering 0,1,2 or 3 for W04)



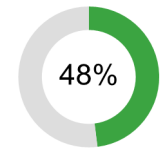
W01. Overall, how satisfied are you with your life nowadays?



W02. Overall, to what extent do you feel that the things you do in your life are worthwhile?



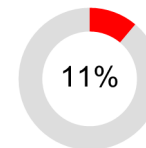
W03. Overall, how happy did you feel yesterday?



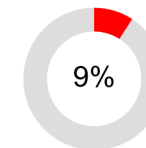
W04. Overall, how anxious did you feel yesterday?

Discrimination, bullying and harassment

% responding Yes

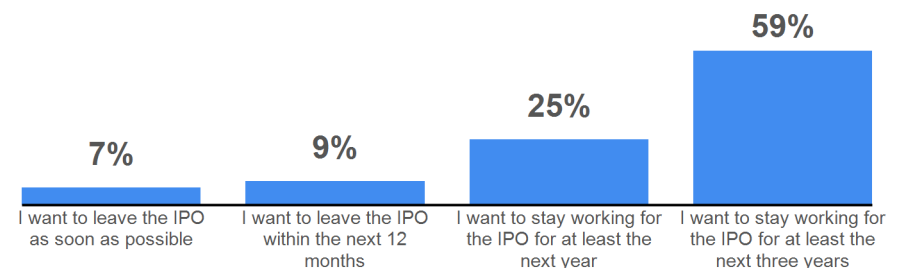


During the past 12 months have you personally experienced discrimination at work?



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

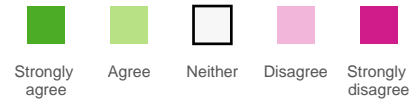
My work

77% -2

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B01 I am interested in my work	37	51	8			88%	-2 ◆	-2 ◆	-4 ◆
B02 I am sufficiently challenged by my work	39	45	9	6		83%	-1 ◆	+3 ◆	0
B03 My work gives me a sense of personal accomplishment	27	48	13	8		75%	-4 ◆	0	-4 ◆
B04 I feel involved in the decisions that affect my work	17	41	17	15	10	58%	-4 ◆	+1 ◆	-3 ◆
B05 I have a choice in deciding how I do my work	31	49	11	6		79%	0	+5 ◆	+1 ◆

Organisational objectives and purpose

85% -1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B06 I have a clear understanding of IPO's purpose	32	57	8			88%	-1	+2 ◆	-2 ◆
B07 I have a clear understanding of IPO's objectives	26	56	11	5		82%	-1 ◆	+2 ◆	-2 ◆
B08 I understand how my work contributes to IPO's objectives	30	56	9			86%	-1 ◆	+3 ◆	-1 ◆

All questions by theme

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

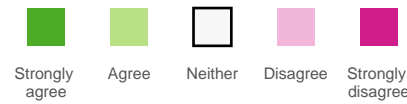
My manager

70% -2

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B09	My manager motivates me to be more effective in my job	29	41	17	9	5	70%	-1 ◆	+1 ◆	-3 ◆
B10	My manager is considerate of my life outside work	44	41	10			85%	-2 ◆	+2 ◆	-1 ◆
B11	My manager is open to my ideas	38	43	12			81%	-1 ◆	0	-3 ◆
B12	My manager helps me to understand how I contribute to IPO's objectives	24	42	22	8		66%	-1 ◆	+1 ◆	-4 ◆
B13	Overall, I have confidence in the decisions made by my manager	32	42	14	7	5	75%	-2 ◆	+1 ◆	-4 ◆
B14	My manager recognises when I have done my job well	36	42	12	7		77%	-3 ◆	-1 ◆	-4 ◆
B15	I receive regular feedback on my performance	29	40	14	12	5	69%	-1	+3 ◆	0
B16	The feedback I receive helps me to improve my performance	27	39	19	9	5	66%	-3 ◆	+4 ◆	0
B17	I think that my performance is evaluated fairly	26	41	19	8	5	67%	-2 ◆	+3 ◆	-1 ◆
B18	Poor performance is dealt with effectively in my team	13	31	38	11	8	44%	0	+4 ◆	+1

My team

79% -4

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 CS2016	Difference from CS High Performers
B19	The people in my team can be relied upon to help when things get difficult in my job	39	48	9			87%	-2 ◆	+2 ◆	0
B20	The people in my team work together to find ways to improve the service we provide	36	43	14	5		80%	-3 ◆	-2 ◆	-5 ◆
B21	The people in my team are encouraged to come up with new and better ways of doing things	32	40	18	6		72%	-6 ◆	-3 ◆	-7 ◆

All questions by theme

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^ indicates a variation in question wording from your previous survey

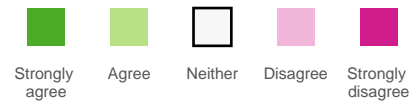
Learning and development

65% 0

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B22	I am able to access the right learning and development opportunities when I need to	21	57	13	6	6	78%	0	+17 ◆	+10 ◆
B23	Learning and development activities I have completed in the past 12 months have helped to improve my performance	19	47	20	10	6	66%	-1	+15 ◆	+9 ◆
B24	There are opportunities for me to develop my career in the IPO	16	44	18	11	10	61%	-1 ◆	+18 ◆	+9 ◆
B25	Learning and development activities I have completed while working for the IPO are helping me to develop my career	15	42	24	11	8	57%	+1	+13 ◆	+6 ◆

Inclusion and fair treatment

77% -3

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B26	I am treated fairly at work	33	46	11	7	4	79%	-3 ◆	0	-4 ◆
B27	I am treated with respect by the people I work with	36	50	8	6	2	85%	-2 ◆	+1 ◆	-2 ◆
B28	I feel valued for the work I do	23	41	15	12	9	64%	-4 ◆	-1 ◆	-6 ◆
B29	I think that the IPO respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	31	47	12	5	5	78%	-1 ◆	+4 ◆	0

All questions by theme

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

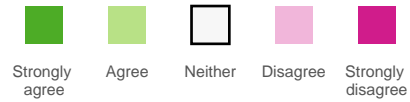
Resources and workload

81% -1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B30 In my job, I am clear what is expected of me	31	55	7	5		86%	-1	+4 ◆	0
B31 I get the information I need to do my job well	24	56	11	7		80%	+1	+11 ◆	+6 ◆
B32 I have clear work objectives	27	54	10	6		81%	-2 ◆	+5 ◆	+1 ◆
B33 I have the skills I need to do my job effectively	32	59	6			91%	-1	+3 ◆	0
B34 I have the tools I need to do my job effectively	25	56	11	6		81%	-1	+11 ◆	+5 ◆
B35 I have an acceptable workload	16	53	14	12	5	69%	-2 ◆	+10 ◆	+4 ◆
B36 I achieve a good balance between my work life and my private life	27	51	11	8		78%	-1 ◆	+11 ◆	+6 ◆

Pay and benefits

34% 0

Difference from previous survey



Strength of association with engagement



Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B37 I feel that my pay adequately reflects my performance	6	26	17	28	23	32%	0	0	-7 ◆
B38 I am satisfied with the total benefits package	8	35	21	20	15	43%	0	+9 ◆	+3 ◆
B39 Compared to people doing a similar job in other organisations I feel my pay is reasonable	6	22	19	30	24	28%	0	+1 ◆	-6 ◆



All questions by theme

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^ indicates a variation in question wording from your previous survey

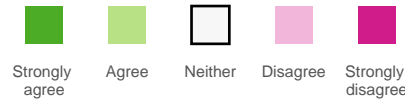
Leadership and managing change

49% -4

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B40	I feel that the IPO as a whole is managed well	10	48	23	13	7	58%	-2 ◆	+11 ◆	0
B41	Directors, Deputy Directors, D1's and equivalents in the IPO are sufficiently visible	12	49	21	12	6	61%	-1	+6 ◆	-5 ◆
B42	I believe the actions of Directors, Deputy Directors, D1's and equivalents are consistent with IPO's values	9	43	28	13	7	51%	-2 ◆	+3 ◆	-6 ◆
B43	I believe that the IPOB has a clear vision for the future of the IPO	8	39	34	12	6	47%	-1	+4 ◆	-7 ◆
B44	Overall, I have confidence in the decisions made by Directors, Deputy Directors, D1's and equivalents	8	40	30	14	8	48%	-4 ◆	+4 ◆	-7 ◆
B45	I feel that change is managed well in the IPO	5	32	25	24	14	37%	-6 ◆	+7 ◆	-4 ◆
B46	When changes are made in the IPO they are usually for the better	5	30	33	20	12	34%	-9 ◆	+4 ◆	-4 ◆
B47	The IPO keeps me informed about matters that affect me	9	49	20	13	9	58%	-8 ◆	+3 ◆	-6 ◆
B48	I have the opportunity to contribute my views before decisions are made that affect me	7	36	24	21	13	43%	-9 ◆	+5 ◆	-5 ◆
B49	I think it is safe to challenge the way things are done in the IPO	8	41	26	17	9	49%	-3 ◆	+6 ◆	0

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 CS2016	Difference from CS High Performers
B50 I am proud when I tell others I am part of the IPO	19	45	26	7	7	64%	-3 ◆	+5 ◆	-2 ◆
B51 I would recommend the IPO as a great place to work	22	45	19	9	5	68%	-3 ◆	+17 ◆	+7 ◆
B52 I feel a strong personal attachment to the IPO	17	35	28	14	5	52%	0	+4 ◆	-4 ◆
B53 The IPO inspires me to do the best in my job	13	38	30	12	7	50%	-2 ◆	+5 ◆	-2 ◆
B54 The IPO motivates me to help it achieve its objectives	12	38	30	12	8	50%	+1	+7 ◆	0

Taking action

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B55 I believe that Directors, Deputy Directors, D1's and equivalents in the IPO will take action on the results from this survey	9	41	26	14	10	51%	-4 ◆	+4 ◆	-4 ◆
B56 I believe that managers where I work will take action on the results from this survey	13	44	23	11	9	57%	-1	+1 ◆	-7 ◆
B57 Where I work, I think effective action has been taken on the results of the last survey	8	30	36	15	10	38%	+1	+4 ◆	-3 ◆



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 CS2016	Difference from CS High Performers
B58 I am trusted to carry out my job effectively	36	52	7			87%	-2 ◆	-1 ◆	-3 ◆
B59 I believe I would be supported if I try a new idea, even if it may not work	23	48	18	8		71%	-1	+2 ◆	-2 ◆
B60 When I talk about the IPO I say "we" rather than "they"	23	48	18	8		71%	+2 ◆	0	-8 ◆
B61 I have some really good friendships at work	37	43	14	5		80%	0	+3 ◆	-1

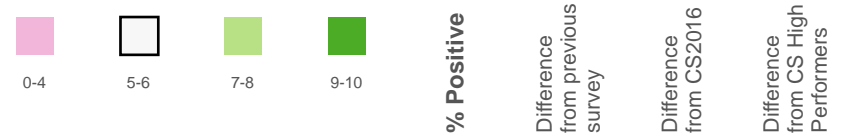
Leadership statement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B62 Directors, Deputy Directors, D1's and equivalents in the IPO actively role model the behaviours set out in the Civil Service Leadership Statement	8	36	36	13	7	44%	+1	0	-6 ◆
B63 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	19	46	24	7	5	65%	+3 ◆	+3 ◆	-2 ◆

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-B63 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	 15	63%	-1 ◆	-3 ◆	-6 ◆
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	 13	 21	 47	 19	66%	0	-5 ◆	-8 ◆
W03 Overall, how happy did you feel yesterday?	 19	 21	 40	 19	60%	+2 ◆	-4 ◆	-6 ◆

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?	 20	 28	 20	 32	48%	+2 ◆	-2 ◆	-5 ◆
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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 the IPO?

			Difference from previous survey	Difference from CS2016	Difference from CS High Performers
I want to leave the IPO as soon as possible		7%	+1	-2 ◆	-4 ◆
I want to leave the IPO within the next 12 months		9%	+1	-6 ◆	-10 ◆
I want to stay working for the IPO for at least the next year		25%	+1	-7 ◆	-14 ◆
I want to stay working for the IPO for at least the next three years		59%	-3 ◆	+16 ◆	+8 ◆

The Civil Service Code

Differences are based on '% Yes' score

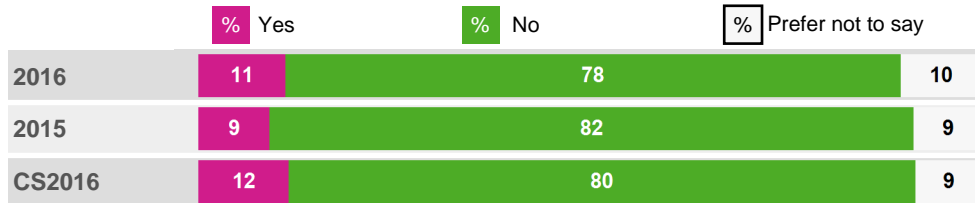
	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		7	93%	+3 ◆	+2 ◆	-2 ◆
D02. Are you aware of how to raise a concern under the Civil Service Code?		38	62%	+5 ◆	-5 ◆	-12 ◆
D03. Are you confident that if you raised a concern under the Civil Service Code in the IPO it would be investigated properly?		26	74%	+2 ◆	+7 ◆	-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

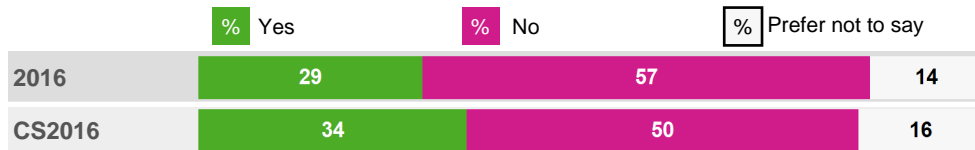
E01. During the past 12 months, have you personally experienced discrimination at work?



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



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



For respondents who selected 'Yes' to question E03.
 E06. In your opinion, has this issue been resolved?



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	24
Caring responsibilities	16
Disability	16
Ethnic background	--
Gender	21
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	43
Main spoken/written language or language ability	--
Religion or belief	--
Sexual orientation	--
Social or educational background	--
Working location	18
Working pattern	24
Any other grounds	31
Prefer not to say	--

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	31
Your manager	23
Another manager in my part of the IPO	27
Someone you manage	--
Someone who works for another part of the IPO	11
A member of the public	--
Someone else	--
Prefer not to say	11

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

All questions by theme

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

Intellectual Property Office questions

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01 I feel that I can be myself at work	26	53	11	7		80%	--
F02 I believe my organisation cares about the wellbeing of its staff	25	50	13	8		75%	--
F03 I have the opportunity to drive my own development	21	55	15	6		76%	--
F04 I feel supported through changes that affect me	14	43	23	13	7	57%	--
F05 I feel like I get enough information about changes at the IPO, especially those that affect me	12	40	21	18	9	52%	--
F06 Communication within my directorate is good	15	39	22	14	10	54%	--
F07 I understand how to raise concerns relating to bullying or harassment	23	60	12			82%	--
F08 I believe the IPO is a place where unacceptable behaviour is tackled and not tolerated	17	42	22	13	6	59%	--
F09 My leaders actively encourage me to innovate and take initiative	18	43	23	10	6	61%	--
F10 I feel that I am able to take ideas that I have forward	20	45	23	8	5	65%	--



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 2015 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.
CS2016	The CS2016 benchmark is the median percent positive across all organisations that participated in the 2016 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 2016 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, CS2016 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 2016 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.

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