



**Canadian
Intellectual Property
Office**

An Agency of
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**Office de la propriété
intellectuelle du
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Internal Communications Satisfaction Survey



June 1, 2007

**Client Relationship Management (CRM)
Canadian Intellectual Property Office (CIPO)**

Canada 

CIPO  OPIC

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Purpose

- **Gain an understanding of employee satisfaction with current communication processes and tools**
- **Better understand employees' communication needs**
- **Gauge whether CIPO is keeping employees informed of its goals and priorities**
- **Identify opportunities to improve internal communications practices**

Methodology

Methodology

- **Methodology**
 - **Electronic Survey**
 - **Five sections – General internal communications, *CIPInfo*, CIPOnet, Comments, Demographics**
 - **28 questions – approximately 10 minutes in length**
 - **Number of respondents = 464**
 - **Margin of error +/- 3.32% (base of 991 total CIPO employees)**
 - **Field dates April 19 to May 2, 2007**
 - **Response rate: 47%**

Sample Stratification

• **PAB and IB had the highest response rates**

• **TMB had the lowest response rate**

Branch	Number of Respondents	Number of employees	Response Rate
Patent Branch (PB)	223	536	42%
Patent Appeal Board (PAB)	7	10	70%
Trade-marks Branch (TMB)	28	139	20%
Trade-marks Opposition Board (TMOB)	8	19	42%
Information Branch (IB)	49	70	70%
Copyright and Industrial Design Branch (CIDB)	18	39	46%
Informatics Services Branch (ISB)	44	178	62%
Planning, Finance and Administration Branch (PFAB)	31		
Human Resources Branch (HRB)	15		
Corporate Communications (CC)	10		
Corporate Strategies Branch (CSB)	5		
Executive Office (EO)	5		
Don't know/Refused	21	N/A	N/A
Total	464	991	47%

Demographics Profile

- English and French speaking employees were evenly split.
- Most were likely to be Officers or Examiners and have worked at CIPO for 4-10 years.

	Total		Total		Total
n=	464	n=	464	n=	464
What is your first language	%	Working level	%	Number of years at CIPO	%
English	46	Officer	27	<1	13
French	49	Examiner	37	1-3 years	24
Other	3	Supervisor	9	4-10 years	32
Don't know/Refused	2	Manager	12	11-20 years	19
		EX	1	>20 years	8
		Other*	2	Don't know/Refused	4
		Don't know/Refused	12		

Key Findings

Key Findings

Overall

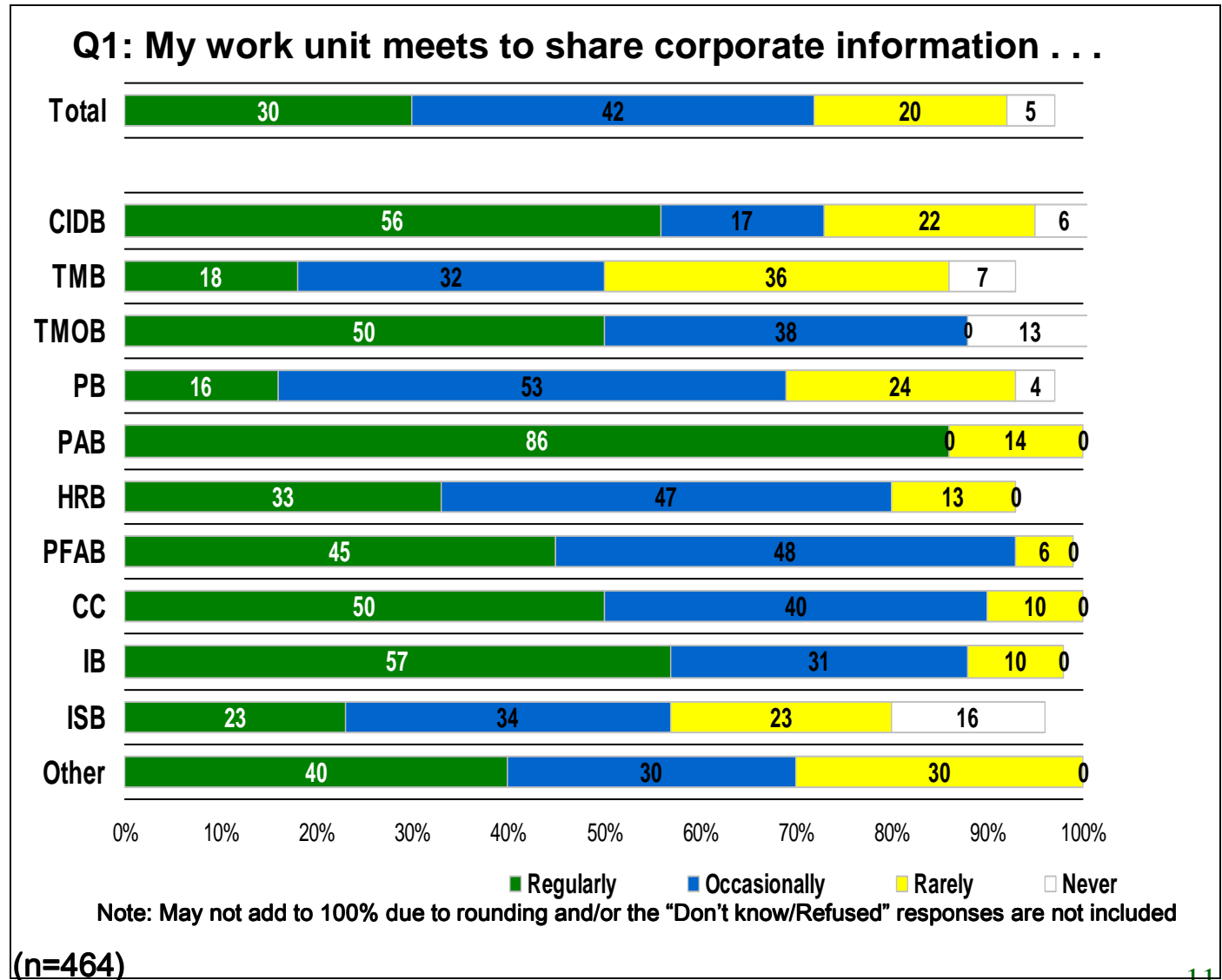
- **Employees are generally satisfied with:**
 - Their work unit's level of communication (68%)
 - CIPO's internal corporate communications (65%)
 - *CIPOinfo* (66%)
 - CIPOnet (63%)
- **Most employees do not know how to improve:**
 - CIPO's internal communication practices (54%)
 - Their branch communication practices (42%)
 - *CIPOinfo* (62%)
 - CIPOnet (65%)
- **Gap analysis and further satisfaction analysis reveal possible areas for improvement**

General Internal Communications

Frequency of Information Sharing: Demographics

•PAB (86%), IB (57%), and CIDB (56%) employees are most likely to meet regularly

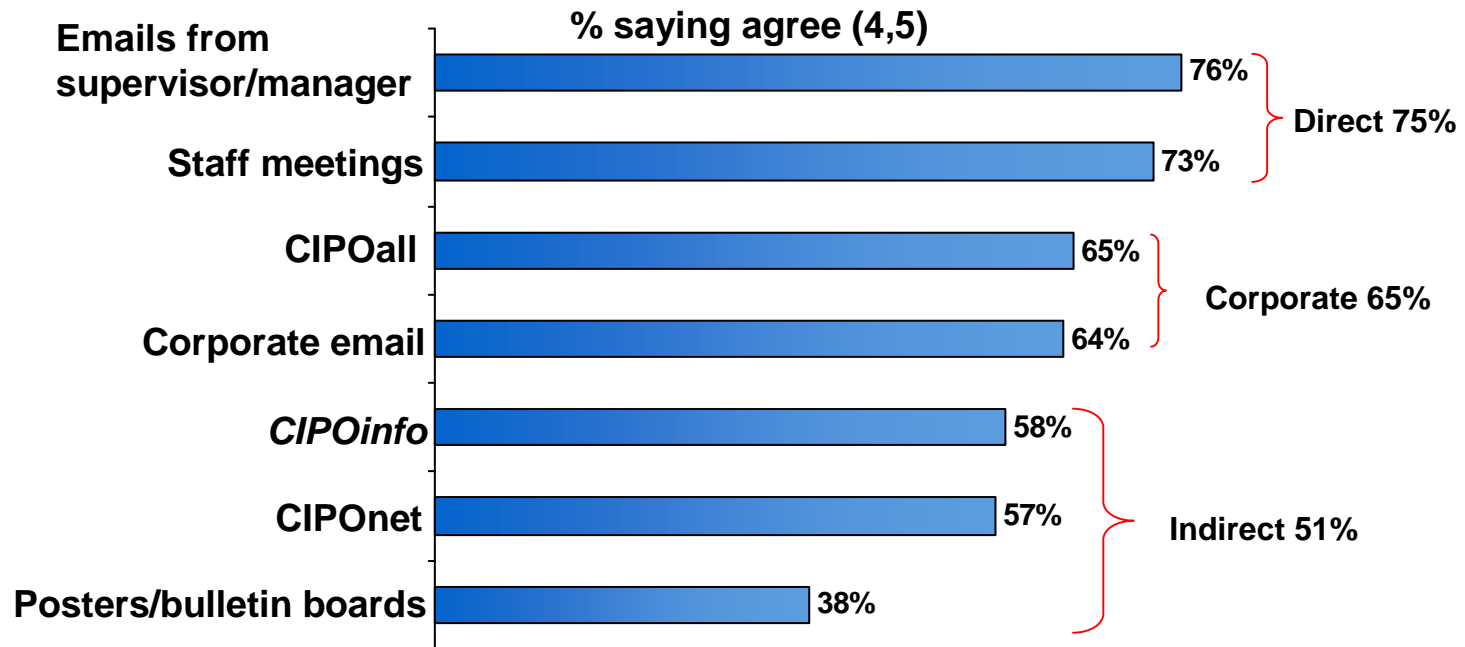
•PB (16%) and TMB (18%) employees are least likely to meet regularly



Sources of Internal Communications

- Employees feel that direct sources of information keep them better informed about what is happening at CIPO.
- Indirect sources of information are less effective.

Q2: Please, indicate whether you agree or disagree that the following sources of internal communications keep you informed about what is happening in CIPO.



Sources of Internal Communications: Branch

- Branch variation exists as to the top source of communication.

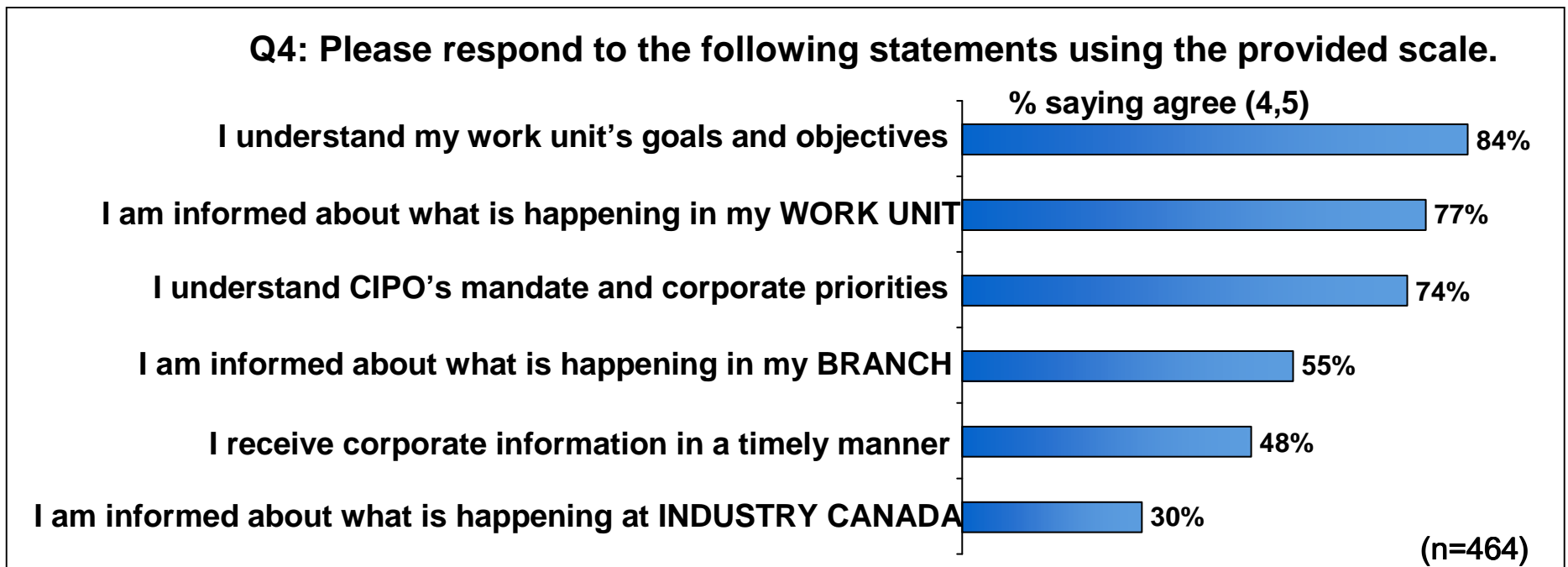
- Indirect communication remains the least effective source of keeping employees informed of what is happening at CIPO.

Q2: Please, indicate whether you agree or disagree that the following sources of internal communications keep you informed about what is happening in CIPO.

	% saying agree (4, 5)											
	Total	CID B	TM B	TMOB	PB	PAB	HRB	PFA B	CC	IB	ISB	Other
n=464												
Emails from supervisor/manager	76	61	64	88	80	100	67	81	90	80	57	80
Staff meetings	73	78	50	75	73	100	80	77	80	88	59	80
CIPOall	65	83	57	88	56	71	80	77	70	69	70	100
Corporate email	64	78	64	75	58	71	87	77	50	63	64	100
<i>CIPOinfo</i>	58	72	54	75	49	86	60	74	70	65	59	90
CIPOnet	57	56	54	75	51	43	60	68	50	73	55	80
Posters/bulletin boards	38	28	29	63	37	71	27	61	40	27	43	60

Internal Communications

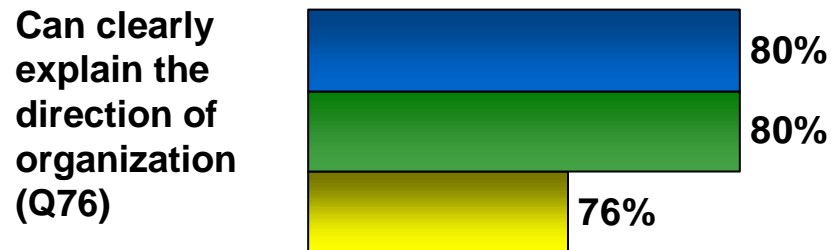
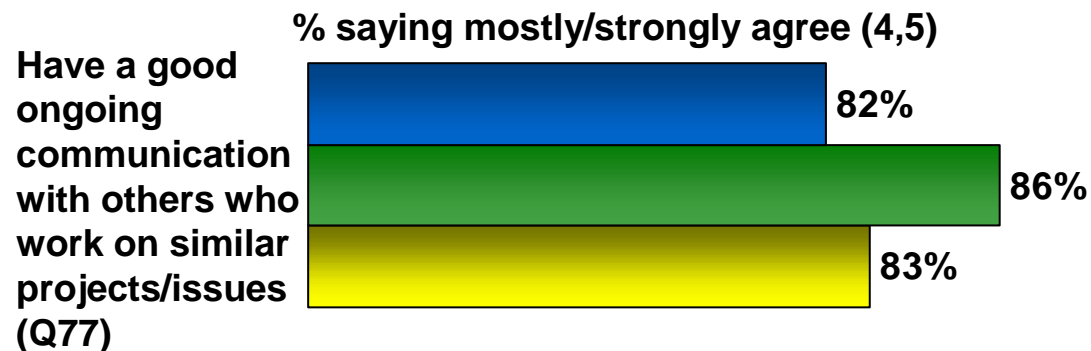
- Employees generally feel informed at the work unit level . . . though feel less informed at the Branch (55%) and IC (30%) levels.
- Three-quarters say they understand CIPO's mandate and priorities.



Internal Communications: PSES

- The 2005 Public Service Employee Survey (PSES) showed results similar to those found in this survey.

2005 PSES



■ Industry 2005 ■ CIPO 2002 ■ CIPO 2005

(Dept, n=3775; CIPO, n=511)

CIPO's Internal Communication Survey



Internal Communications: Branch

- Generally, across branches, employees feel informed at the work unit level
- Employees are least likely to feel informed about what is happening at IC

Q4: Please respond to the following statements using the provided scale.

n=464	% saying agree (4, 5)											
	Total	CID B	TM B	TMOB	PB	PAB	HRB	PFA B	CC	IB	ISB	Other
Understand work unit's goals and objectives	84	94	64	75	87	86	80	84	90	90	77	70
Informed of what is happening in WORK UNIT	77	83	46	88	77	86	87	87	80	86	68	70
Understand CIPO's mandate and priorities	74	78	57	75	71	86	87	77	100	88	70	90
Informed of what is happening in BRANCH	55	78	43	75	52	86	73	68	70	55	23	60
Receive corporate info in a timely manner	48	67	43	75	44	57	53	61	40	55	32	60
Informed of what is happening at IC	30	28	36	38	30	57	33	35	40	29	23	40

Satisfaction Gaps

- Large negative satisfaction gaps highlight opportunities to provide employees with better information
- The survey identified four key areas for improvement

Q5: How important is it to you to receive information on the following topics?

Q6: How satisfied are you with the quality of information you receive on the following?

(n=464)	Importance % (4,5)	Satisfied % (4,5)	Gap %
Branch's activities and priorities	87	54	-33
Training and career development	86	59	-30
CIPO's activities and priorities	84	56	-28
Internal job opportunities	77	53	-24

Low-level information improvement (Gaps -12 or less)

Medium-level information improvement (Gaps between -13 and -20)

High-level information improvement (Gaps greater than -21)

Satisfaction Gaps by Branch

- Large negative satisfaction gaps exist among most branches
- Other category (CSB and Exec office), have no high-level negative satisfaction gaps

Q5: How important is it to you to receive information on the following topics?
 Q6: How satisfied are you with the quality of information you receive on the following?

n=464	Gaps											
	Total	CID B	TM B	TMOB	PB	PAB	HRB	PFAB	CC	IB	ISB	Other
Branch's activities and priorities	-33	-11	-47	-25	-36	-43	-34	-25	-20	-31	-36	-20
Training and career development	-30	-6	-47	-12	-29	-29	-33	-26	-40	-33	-27	-10
CIPO's activities and priorities	-28	+11	-32	0	-31	-29	-27	-39	-50	-25	-34	-10
Internal job opportunities	-24	-16	-36	0	-22	-14	-27	-16	-10	-26	-39	-20

Low-level information improvement (Gaps -12 or less)

Medium-level information improvement (Gaps between -13 and -20)

High-level information improvement (Gaps greater than -21)

Satisfaction Gaps by Working Level

• Large negative satisfaction gaps exist among most working levels

• Employees at the Manager/Ex level do not have any high-level satisfaction gaps, only medium-level

Q5: How important is it to you to receive information on the following topics?
Q6: How satisfied are you with the quality of information you receive on the following?

n=464	Gaps				
	Total	Officer	Examiner	Supervisor	Manager/EX
Branch's activities and priorities	-33	-33	-39	-44	-18
Training and career development	-30	-28	-34	-22	-18
CIPO's activities and priorities	-28	-24	-32	-39	-20
Internal job opportunities	-24	-31	-21	-19	-14

Low-level information improvement (Gaps -12 or less)

Medium-level information improvement (Gaps between -13 and -20)

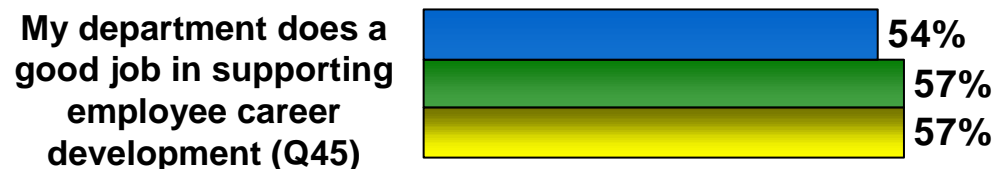
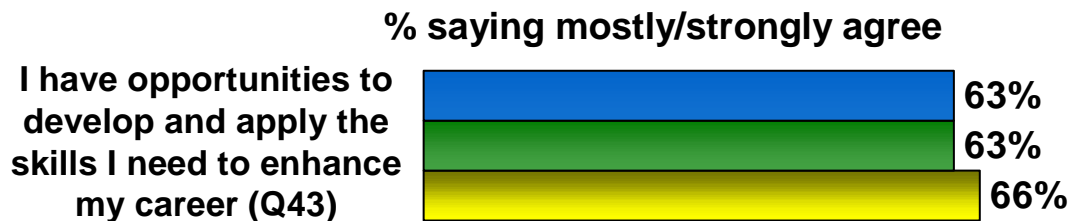
High-level information improvement (Gaps greater than -21)

Training & Career Development: PSES

- The 2005 Public Service Employee Survey (PSES) showed results similar to those found in this survey.
- Employees were generally satisfied with training and career development opportunities.

2005 PSES

CIPO's Internal Communication Survey



■ Industry 2005 ■ CIPO 2002 ■ CIPO 2005

(Dept, n=3775; CIPO, n=511)

% saying satisfied (4,5)



How satisfied are you with the quality of information you receive on training and career development?

59% of CIPO employees are satisfied with training and career development in CIPO's Internal Communications Survey. However this represented a gap of -30%

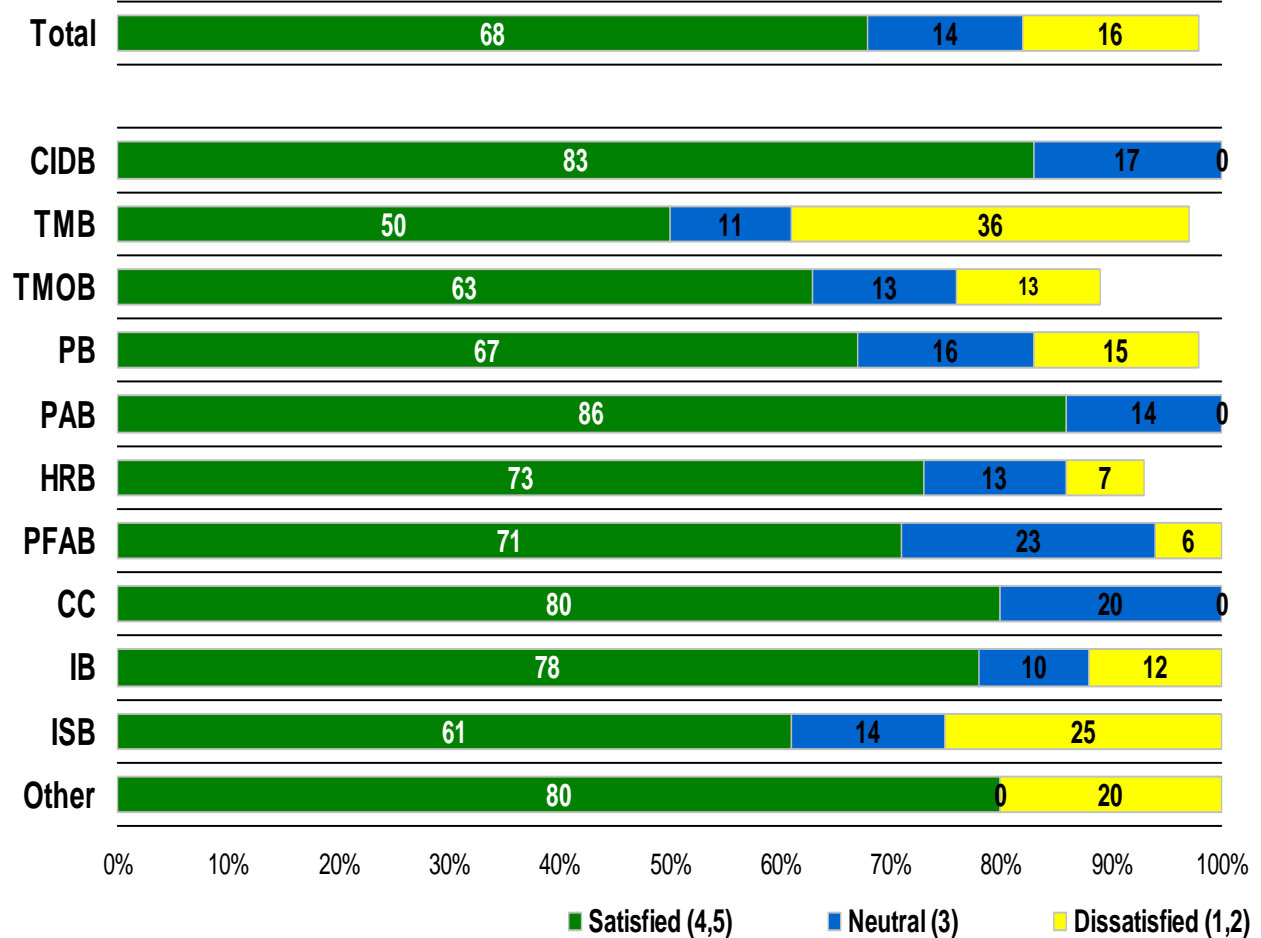
Satisfaction: Work Unit's Communication

•Overall, employees are satisfied with their work unit's level of communication (68%)

•PAB (86%) and CIDB (83%) employees are most likely to be satisfied

•TMB (50%) employees are least likely to be satisfied.

Q8: Overall, how satisfied are you with your work unit's level of communication?



Note: May not add to 100% due to rounding and/or the "Don't know/Refused" responses are not included

(n=464)

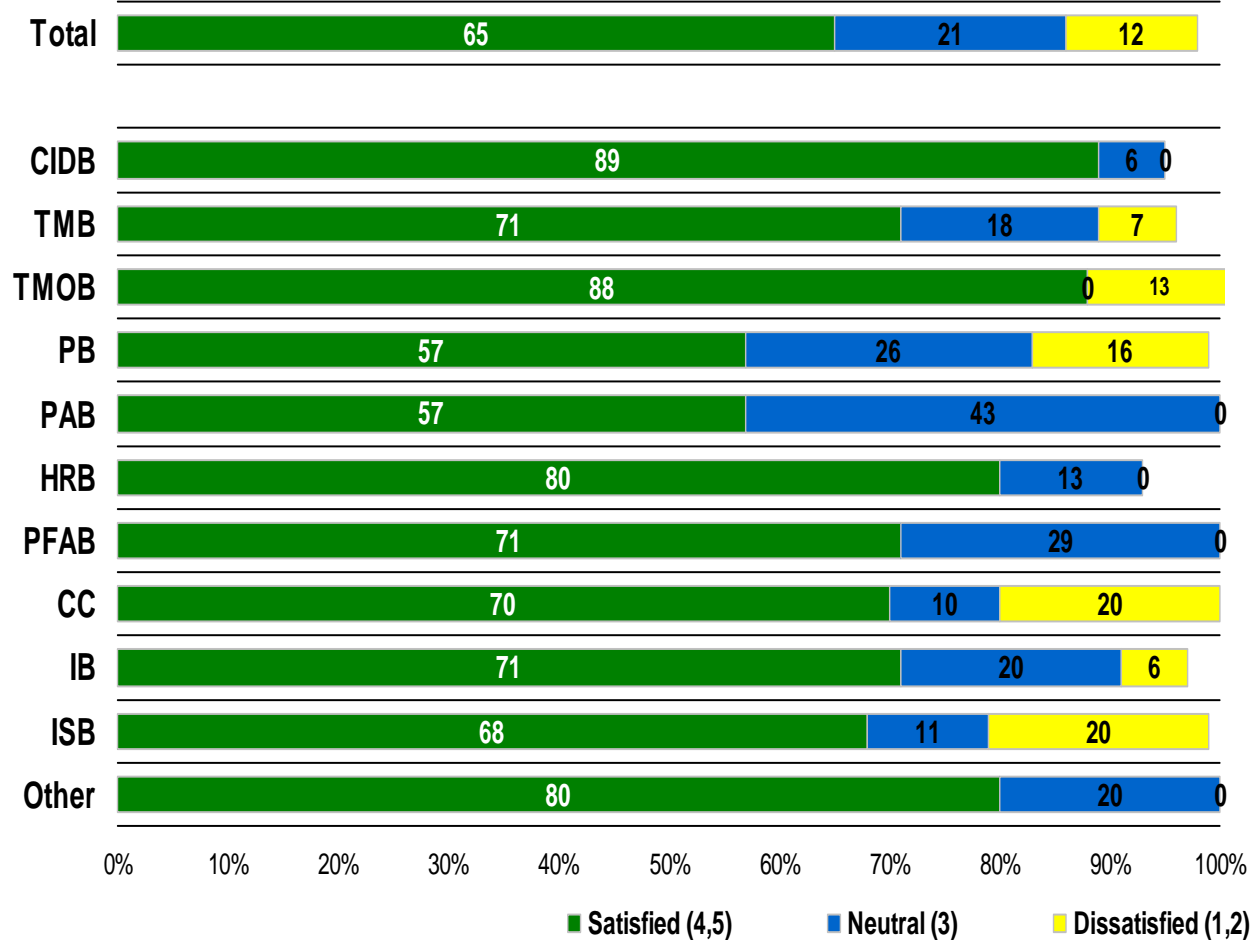
Satisfaction: CIPO's Corporate Communications

•Overall, employees are satisfied with CIPO's internal corporate communications (65%).

•CIDB (89%) and TMOB (88%) employees are most likely to be satisfied.

•PB (57%) and PAB (57%) employees are least likely to be satisfied.

Q9: Overall, how satisfied are you with CIPO's internal corporate communications?

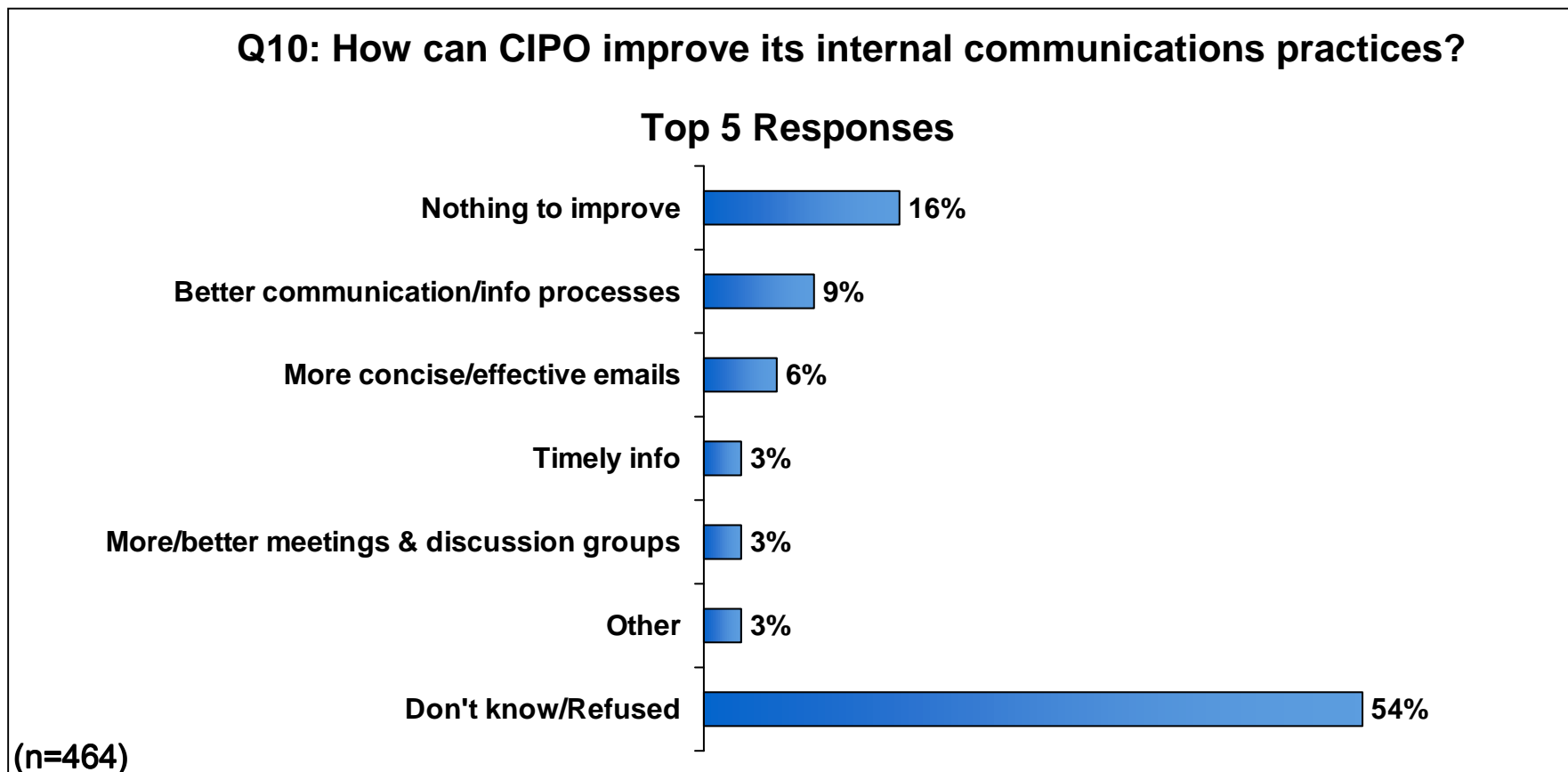


Note: May not add to 100% due to rounding and/or the "Don't know/Refused" responses are not included

(n=464)

Improving Internal Communications

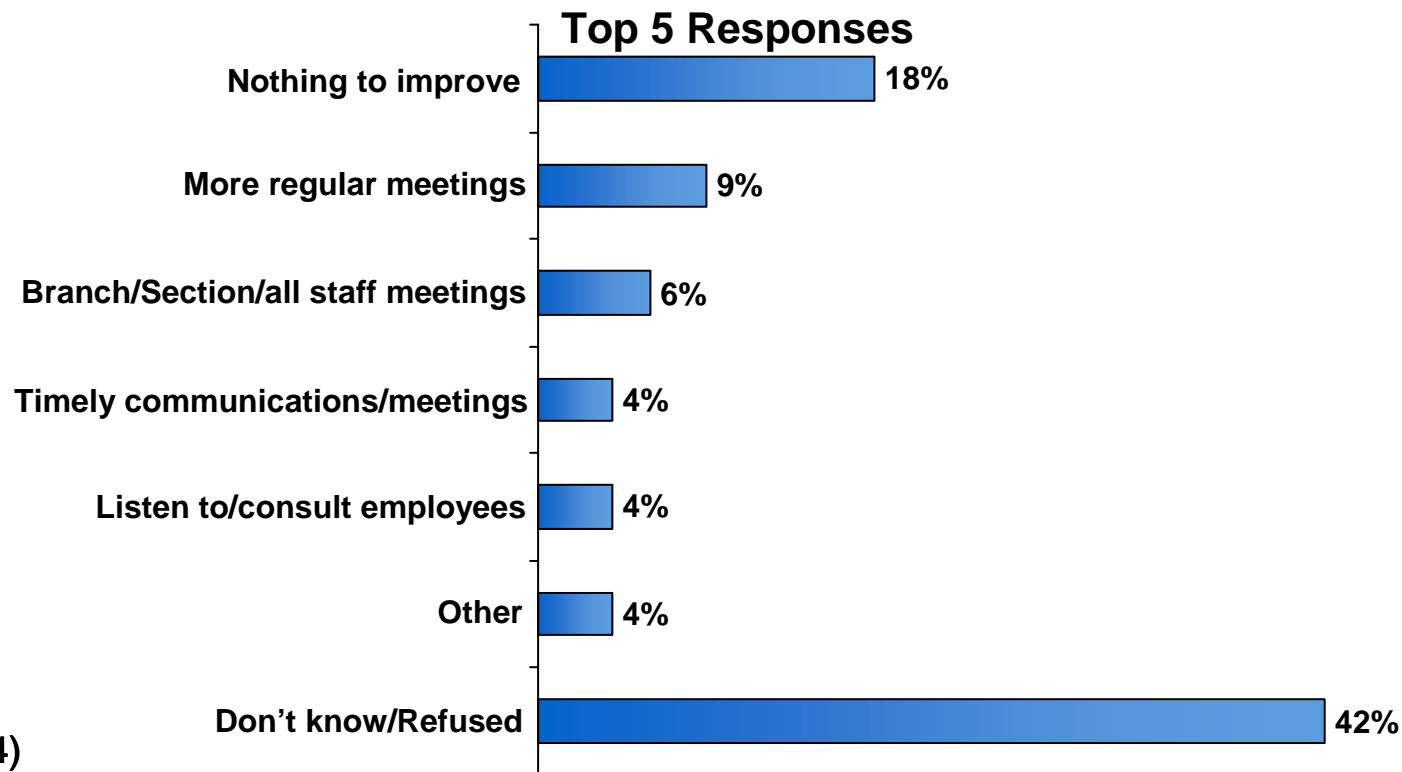
- Most employees do not know how to improve CIPO's internal communication practices.
- Most frequently cited improvement is better communication processes.



Improving Branch Communications

- Most employees do not know how to improve branch communication practices.
- Most frequently cited improvement is more and regular meetings.

Q11: How would you improve YOUR branch communications practices?

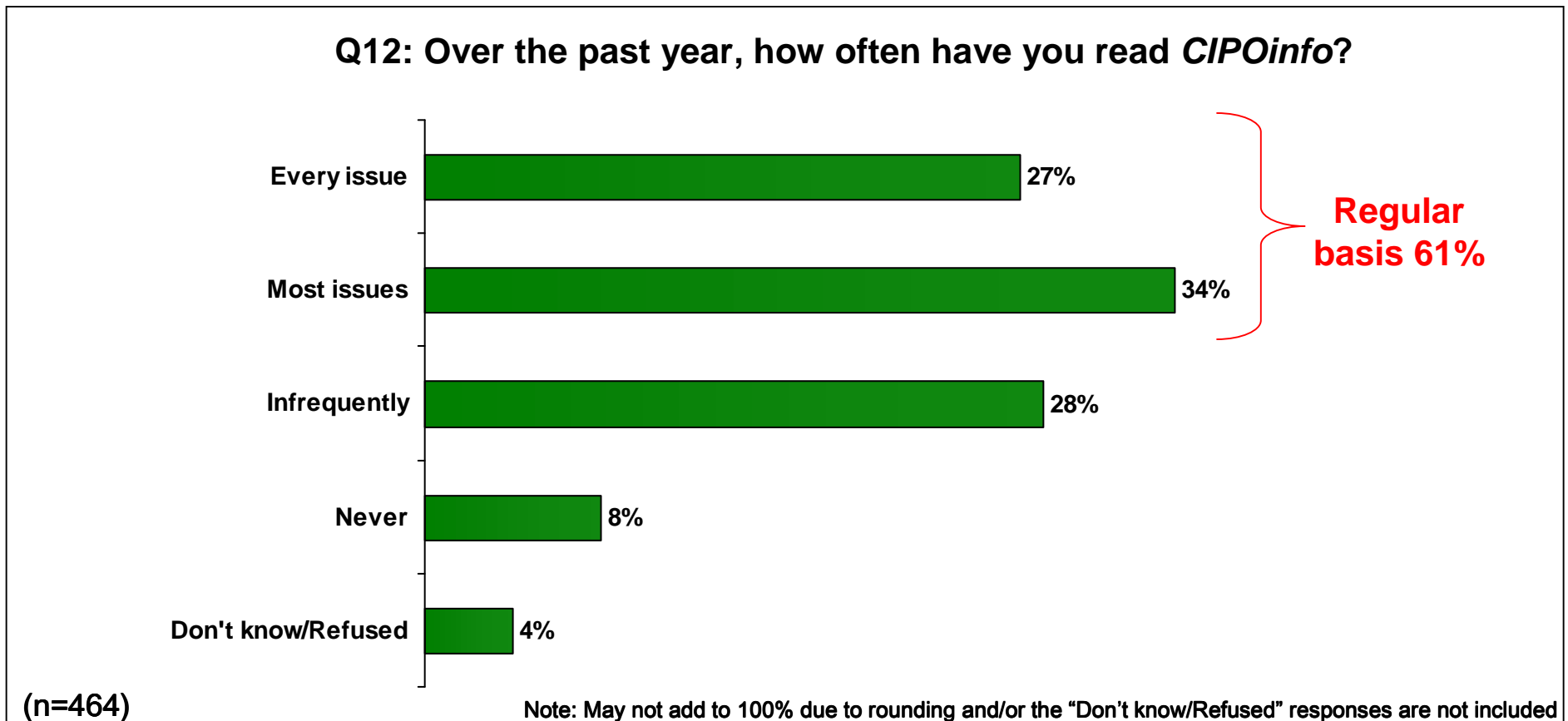


(n=464)

CIPInfo

Frequency of Reading *CIPOinfo*

- Almost two-thirds (61%) of employees read *CIPOinfo* on a regular basis.

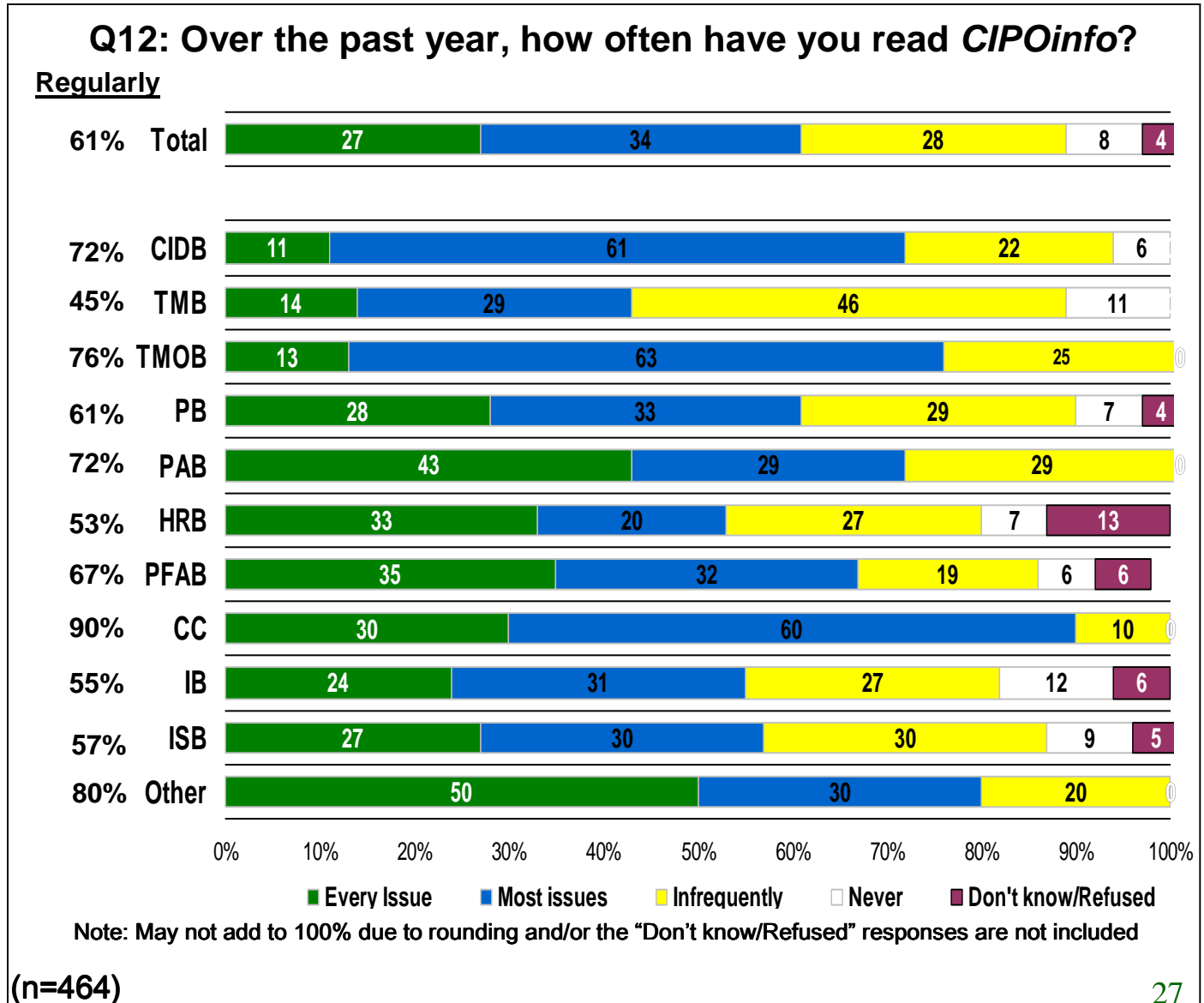


Frequency of Reading *CIPInfo* by Branch

•Almost two-thirds (61%) of employees read *CIPInfo* on a regular basis.

•Corporate communications (CC) employees (80%) are most likely to read *CIPInfo* regularly.

•TM employees (45%) are least likely to read *CIPInfo* regularly.



CIPOinfo Gaps

- Gap analysis reveals two high-level improvement areas:
 - Making content relevant to employees' jobs
 - Helping employees better understand CIPO's goals and priorities
- Ease of readability is a positive attribute of *CIPOinfo*.

Q14: To what extent do you agree or disagree with the following statements about *CIPOinfo*?
Q15: How important are the following aspects of *CIPOinfo* to you?

n=412		Agreement % (4,5)	Importance % (4,5)	Gap %
Positives	The articles are easy to read	82	75	+7
	I would read <i>CIPOinfo</i> more often if it was available electronically	29	28	+1
Improvement Areas	I find the content relevant to my job	28	55	-27
	<i>CIPOinfo</i> helps me to better understand CIPO's goals and priorities	40	64	-24
	<i>CIPOinfo</i> keeps me in touch with what is happening in the organization	59	77	-18
	<i>CIPOinfo</i> helps me learn about the work of different CIPO branches	58	69	-11
	I know how to submit articles and interesting story ideas to <i>CIPOinfo</i>	29	32	-3
	<i>CIPOinfo</i> provides a good mix of organizational and people-focused news	64	65	-1

Low-level *CIPOinfo* improvement (Gaps -12 or less)

Medium-level *CIPOinfo* improvement (Gaps between -13 and -20)

High-level *CIPOinfo* improvement (Gaps greater than -21)

CIPOinfo Gaps by Branch

- Gap analysis reveals two high-level improvement areas that vary by branch.
- Ease of readability is a positive attribute of CIPOinfo across all branches.

Q14: To what extent do you agree or disagree with the following statements about *CIPOinfo*?

Q15: How important are the following aspects of *CIPOinfo* to you?

n=412	Gaps											
	Total	CIDB	TMB	TMOB	PB	PAB	HRB	PFA B	CC	IB	ISB	Other
The articles are easy to read	+7	+6	+8	+13	+6	+14	+9	+3	+20	+5	+8	+10
I would read <i>CIPOinfo</i> more often if it was available electronically	+1	-6	0	-13	+5	0	0	-4	-10	-2	+3	0
I find the content relevant to my job	-27	-23	-20	-13	-31	-14	-9	-14	-10	-32	-32	-10
<i>CIPOinfo</i> helps me to better understand CIPO's goals and priorities	-24	0	-24	+13	-31	-14	-33	-11	-10	-25	-14	-30
<i>CIPOinfo</i> keeps me in touch with what is happening in the organization	-18	-24	-24	+25	-20	-43	-17	-4	-10	-18	-6	-30
<i>CIPOinfo</i> helps me learn about the work of different CIPO branches	-11	-23	-12	+12	-12	0	-8	+11	0	-25	+2	-40
I know how to submit articles and interesting story ideas to <i>CIPOinfo</i>	-3	+18	+8	-25	-10	+29	0	+11	+30	-15	-5	0
<i>CIPOinfo</i> provides a good mix of organizational and people-focused news	-1	0	+12	+13	-2	+29	+8	0	-20	-7	+8	0

Low-level information improvement (Gaps -12 or less)

Medium-level information improvement (Gaps between -13 and -20)

High-level information improvement (Gaps greater than -21)

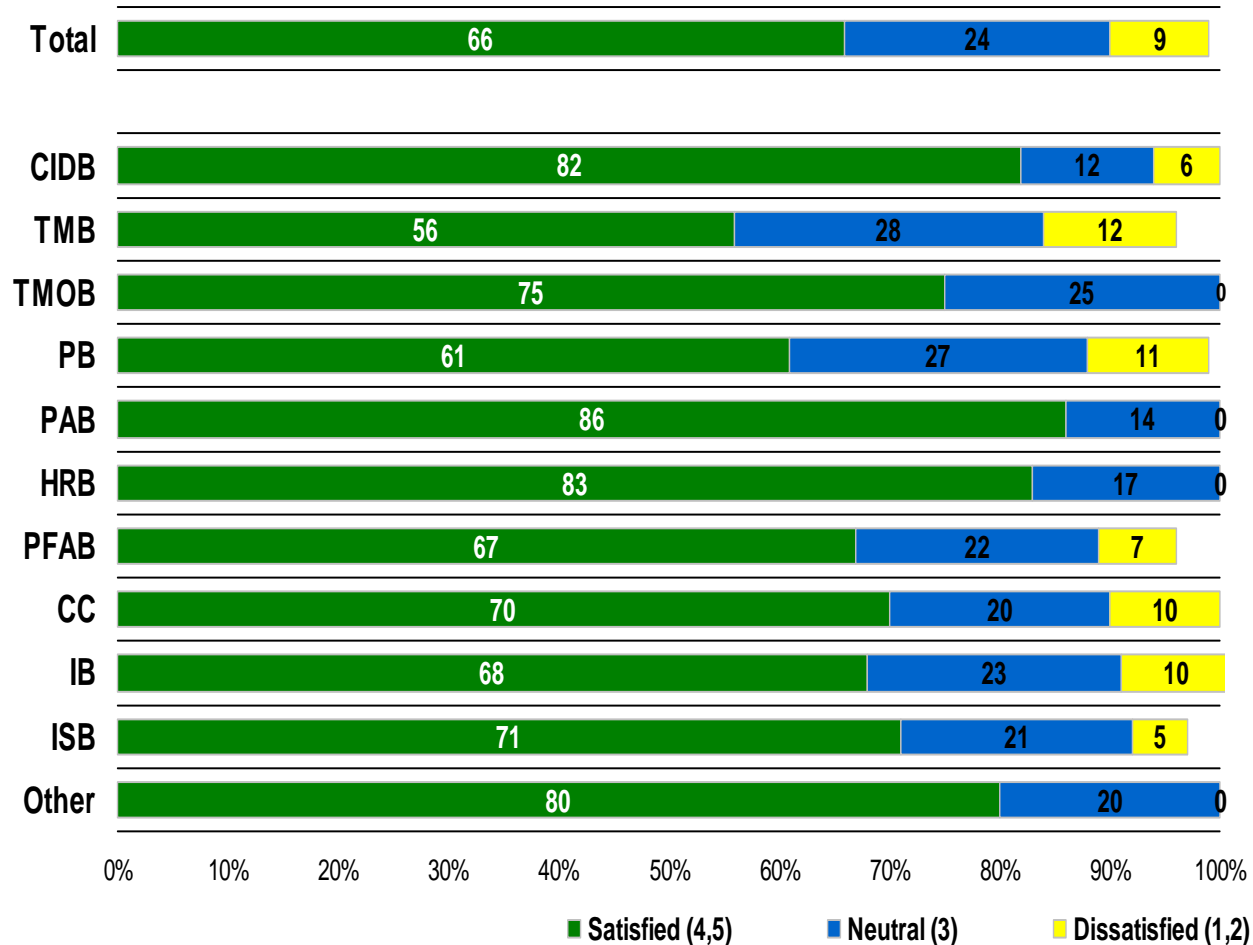
Satisfaction with *CIPInfo*

•Overall, employees are satisfied with *CIPInfo* (66%).

•Those most likely to read every issue are the most satisfied (87%)

•PAB employees (86%) are most likely to be satisfied. TMB employees (56%) are least likely to be satisfied.

Q16: Overall, how satisfied are you with *CIPInfo*?

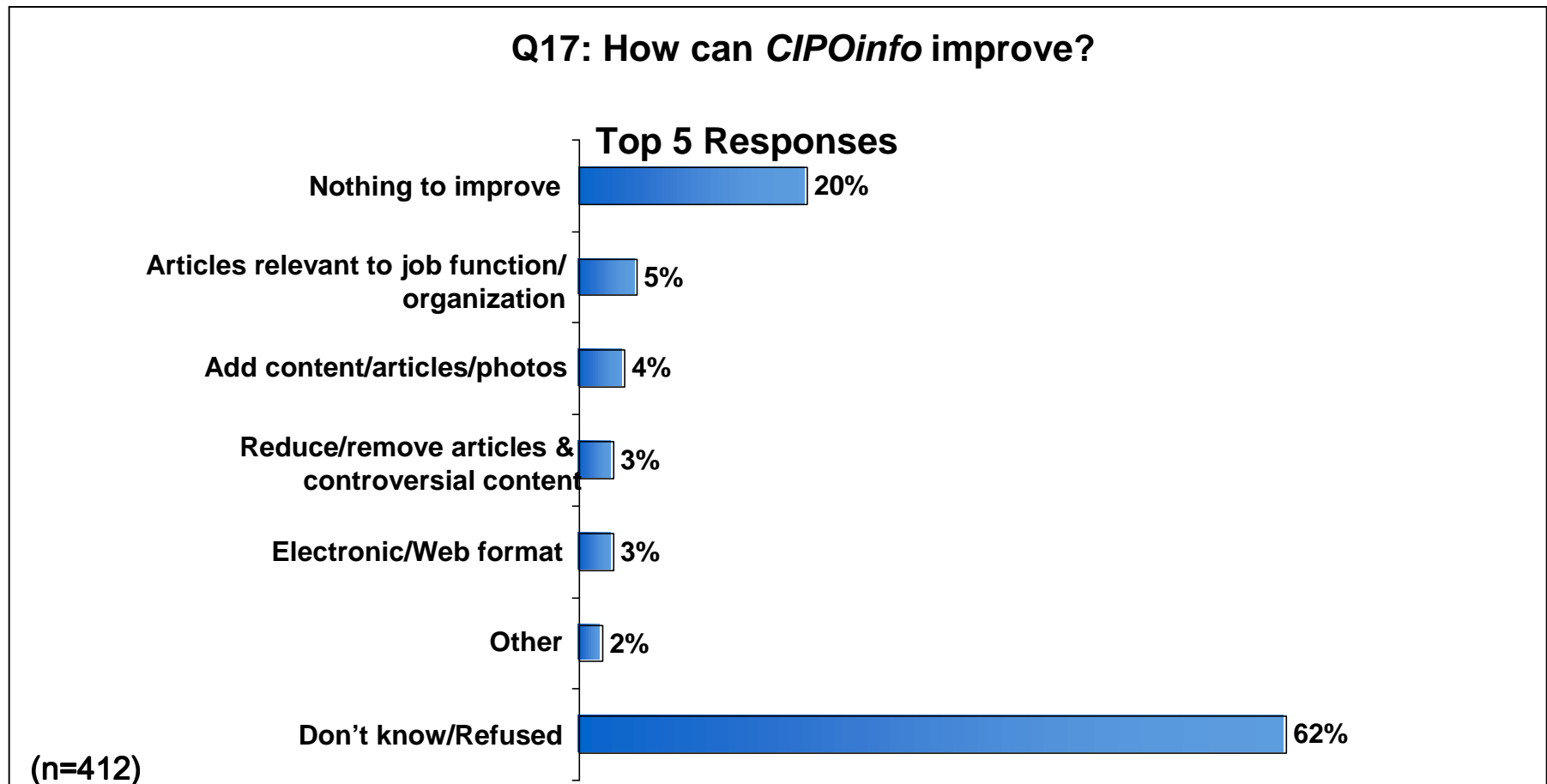


Note: May not add to 100% due to rounding and/or the "Don't know/Refused" responses are not included

(n=412)

Improving *CIP*Oinfo

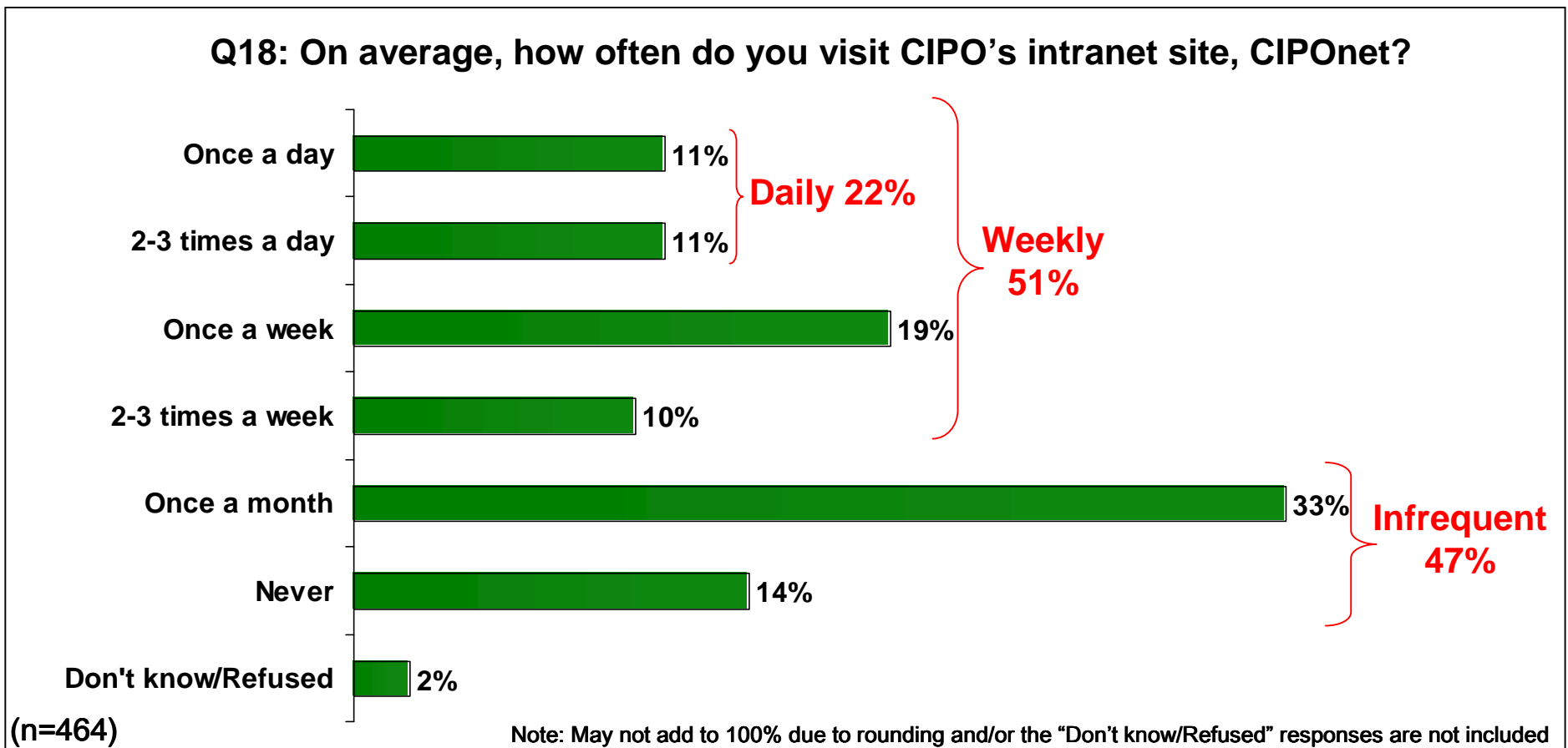
- Most employees do not know how to improve *CIP*Oinfo.
- Most frequently cited improvement is making articles more relevant to job function and the organization.



CIPOnet

Frequency of Visiting CIPOnet

- Daily usage of CIPOnet is low (22%), but a majority (51%) of respondents uses CIPOnet on a weekly basis.

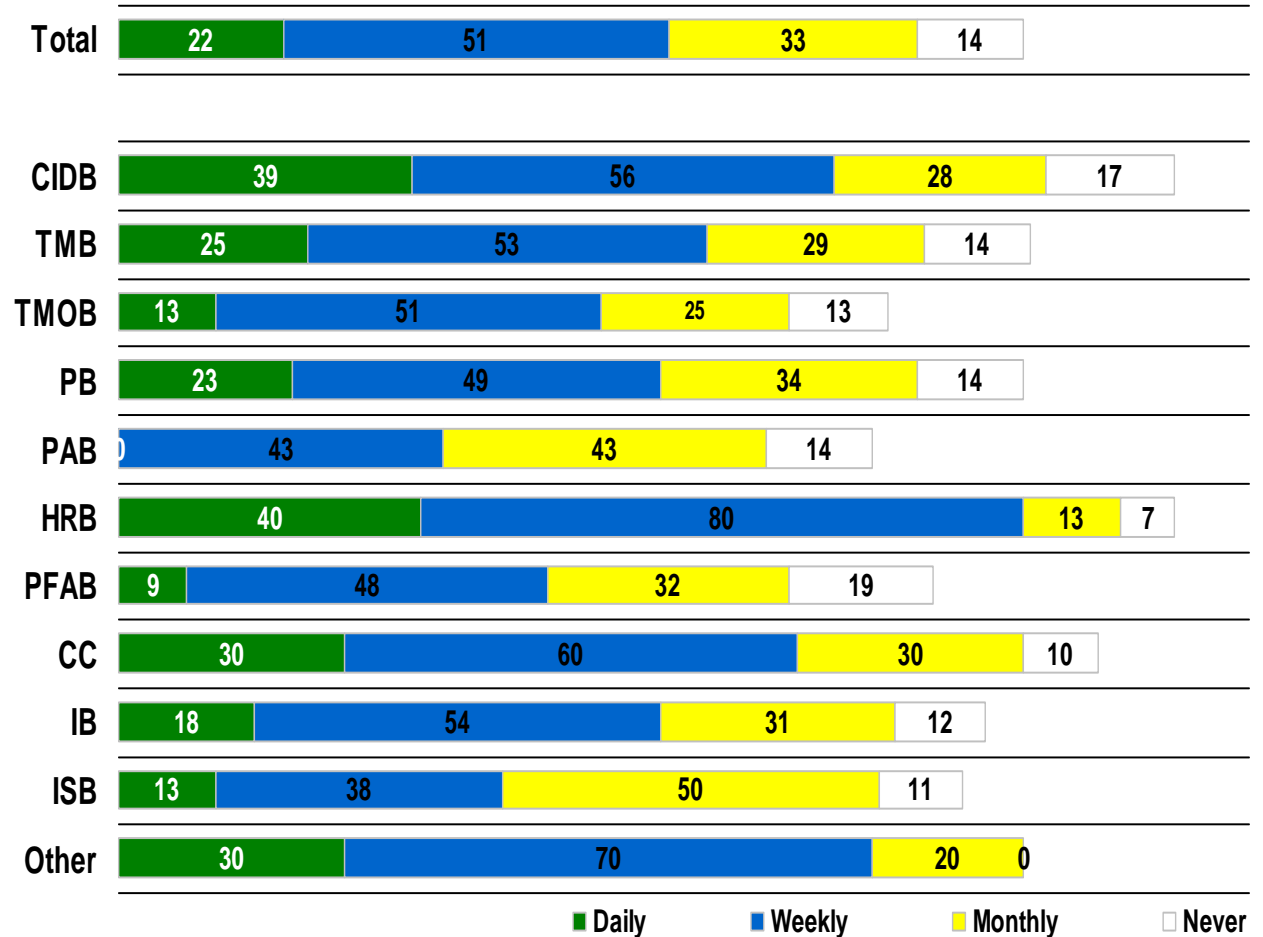


Frequency of Visiting CIPOnet

•Daily usage of CIPOnet is low (22%), but a majority (51%) of respondents use CIPOnet on a weekly basis.

•HRB employees (40%) are most likely to use CIPOnet on a daily basis. Employees from PAB do not use CIPOnet on a daily basis (0%).

Q12: Over the past year, how often have you read *CIPOnet*?



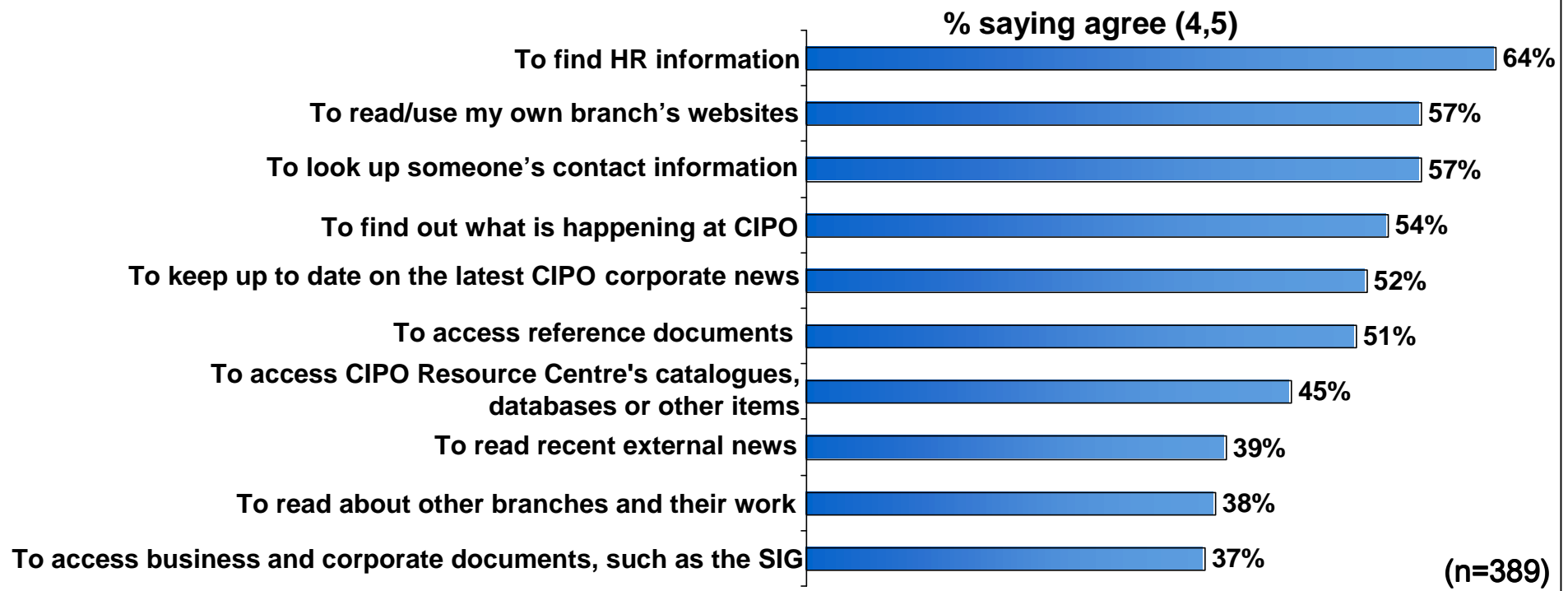
Note: May not add to 100% due to rounding and/or the "Don't know/Refused" responses are not included

(n=464)

Reasons for Visiting CIPOnet

- Employees are most likely to visit CIPOnet to find HR information (64%).
- Employees are least likely to visit CIPOnet to find out corporate or business-related information.

Q19: Please indicate the extent to which you agree or disagree with the following statements about your reasons for visiting CIPOnet.



Reasons for Visiting CIPOnet

• Overall, employees are most likely to visit CIPOnet to find HR information (64%).

• Generally, employees are least likely to access business documents (37%) (i.e. SIG). However, PAB employees are very likely to do so (83%).

Q19: Please indicate the extent to which you agree or disagree with the following statements about your reasons for visiting CIPOnet.

n=389	% saying agree (4, 5)											
	Total	CIDB	TM B	TMOB	PB	PAB	HRB	PFAB	CC	IB	ISB	Other
Find HR info	64	60	57	67	62	50	71	76	56	69	69	78
Read/use branch website	57	67	83	33	55	17	71	64	67	69	41	56
Look up contact info	57	60	61	67	59	67	43	56	56	62	49	44
Find out what is happening at CIPO	54	73	52	83	47	33	64	60	67	64	59	67
Keep up to date on CIPO news	52	53	43	50	50	50	64	56	78	52	59	56
Access reference documents	51	53	78	50	47	33	64	48	67	57	41	78
Access CRC items	45	73	65	33	47	33	50	52	44	40	26	33
Read external news	39	47	57	50	38	50	43	32	33	38	41	33
Read about other branches	38	27	39	33	30	50	57	60	56	45	36	56
Access business and corporate documents (i.e. SIG)	37	53	30	17	29	83	43	40	67	48	41	44

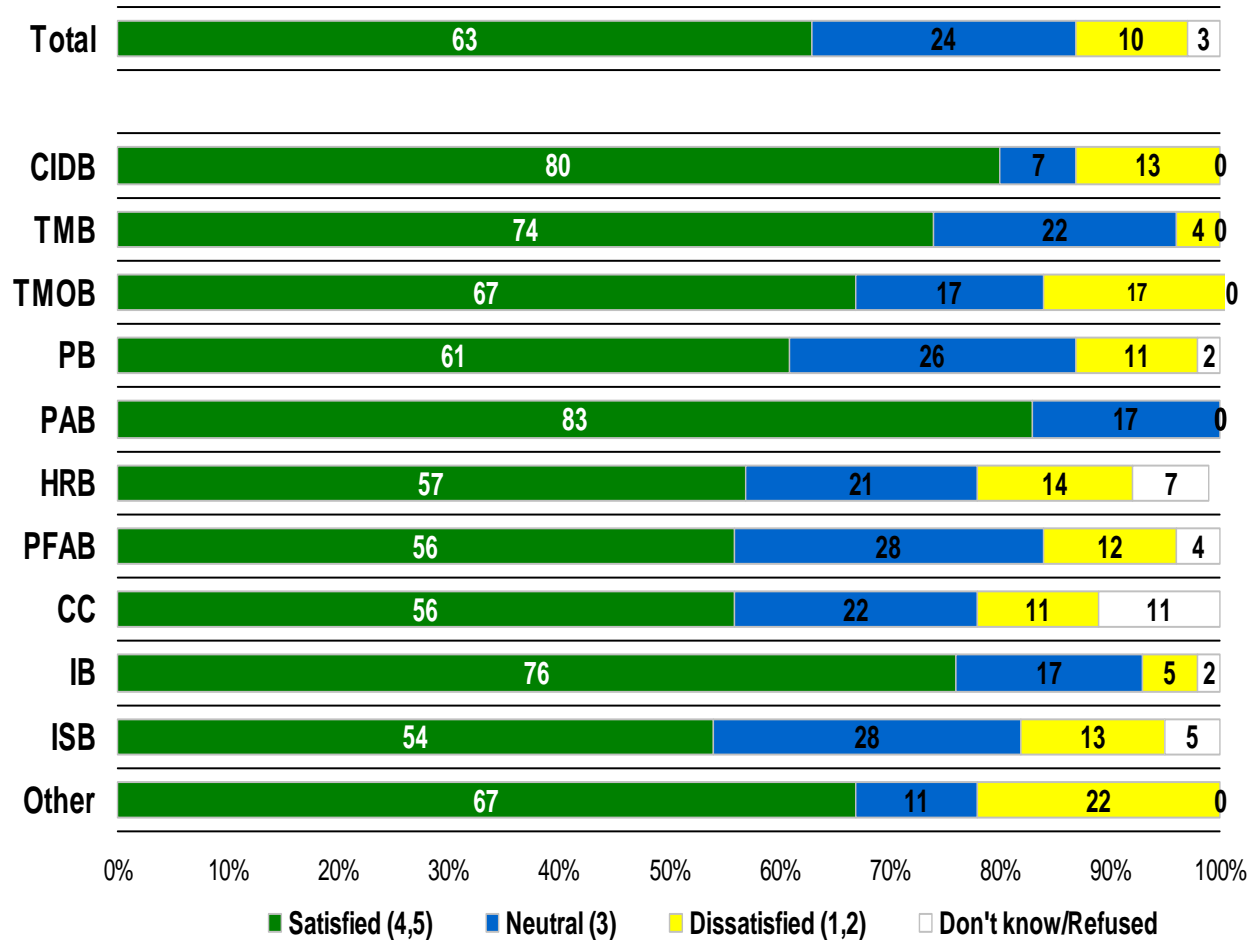
Satisfaction with CIPOnet

•Overall, employees are satisfied with CIPOnet (63%).

•Those who visit CIPOnet on a weekly basis are more likely to be satisfied (73%).

•Employees from PAB (83%) and CIDB (80%) are most likely to be satisfied. Employees from ISB (54%) are least likely to be satisfied.

Q22: Overall how satisfied are you with CIPOnet?

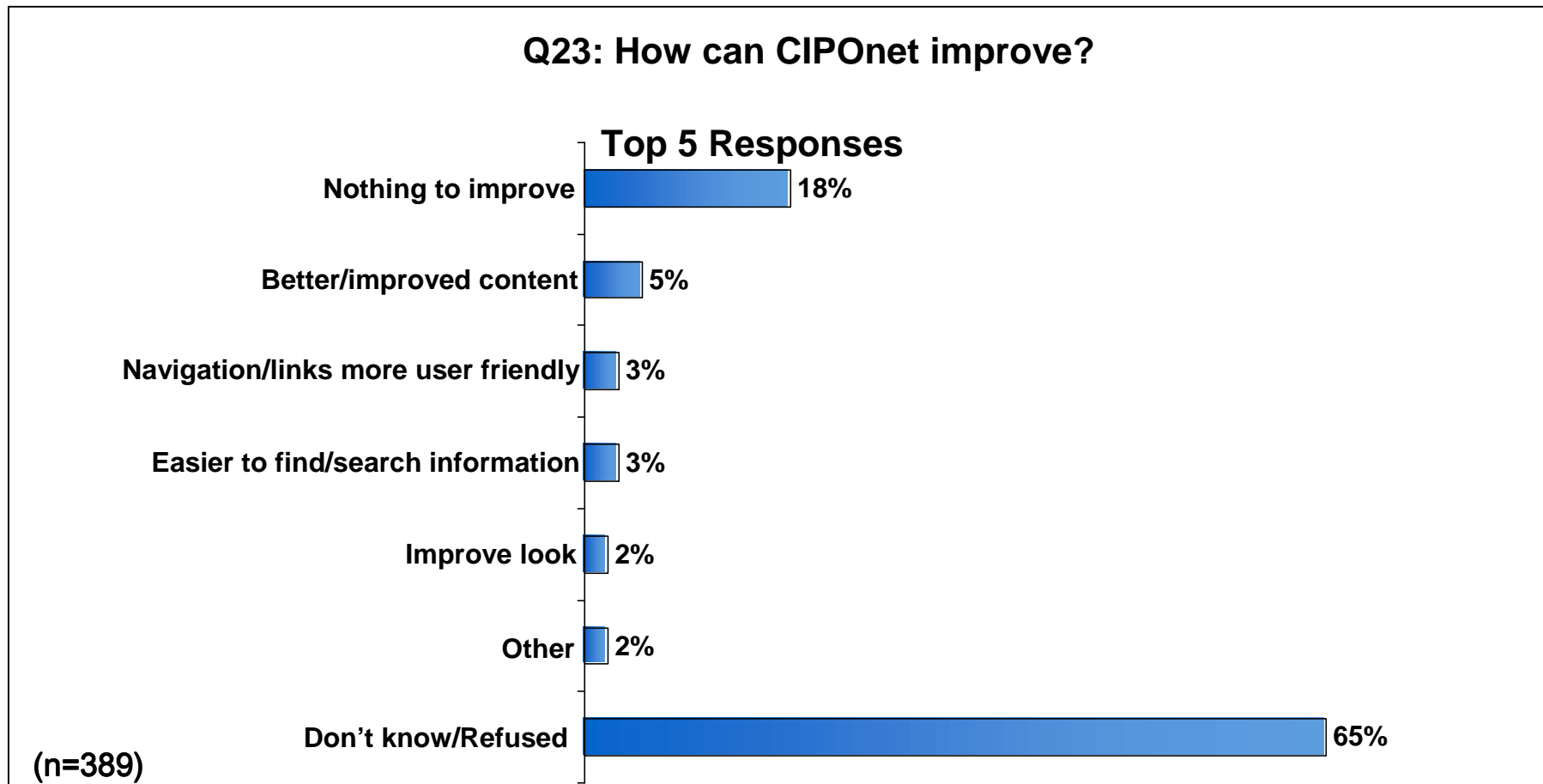


Note: May not add to 100% due to rounding and/or the "Don't know/Refused" responses are not included

(n=389)

Improving CIPOnet

- Most respondents (65%) do not know how to improve CIPOnet.
- Employees who are dissatisfied with CIPOnet are most likely to suggest improved content (13%).



Satisfaction Summary

Satisfaction Summary

- Overall, a majority of employees is satisfied on all 8 core satisfaction indicators, though there is some variation across branches.
- Overall, CIDB employees appear to be the most satisfied.

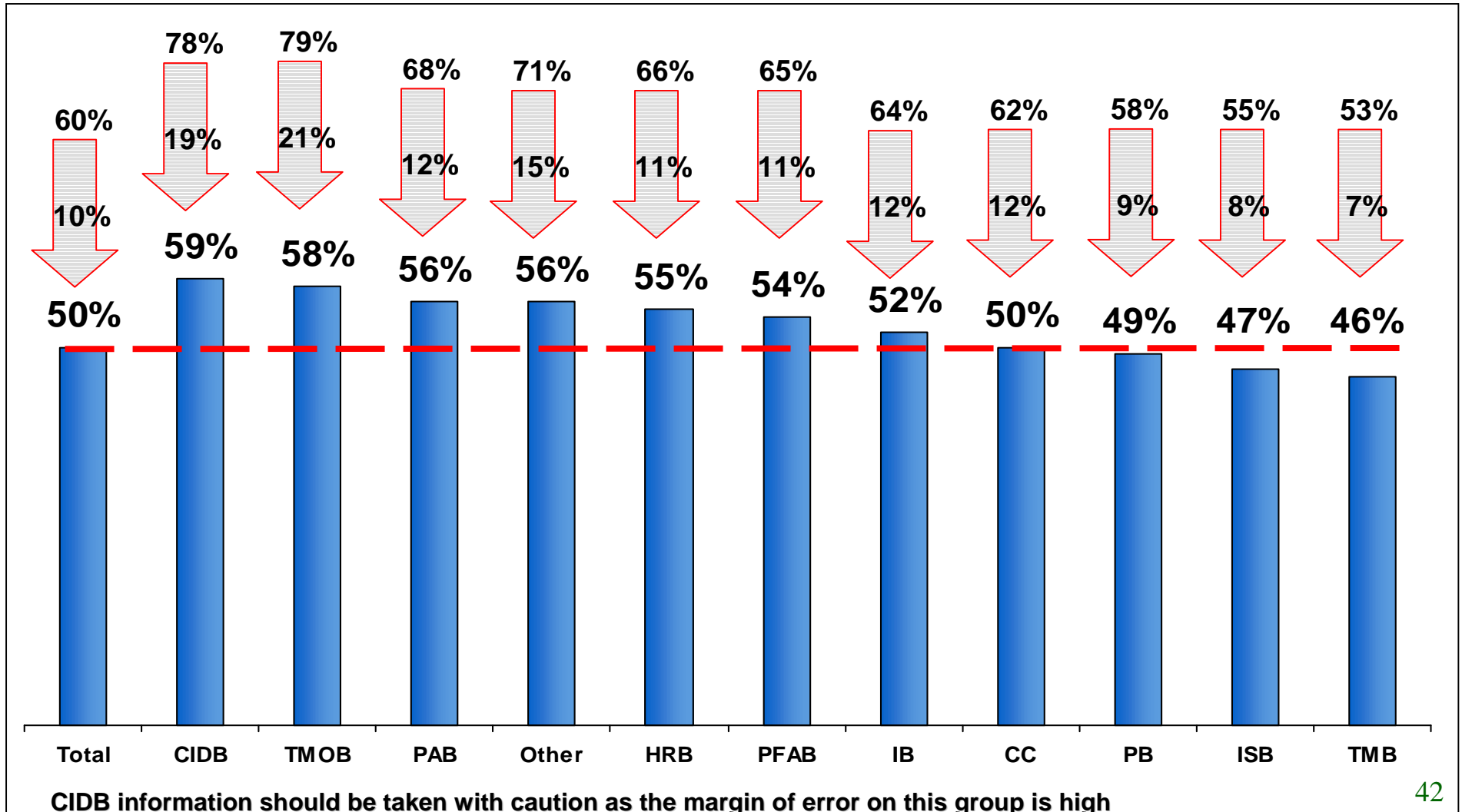
	Satisfied with...	% saying satisfied (4, 5)											
		Total	CIDB	TMB	TMOB	PB	PAB	HRB	PFAB	CC	IB	ISB	Other
1	CIPO's activities and priorities	56	78	54	88	54	57	60	58	50	63	48	70
2	Branch's activities and priorities	54	72	39	75	51	57	53	65	70	57	48	60
3	Training and Career development programs	59	72	39	88	59	71	60	71	50	53	50	80
4	Internal job opportunities	53	67	39	88	57	43	60	58	50	45	41	50
5	Work unit's level of communication	69	83	50	63	67	86	73	71	80	78	61	80
6	CIPO's internal corporate communications	64	89	71	88	57	57	80	71	70	71	68	80
7	<i>CIPOinfo</i>	65	82	56	75	61	86	83	67	70	68	71	80
8	CIPOnet	63	80	74	67	61	83	57	56	56	76	54	67
	AVERAGE	60	78	53	79	58	68	66	65	62	64	55	71

Further Satisfaction Analysis

- **While a majority of employees was satisfied on all eight questions, further analysis was conducted to understand the relationship between overall satisfaction and the various satisfaction gaps identified.**
- **Further analysis that took into account both neutral and dissatisfaction scores showed that “core” satisfaction is significantly lower.**
- **Employees who were dissatisfied in the four key areas highlighted earlier also tended to have lower overall satisfaction scores.**
- **Addressing satisfaction gaps therefore provides a good opportunity to improve overall satisfaction.**

Further Satisfaction Analysis

Information gaps affect overall satisfaction by lowering satisfaction scores across branches.



Conclusions

Conclusions

General Communications

- **Overall satisfaction with work unit and corporate internal communications is relatively high.**
- **Employees generally feel better informed about their work unit than about their Branch or IC, though most say they are aware of CIPO's mandate and corporate priorities.**
- **Employees would like better information on CIPO's activities and priorities, Branch activities and priorities, training and career development programs and internal job opportunities.**

Conclusions

***CIPOinfo* Findings**

- **Overall satisfaction and readership are relatively high, with more than one-quarter of employees reading every issue.**
- **Employee priorities for improvement include making content more relevant to their work and helping them better understand CIPO's goals and priorities.**

Conclusions

CIPOnet Findings

- **Overall satisfaction is relatively high (63%) though daily usage is low; about half of CIPO employees use CIPOnet at least once a week.**
- **Most employees use CIPOnet to find HR information, access information about their own Branch or find out what is happening at CIPO.**
- **Use of CIPOnet to access business and corporate documents is relatively low.**
- **Suggestions for improvement include improving the content and improving navigation.**

Next Steps

- **Results of this survey will be reviewed by CIPO Senior Management.**
- **An action plan will be developed to improve CIPO's internal communications practices.**

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