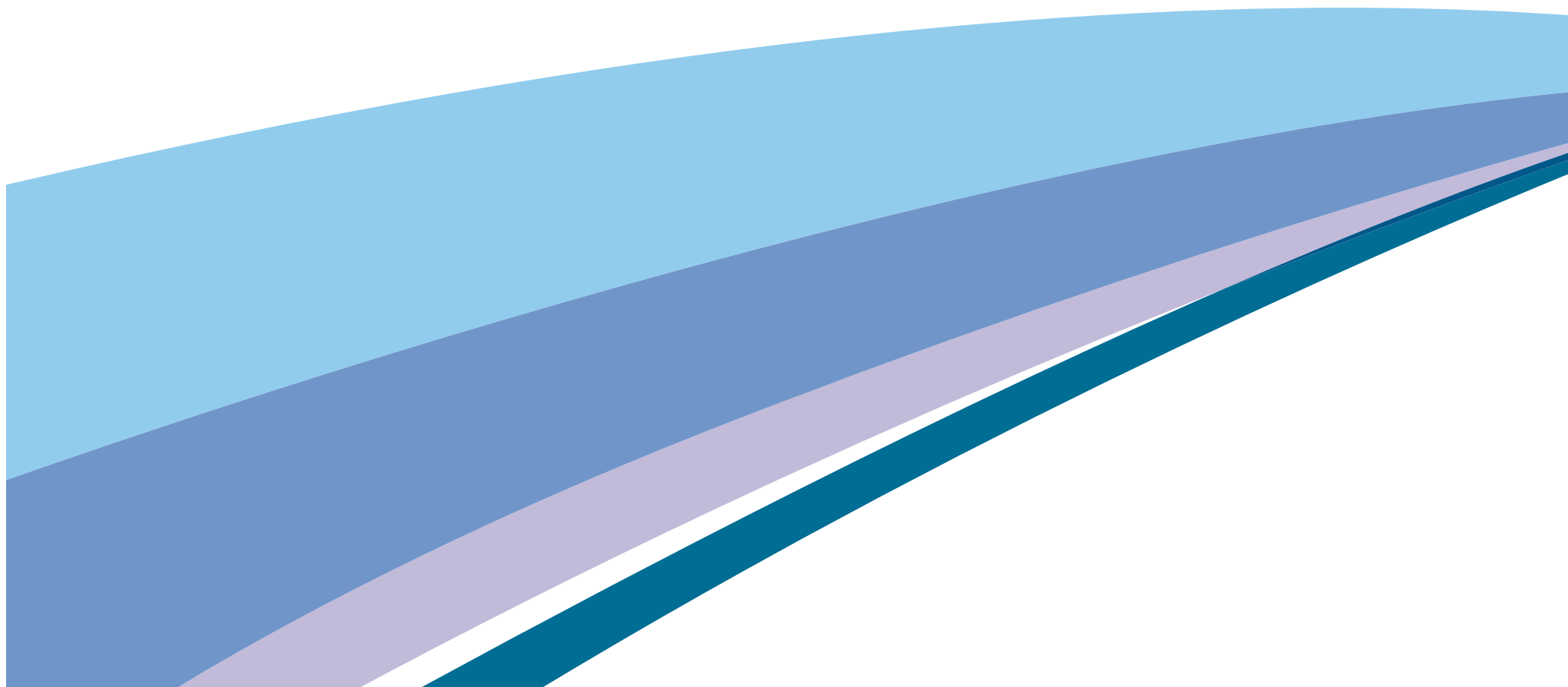




Intellectual
Property
Office

Civil Service People Survey 2017

This report presents the Intellectual Property Office results from the Civil Service People Survey 2017. The survey runs annually across the whole of the civil service.



Returns : 954

Response rate : 85%

Civil Service People Survey 2017



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 CS2017	Difference from CS High Performers
Leadership and managing change		52%	+4 ✧	+5 ✧	0
My work		79%	+3 ✧	+3 ✧	0
My manager		74%	+4 ✧	+4 ✧	+1 ✧
Pay and benefits		34%	-1	+4 ✧	-2 ✧
Learning and development		69%	+4 ✧	+17 ✧	+12 ✧
Resources and workload		81%	+1 ✧	+9 ✧	+6 ✧
My team		84%	+4 ✧	+3 ✧	0
Inclusion and fair treatment		80%	+4 ✧	+4 ✧	0
Organisational objectives and purpose		87%	+3 ✧	+5 ✧	0




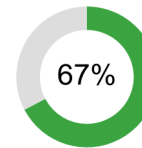
Strength of association with engagement



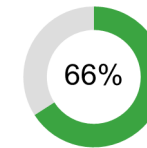
Statistically significant difference from comparison

Wellbeing

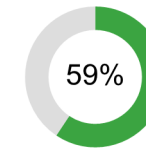
 % responding positively (Answering 7,8,9 or 10 for W01 – W03; Answering 0,1,2 or 3 for W04)



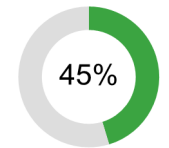
W01. Overall, how satisfied are you with your life nowadays?



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



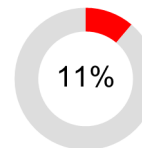
W03. Overall, how happy did you feel yesterday?



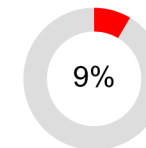
W04. Overall, how anxious did you feel yesterday?

Discrimination, bullying and harassment

 % responding Yes

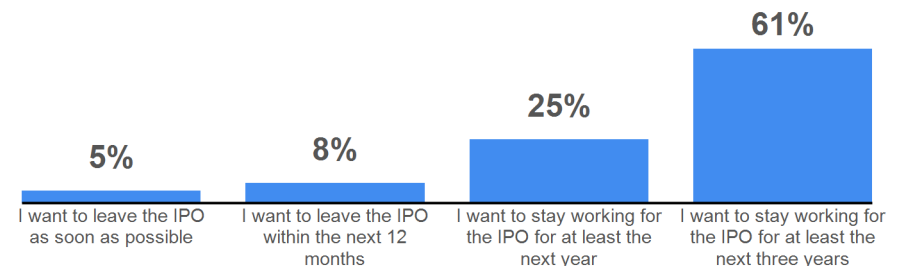


During the past 12 months have you personally experienced discrimination at work?


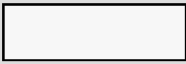


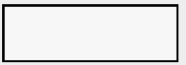

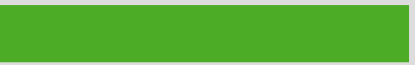
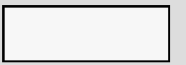




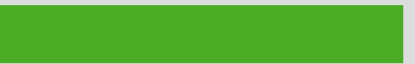




During the past 12 months have you personally experienced bullying or harassment at work?

Your plans for the future



Headline scores

Highest positive scoring questions	% Positive	Highest neutral scoring questions	% Neutral	Highest negative scoring questions	% Negative
B31 I have the skills I need to do my job effectively	 92%	B53 Where I work, I think effective action has been taken on the results of the last survey  40%		B37 Compared to people doing a similar job in other organisations I feel my pay is reasonable  54%	
B54 I am trusted to carry out my job effectively	 90%	B17 Poor performance is dealt with effectively in my team  38%		B35 I feel that my pay adequately reflects my performance  51%	
B01 I am interested in my work	 89%	B43 When changes are made in the IPO they are usually for the better  37%		B36 I am satisfied with the total benefits package  35%	
B18 The people in my team can be relied upon to help when things get difficult in my job	 88%	B40 I believe that the IPOB has a clear vision for the future of the IPO  36%		B42 I feel that change is managed well in the IPO  33%	
B07 I understand how my work contributes to IPO's objectives	 88%	B59 Directors, Deputy Directors, D1's and equivalents in the IPO actively role model the behaviours set out in the Civil Service Leadership Statement  35%		B45 I have the opportunity to contribute my views before decisions are made that affect me  28%	

All questions by theme

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

My work

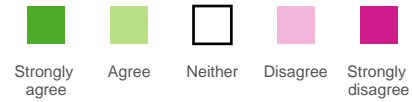
79%

+3 ◆

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2017

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B01 I am interested in my work	41	48	6	2	2	89%	+1 ◆	-1	-3 ◆
B02 I am sufficiently challenged by my work	42	44	7	6	2	86%	+3 ◆	+5 ◆	+3 ◆
B03 My work gives me a sense of personal accomplishment	30	47	12	9	2	77%	+2 ◆	0	-2 ◆
B04 I feel involved in the decisions that affect my work	20	43	17	13	7	63%	+5 ◆	+5 ◆	-1
B05 I have a choice in deciding how I do my work	34	48	10	5	2	82%	+2 ◆	+6 ◆	+2 ◆

Organisational objectives and purpose*

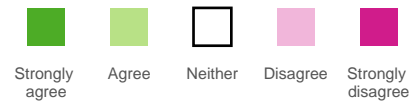
87%

+3 ◆

Difference from previous survey



Strength of association with engagement



*This theme score is based on one fewer question in this year's survey. Previous survey scores have been recalculated on this basis, to allow for the theme trend comparison

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B06 I have a clear understanding of IPO's objectives	26	60	8	4	2	86%	+4 ◆	+5 ◆	0
B07 I understand how my work contributes to IPO's objectives	33	55	8	2	2	88%	+2 ◆	+5 ◆	+1

All questions by theme

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^ indicates a variation in question wording from your previous survey

My manager

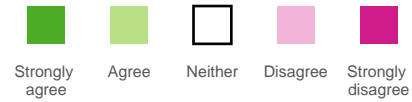
74%

+4

◆ Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2017

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B08	My manager motivates me to be more effective in my job	30	43	16	6	5	73%	+4 ◆	+3 ◆	-1
B09	My manager is considerate of my life outside work	51	37	8			88%	+3 ◆	+4 ◆	+1
B10	My manager is open to my ideas	41	43	10			84%	+3 ◆	+2 ◆	-1
B11	My manager helps me to understand how I contribute to IPO's objectives	25	44	20	6		69%	+4 ◆	+4 ◆	-1 ◆
B12	Overall, I have confidence in the decisions made by my manager	36	43	12	6		79%	+4 ◆	+4 ◆	0
B13	My manager recognises when I have done my job well	38	44	10			82%	+5 ◆	+3 ◆	0
B14	I receive regular feedback on my performance	33	44	12	8		76%	+7 ◆	+8 ◆	+4 ◆
B15	The feedback I receive helps me to improve my performance	29	43	17	7		71%	+5 ◆	+8 ◆	+4 ◆
B16	I think that my performance is evaluated fairly	26	44	17	9	5	70%	+3 ◆	+5 ◆	0
B17	Poor performance is dealt with effectively in my team	13	31	38	11	7	44%	0	+4 ◆	0

All questions by theme

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

My team

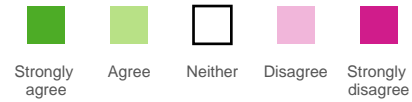
84%

+4

◆ Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2017

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B18	The people in my team can be relied upon to help when things get difficult in my job	45	43	7	1	1	88%	+2	+3	+1
B19	The people in my team work together to find ways to improve the service we provide	39	44	9	5	1	84%	+4	+1	-1
B20	The people in my team are encouraged to come up with new and better ways of doing things	37	41	13	6	1	78%	+6	+3	-1

Learning and development

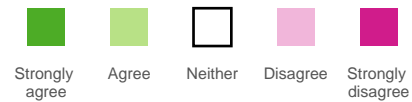
69%

+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 CS2017	Difference from CS High Performers
B21	I am able to access the right learning and development opportunities when I need to	28	53	11	6	1	81%	+4	+18	+12
B22	Learning and development activities I have completed in the past 12 months have helped to improve my performance	25	46	18	9	1	71%	+5	+19	+14
B23	There are opportunities for me to develop my career in the IPO	21	43	18	11	7	64%	+4	+17	+9
B24	Learning and development activities I have completed while working for the IPO are helping me to develop my career	20	41	23	11	5	61%	+4	+14	+9

All questions by theme

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Inclusion and fair treatment

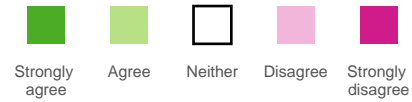
80%

+4

◆ Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2017

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B25	I am treated fairly at work	35	49	9	5		83%	+5	+3	0
B26	I am treated with respect by the people I work with	38	48	8			87%	+1	+2	-1
B27	I feel valued for the work I do	26	42	15	10	6	68%	+5	+3	-3
B28	I think that the IPO respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	38	45	10			82%	+4	+7	+3

Resources and workload*

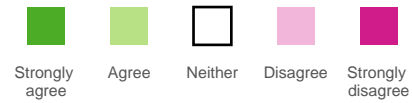
81%

+1

◆ Difference from previous survey



Strength of association with engagement



*This theme score is based on one fewer question in this year's survey. Previous survey scores have been recalculated on this basis, to allow for the theme trend comparison

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B29	I get the information I need to do my job well	22	59	12	5		81%	+1	+11	+7
B30	I have clear work objectives	30	55	8	5		85%	+4	+9	+5
B31	I have the skills I need to do my job effectively	33	58	7			92%	0	+3	+1
B32	I have the tools I need to do my job effectively	26	54	10	7		81%	0	+11	+4
B33	I have an acceptable workload	18	52	14	11		70%	+1	+9	+3
B34	I achieve a good balance between my work life and my private life	29	50	12	7		80%	+2	+11	+6

All questions by theme

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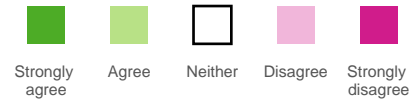
Pay and benefits

34% -1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2017

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B35 I feel that my pay adequately reflects my performance	5	27	17	27	24	32%	+1	+2 ◆	-5 ◆
B36 I am satisfied with the total benefits package	8	35	22	19	16	43%	0	+9 ◆	+3 ◆
B37 Compared to people doing a similar job in other organisations I feel my pay is reasonable	5	21	19	28	26	26%	-2 ◆	+1	-6 ◆

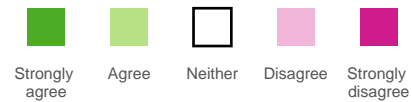
Leadership and managing change*

52% +4 ◆

Difference from previous survey



Strength of association with engagement



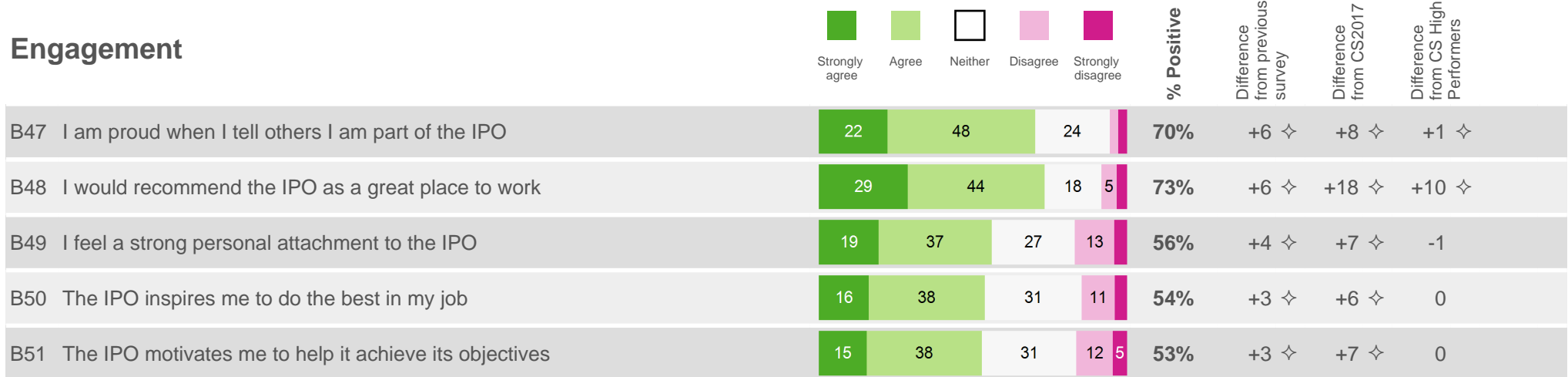
*This theme score is based on one fewer question in this year's survey. Previous survey scores have been recalculated on this basis, to allow for the theme trend comparison

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B38 Directors, Deputy Directors, D1's and equivalents in the IPO are sufficiently visible	13	52	18	11	5	65%	+4 ◆	+5 ◆	-3 ◆
B39 I believe the actions of Directors, Deputy Directors, D1's and equivalents are consistent with IPO's values	11	45	28	11	6	56%	+4 ◆	+2 ◆	-4 ◆
B40 I believe that the IPOB has a clear vision for the future of the IPO	8	44	36	9	5	52%	+5 ◆	+3 ◆	-2 ◆
B41 Overall, I have confidence in the decisions made by Directors, Deputy Directors, D1's and equivalents	9	45	29	11	6	54%	+6 ◆	+6 ◆	0
B42 I feel that change is managed well in the IPO	5	33	29	24	9	38%	+1	+5 ◆	-2 ◆
B43 When changes are made in the IPO they are usually for the better	6	32	37	18	7	38%	+4 ◆	+5 ◆	-3 ◆
B44 The IPO keeps me informed about matters that affect me	11	51	24	11	5	62%	+3 ◆	+4 ◆	-3 ◆
B45 I have the opportunity to contribute my views before decisions are made that affect me	9	37	26	19	9	46%	+3 ◆	+7 ◆	-2 ◆
B46 I think it is safe to challenge the way things are done in the IPO	11	42	25	14	7	53%	+5 ◆	+7 ◆	+1

All questions by theme

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

Engagement



Taking action



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 CS2017	Difference from CS High Performers
B54 I am trusted to carry out my job effectively	39	51	5			90%	+3 ◆	+2 ◆	0
B55 I believe I would be supported if I try a new idea, even if it may not work	28	48	15	6		76%	+5 ◆	+5 ◆	+1
B56 In the IPO, people are encouraged to speak up when they identify a serious policy or delivery risk	22	50	18	7		72%	New	+6 ◆	+1
B57 I feel able to challenge inappropriate behaviour in the workplace	18	49	17	12		66%	New	+3 ◆	-1 ◆
B58 The IPO is committed to creating a diverse and inclusive workplace	34	49	13			83%	New	+9 ◆	+5 ◆

Leadership statement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B59 Directors, Deputy Directors, D1's and equivalents in the IPO actively role model the behaviours set out in the Civil Service Leadership Statement	9	43	35	8	5	52%	+8 ◆	+5 ◆	-3 ◆
B60 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	24	46	22			70%	+5 ◆	+4 ◆	-2 ◆

Civil Service vision

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B61 I am aware of the Civil Service vision for 'A Brilliant Civil Service'	10	46	20	19	5	56%	New	+13 ◆	0
B62 I understand how my work contributes to helping us become 'A Brilliant Civil Service'	9	36	30	20	6	45%	New	+8 ◆	0

All questions by theme

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

Wellbeing

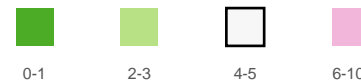


Unlike the questions B01-B62 which ask people to rate their agreement from strongly agree to strongly disagree, the four wellbeing questions use a 11-point scale. The scale ranges from 0 to 10 for each question, where 0 is equivalent to 'not at all' (e.g. 'not at all satisfied' or 'not at all worthwhile') 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.

Question	0-4	5-6	7-8	9-10	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
W01 Overall, how satisfied are you with your life nowadays?	14	19	52	15	67%	+4 ◆	+1 ◆	-1
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	12	22	46	20	66%	0	-5 ◆	-7 ◆
W03 Overall, how happy did you feel yesterday?	18	22	40	19	59%	0	-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?	19	26	21	34	45%	-3 ◆	-3 ◆	-6 ◆
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All questions by theme

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

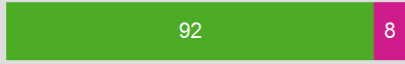


Your plans for the future

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

		Difference from previous survey	Difference from CS2017	Difference from CS High Performers	
I want to leave the IPO as soon as possible		5%	-2 ◇	-3	-7 ◇
I want to leave the IPO within the next 12 months		8%	-1	-6 ◇	-10 ◇
I want to stay working for the IPO for at least the next year		25%	0	-9 ◇	-13 ◇
I want to stay working for the IPO for at least the next three years		61%	+3	+17 ◇	+9 ◇

The Civil Service Code

Differences are based on '% Yes' score

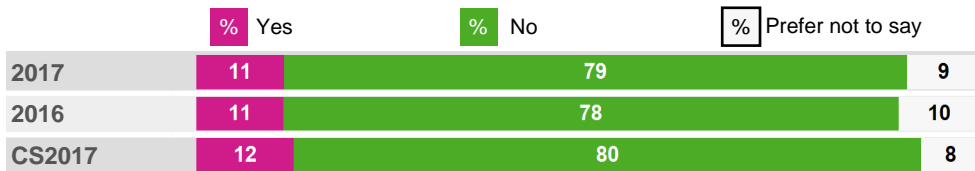
	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		8	92%	-1 ◇	0	-3 ◇
D02. Are you aware of how to raise a concern under the Civil Service Code?		36	64%	+1	-4 ◇	-10 ◇
D03. Are you confident that if you raised a concern under the Civil Service Code in the IPO it would be investigated properly?		24	76%	+2 ◇	+5 ◇	0

All questions by theme

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

Discrimination, harassment and bullying

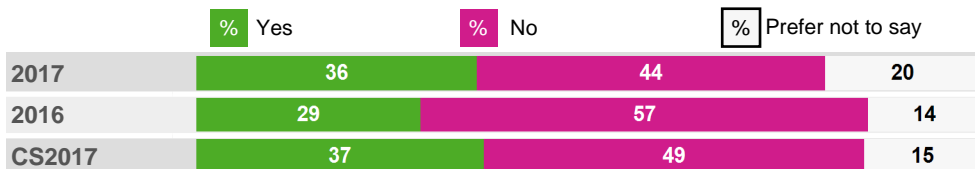
E01. During the past 12 months have you personally experienced discrimination at work?



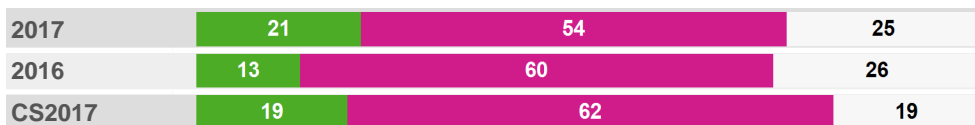
E03. During the past 12 months have you personally experienced bullying or harassment at work?



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	15
Caring responsibilities	11
Disability	15
Ethnic background	--
Gender	18
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	36
Main spoken/written language or language ability	--
Religion or belief	--
Sexual orientation	--
Social or educational background	--
Working location	11
Working pattern	19
Any other grounds	24
Prefer not to say	15

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	36
Your manager	14
Another manager in my part of the IPO	20
Someone you manage	--
Someone who works for another part of the IPO	--
A member of the public	--
Someone else	--
Prefer not to say	14

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 2016 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.
CS2017	The CS2017 benchmark is the median percent positive across all organisations that participated in the 2017 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 2017 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, CS2017 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 (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. 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

Changes to theme scores in 2017

Small changes have been made to some of the headline themes in 2017. Three theme scores (Organisational objectives and purpose; Resources and workload; Leadership and managing change) are based on one fewer question in this year's survey. Previous survey scores have been recalculated on this basis, to allow for theme trend comparisons.

Confidentiality

The survey was carried out as part of the 2017 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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