

2020 Staff Survey

The results

November 2020

We have updated the methods used to calculate some theme scores. As a result, some theme scores may look slightly different to those included in previous versions of the report. The previously published version of this report is available for reference: <https://www.ombudsman.org.uk/about-us/corporate-information/freedom-information-and-data-protection/our-publication-scheme/staff-surveys/2020-staff-survey>



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Staff Survey 2020: organisation level results

Response rate: 73%

No. of responses: 317 of 432

Engagement
Index: 66 (+1 since 2019)

Largest improvement since 2019	% positive	Difference
Learning and development activities I have completed while working for PHSO will help me to develop my career (whether at PHSO or elsewhere)*	55%	22
I feel that my pay adequately reflects my performance	63%	11
Compared to people doing a similar job in other organisations I feel my pay is reasonable	68%	9
I am proud when I tell others I am part of PHSO	73%	9
I am satisfied with the total benefits package	72%	8

Largest deterioration since 2019	% positive	Difference
I am trusted to carry out my job effectively	81%	-9
The people in my team are encouraged to come up with new and better ways of doing things	72%	-9
I feel involved in the decisions that affect my work	51%	-8
I think that PHSO respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc.)	73%	-8
I have the skills I need to do my job effectively	89%	-7

*Language change since 2019, previously: 'Learning and development activities I have completed while working for PHSO are helping me to develop my career'

Headline scores

Engagement index	My work	Organisational objectives	My manager	My team
<p>66 Comparison CSPS 2020: +/-0 Staff Survey 2019: +1</p>	<p>76 Comparison CSPS 2020: -4 Staff Survey 2019: -1</p>	<p>86 Comparison CSPS 2020: +1 Staff Survey 2019: +1</p>	<p>77 Comparison CSPS 2020: +3 Staff Survey 2019: -3</p>	<p>80 Comparison CSPS 2020: -4 Staff Survey 2019: -5</p>
Learning and development*	Inclusion and fair treatment	Resources and workload	Pay and benefits	Leadership and managing change**
<p>54 Comparison CSPS 2020: -2 Staff Survey 2019: +9</p>	<p>77 Comparison CSPS 2020: -5 Staff Survey 2019: -3</p>	<p>69 Comparison CSPS 2020: -6 Staff Survey 2019: -4</p>	<p>68 Comparison CSPS 2020: +28 Staff Survey 2019: +10</p>	<p>58 Comparison CSPS 2020: 0 Staff Survey 2019: +4</p>

CSPS = Civil Service People Survey

Further details about how the engagement index score and other headline scores are calculated is outlined on page 34.


*Note: a question has been amended in 2020. Therefore, direct comparisons with previous scores and the CSPS should be treated with caution.

**Leadership and managing change takes into account more questions than previous years. Therefore, direct comparisons with previous scores and the CSPS should be treated with caution.

Questions with the strongest responses

Here are the questions that received the most positive and negative responses from colleagues.

What are colleagues most positive about? 	% agree
I understand my customers'/service users' needs	93%
I am sufficiently challenged by my work	91%
I am interested in my work	91%
My manager is considerate of my life outside work	89%
I have the skills I need to do my job effectively	89%


What are colleagues most negative about? 	% disagree
I have the opportunity to contribute my views before decisions are made that affect me	37%
There are opportunities for me to develop my career in PHSO	34%
I feel that change is managed well in PHSO	34%
I feel involved in the decisions that affect my work	29%
I think it is safe to challenge the way things are done in PHSO	29%


Comparing our results to CSPA

Where PHSO compares **most positively**

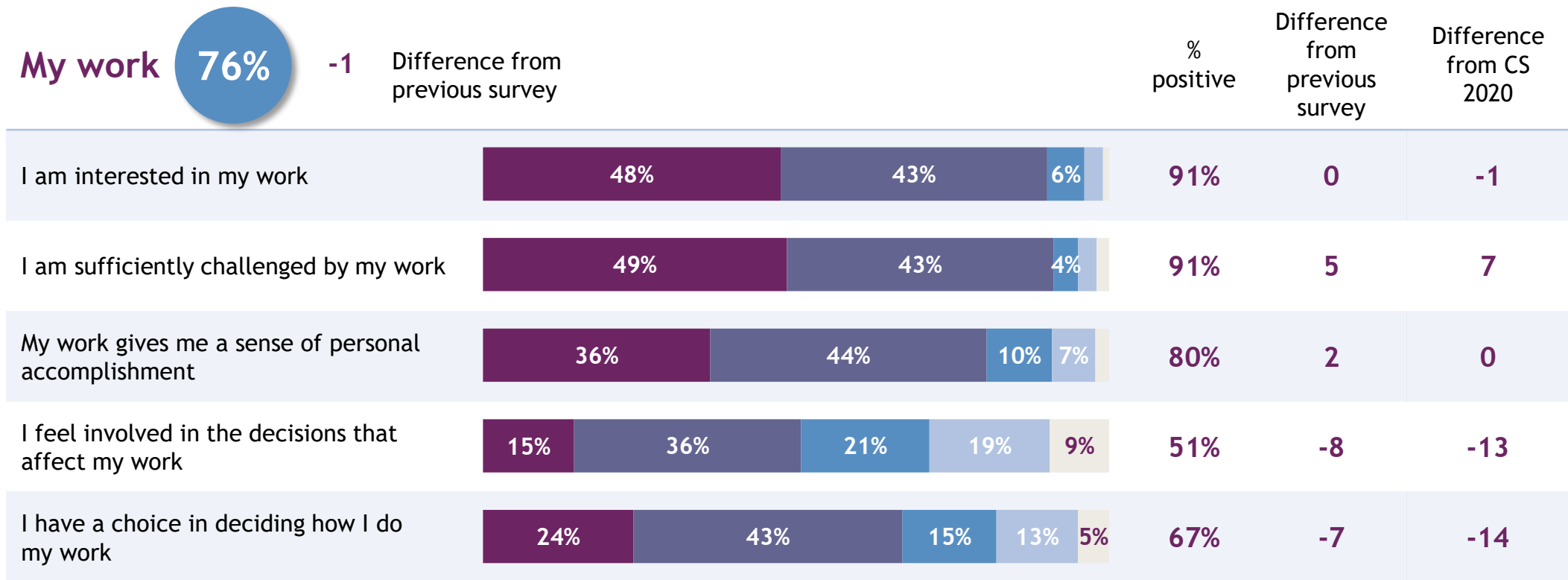
Where PHSO compares **least positively**

Civil Service Benchmark 2020

Questions higher than CSPA benchmark 	PHSO (% positive)	Difference from CSPA (% point)
Compared to people doing a similar job in other organisations I feel my pay is reasonable	68%	35
I am satisfied with the total benefits package	72%	25
I feel that my pay adequately reflects my performance	63%	23
I believe that the Ombudsman and CEO have a clear vision for the future of PHSO	82%	22
I receive regular feedback on my performance	84%	12

Questions lower than CSPA benchmark 	PHSO (% positive)	Difference from CSPA (% point)
I have a choice in deciding how I do my work	67%	-14
I feel involved in the decisions that affect my work	51%	-13
I have the tools I need to do my job effectively	64%	-12
I have an acceptable workload	53%	-11
There are opportunities for me to develop my career in PHSO	42%	-10

Questions by theme



● Strongly agree
 ● Agree
 ● Neither
 ● Disagree
 ● Strongly disagree

Questions by theme

Organisational objectives and purpose

86%

+1 Difference from previous survey

% positive

Difference from previous survey

Difference from CS 2020

I have a clear understanding of PHSO's objectives

31%

54%

8%

85%

1

1

I understand how my work contributes to PHSO's objectives

38%

49%

6%

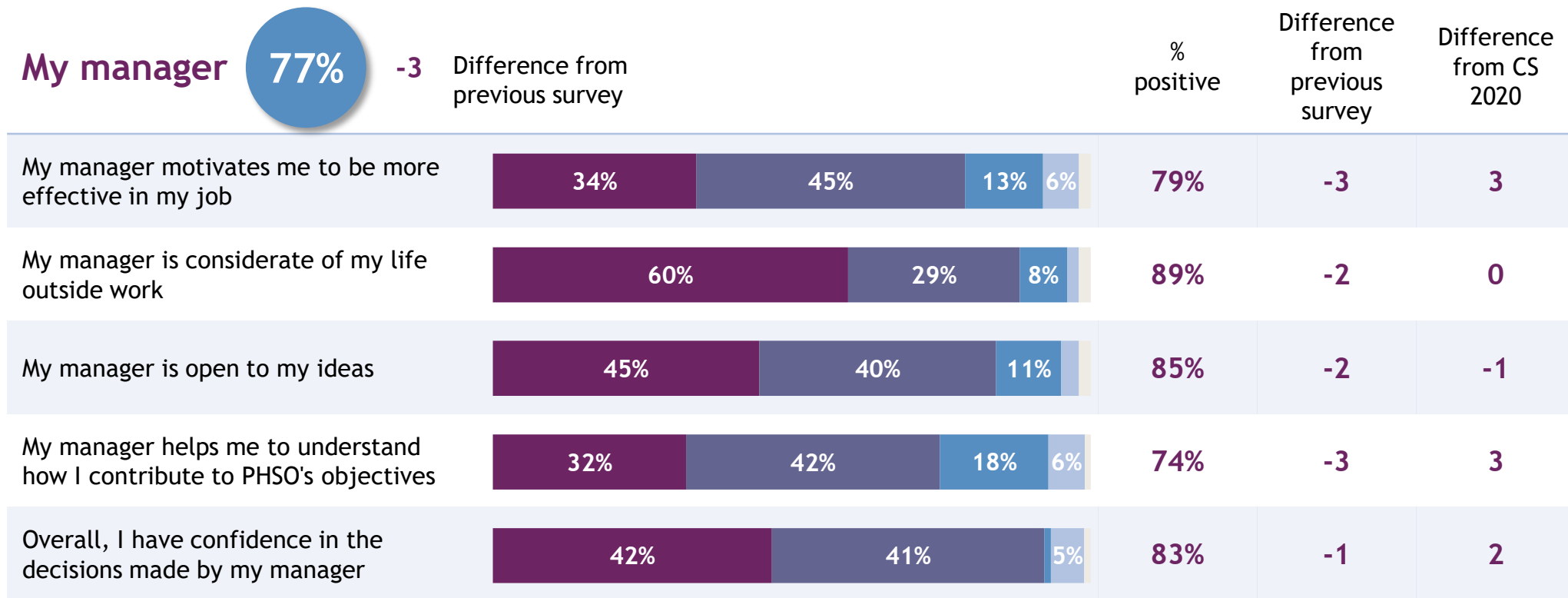
87%

2

0

Strongly agree
 Agree
 Neither
 Disagree
 Strongly disagree

Questions by theme



● Strongly agree
 ● Agree
 ● Neither
 ● Disagree
 ● Strongly disagree

Questions by theme

My manager		% positive	Difference from previous survey	Difference from CS 2020
My manager recognises when I have done my job well		87%	-2	3
I receive regular feedback on my performance		84%	-4	12
The feedback I receive helps me to improve my performance		74%	-3	6
I think that my performance is evaluated fairly		74%	-4	2
Poor performance is dealt with effectively in my team		41%	-4	0

● Strongly agree
 ● Agree
 ● Neither
 ● Disagree
 ● Strongly disagree

Questions by theme

My team



-5

Difference from previous survey

% positive

Difference from previous survey

Difference from CS 2020

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% positive	Difference from previous survey	Difference from CS 2020
The people in my team can be relied upon to help when things get difficult in my job	50%	37%	8%			87%	-3	-1
The people in my team work together to find ways to improve the service we provide	46%	36%	12%	5%		82%	-2	-4
The people in my team are encouraged to come up with new and better ways of doing things	36%	36%	19%	7%		72%	-9	-8

● Strongly agree
 ● Agree
 ● Neither
 ● Disagree
 ● Strongly disagree

Questions by theme

Learning and development (career and personal development)*

54%

+9

Difference from previous survey

% positive

Difference from previous survey

Difference from CS 2020

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% positive	Difference from previous survey	Difference from CS 2020
I am able to access the right learning and development opportunities for my current role when I need to ¹	21%	41%	20%	11%	6%	63%	2	-3
Learning and development activities I have completed in the past 12 months for my current role have helped to improve my performance ¹	19%	38%	24%	13%	7%	57%	5	5

● Strongly agree
 ● Agree
 ● Neither
 ● Disagree
 ● Strongly disagree

*The overall score is made up of the questions comparable with 2019, marked with a ¹. Due to a question change, direct comparisons with previous scores and the CSPS should be treated with caution.

Questions by theme

Learning and development (career and personal development)

		% positive	Difference from previous survey	Difference from CS 2020
The experience I have gained while working for PHSO is beneficial for my personal development**		79%	N/A	N/A
The experience I have gained while working for PHSO is beneficial for my career development (whether at PHSO or elsewhere)**		78%	N/A	N/A
There are opportunities for me to develop my career in PHSO ¹		42%	7	-10
Learning and development activities I have completed while working for PHSO will help me to develop my career (whether at PHSO or elsewhere) ^{1***}		55%	22	3

● Strongly agree
 ● Agree
 ● Neither
 ● Disagree
 ● Strongly disagree

***New questions added for 2020 (not included in the overall score) do not have comparator scores in CSPS or previous surveys.

¹***Question amended from previously 'Learning and development activities I have completed while working for PHSO will help me to develop my career'

Questions by theme

Inclusion and fair treatment

77%

-3 Difference from previous survey

% positive

Difference from previous survey

Difference from CS 2020

Statement	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% positive	Difference from previous survey	Difference from CS 2020
I am treated fairly at work	36%	45%	9%	5%	1%	81%	0	-3
I am treated with respect by the people I work with	40%	45%	8%	2%	1%	86%	-3	-3
I feel valued for the work I do	32%	35%	15%	11%	7%	67%	-4	-7
I think that PHSO respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc.)	33%	39%	15%	7%	5%	73%	-8	-7

● Strongly agree
 ● Agree
 ● Neither
 ● Disagree
 ● Strongly disagree

Questions by theme

Resources and workload

69%

-4 Difference from previous survey

% positive

Difference from previous survey

Difference from CS 2020

Statement	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% positive	Difference from previous survey	Difference from CS 2020
I get the information I need to do my job well	17%	48%	16%	14%	5%	65%	-5	-8
I have clear work objectives	23%	48%	15%	10%	4%	71%	-3	-8
I have the skills I need to do my job effectively	32%	56%	7%	3%	2%	89%	-7	-1
I have the tools I need to do my job effectively	17%	47%	16%	15%	5%	64%	-2	-12
I have an acceptable workload	11%	42%	20%	17%	10%	53%	-4	-11
I achieve a good balance between my work life and my private life	21%	49%	13%	11%	5%	70%	-3	-2

● Strongly agree
 ● Agree
 ● Neither
 ● Disagree
 ● Strongly disagree

Questions by theme

Pay and benefits

68%

+10 Difference from previous survey

% positive

Difference from previous survey

Difference from CS 2020

Statement	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% positive	Difference from previous survey	Difference from CS 2020
I feel that my pay adequately reflects my performance	22%	41%	15%	15%	6%	63%	11	23
I am satisfied with the total benefits package	27%	45%	18%	8%	2%	72%	8	25
Compared to people doing a similar job in other organisations I feel my pay is reasonable	26%	41%	17%	10%	5%	68%	9	35

● Strongly agree
 ● Agree
 ● Neither
 ● Disagree
 ● Strongly disagree

Questions by theme

Leadership and managing change*

58%

+4 Difference from previous survey

% positive

Difference from previous survey

Difference from CS 2020

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% positive	Difference from previous survey	Difference from CS 2020
The Ombudsman and CEO are sufficiently visible**	33%	54%	7%	5%		87%	N/A	N/A
Members of PHSO's Executive Team are sufficiently visible**	16%	39%	19%	22%		56%	N/A	N/A
Assistant Directors in PHSO are sufficiently visible**	17%	45%	17%	16%	5%	62%	N/A	N/A
I believe the actions of the Ombudsman and CEO are consistent with PHSO's values**	30%	44%	16%	9%		74%	N/A	N/A
I believe the actions of the Executive Team are consistent with PHSO's values**	17%	34%	28%	16%		51%	N/A	N/A

● Strongly agree
 ● Agree
 ● Neither
 ● Disagree
 ● Strongly disagree

*The index score for 2020 takes into account more questions than previously. Therefore, direct comparisons with previous scores and the CSPS should be treated with caution.

**New questions added for 2020 do not have comparator scores in CSPS or previous surveys.

Questions by theme

Leadership and managing change

		% positive	Difference from previous survey	Difference from CS 2020
I believe the actions of Assistant Directors are consistent with PHSO's values*		51%	N/A	N/A
I believe that the Ombudsman and CEO have a clear vision for the future of PHSO		82%	5	22
Overall, I have confidence in the decisions made by the Executive Team*		55%	N/A	N/A
Overall, I have confidence in the decisions made by Assistant Directors*		53%	N/A	N/A
I feel that change is managed well in PHSO		42%	2	-2

● Strongly agree
 ● Agree
 ● Neither
 ● Disagree
 ● Strongly disagree

*New questions added for 2020 do not have comparator scores in CSPS or previous surveys.

Questions by theme

Leadership and managing change						% positive	Difference from previous survey	Difference from CS 2020
When changes are made in PHSO they are usually for the better	11%	33%	31%	7%	7%	44%	3	2
PHSO keeps me informed about matters that affect me	17%	51%	15%	11%	5%	68%	2	-3
I have the opportunity to contribute my views before decisions are made that affect me	10%	32%	21%	21%	15%	42%	-4	-4
I think it is safe to challenge the way things are done in PHSO	13%	35%	23%	20%	9%	49%	-1	-5

Strongly agree
 Agree
 Neither
 Disagree
 Strongly disagree

Questions by theme

Engagement

66%

+1 Difference from previous survey

% positive

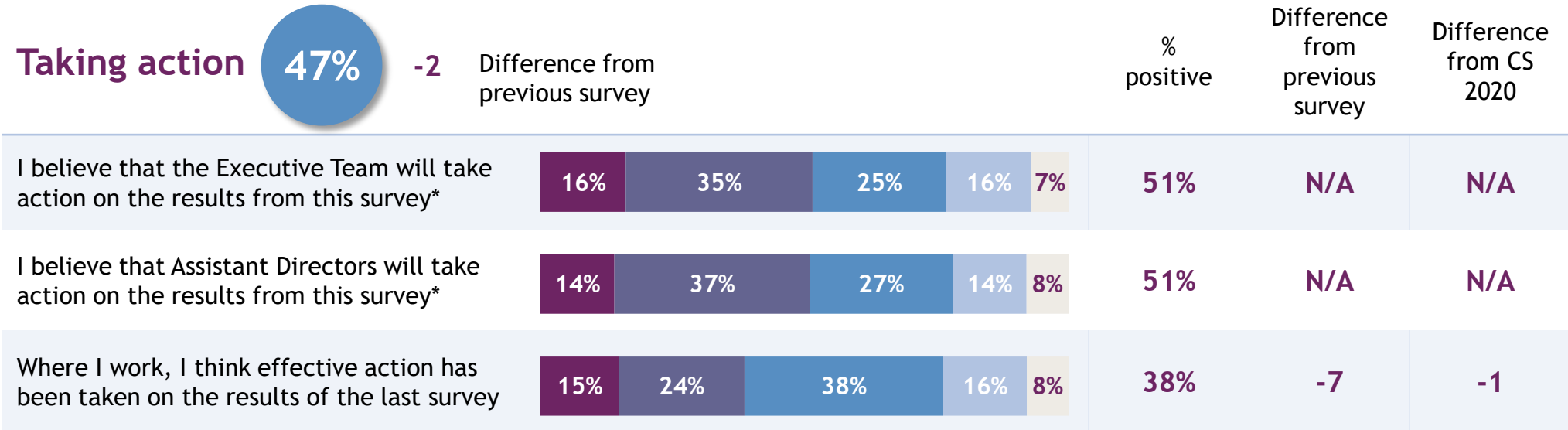
Difference from previous survey

Difference from CS 2020

Statement	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% positive	Difference from previous survey	Difference from CS 2020
I am proud when I tell others I am part of PHSO	27%	46%	21%	4%	2%	73%	9	3
I would recommend PHSO as a great place work	26%	40%	23%	7%	4%	67%	6	1
I feel a strong personal attachment to PHSO	26%	33%	23%	13%	7%	59%	6	3
PHSO inspires me to do the best in my job	22%	38%	26%	9%	5%	60%	5	2
PHSO motivates me to help it achieve its objectives	20%	36%	29%	9%	6%	56%	1	0

● Strongly agree
 ● Agree
 ● Neither
 ● Disagree
 ● Strongly disagree

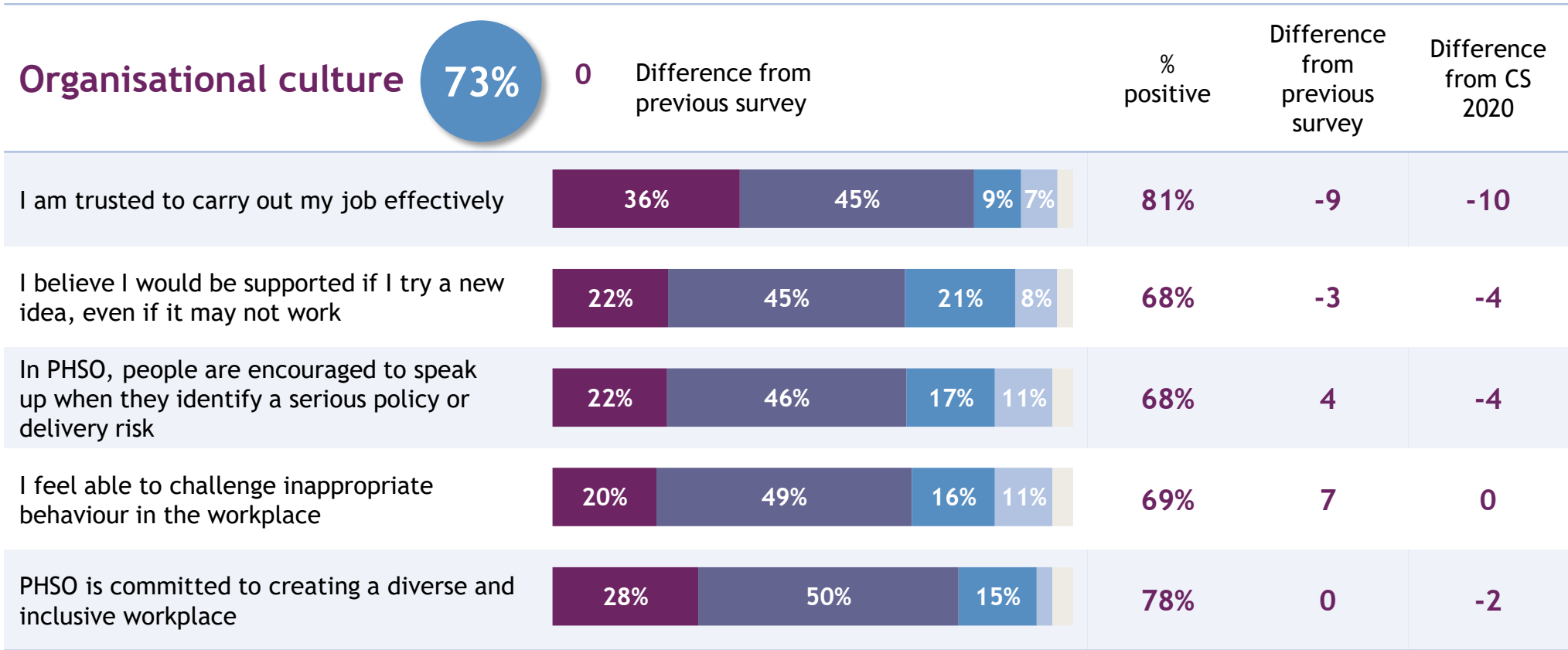
Questions by theme



● Strongly agree
 ● Agree
 ● Neither
 ● Disagree
 ● Strongly disagree

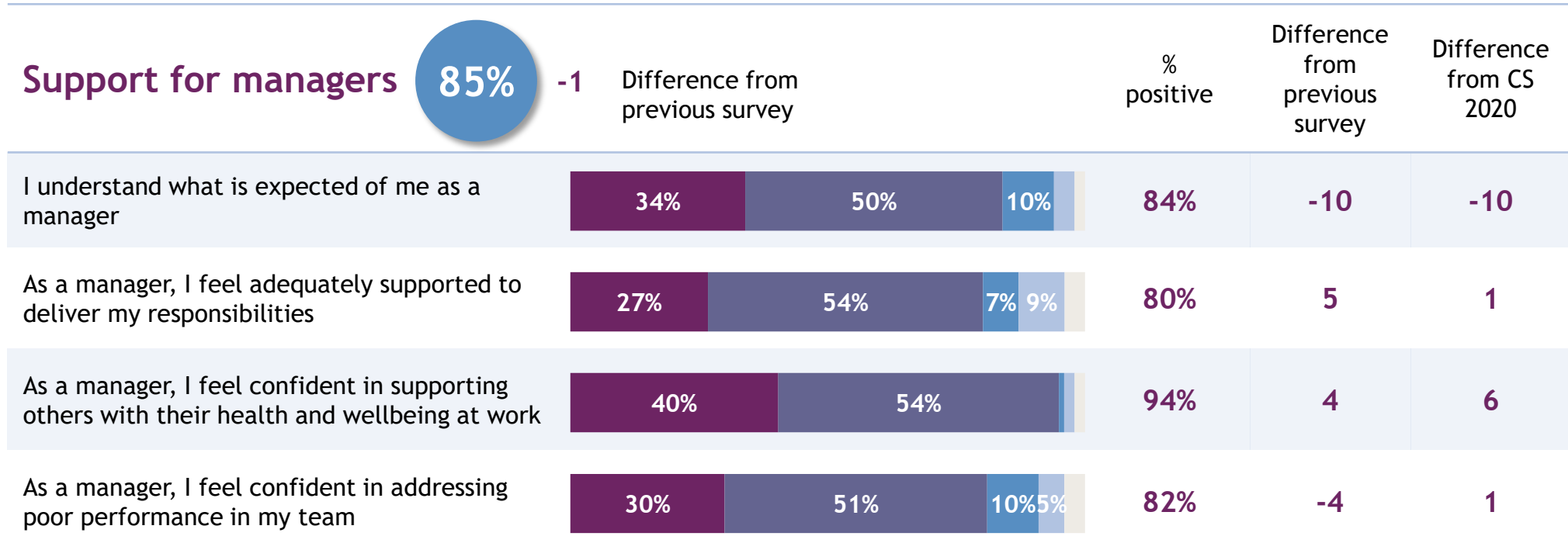
*Note: these two statements have replaced the previous single statement: “I believe that Senior managers in PHSO will take action on the results from this survey”. Therefore, direct comparisons with previous scores and the CSPS should be treated with caution. New questions added for 2020 do not have comparator scores in CSPS or previous surveys

Questions by theme



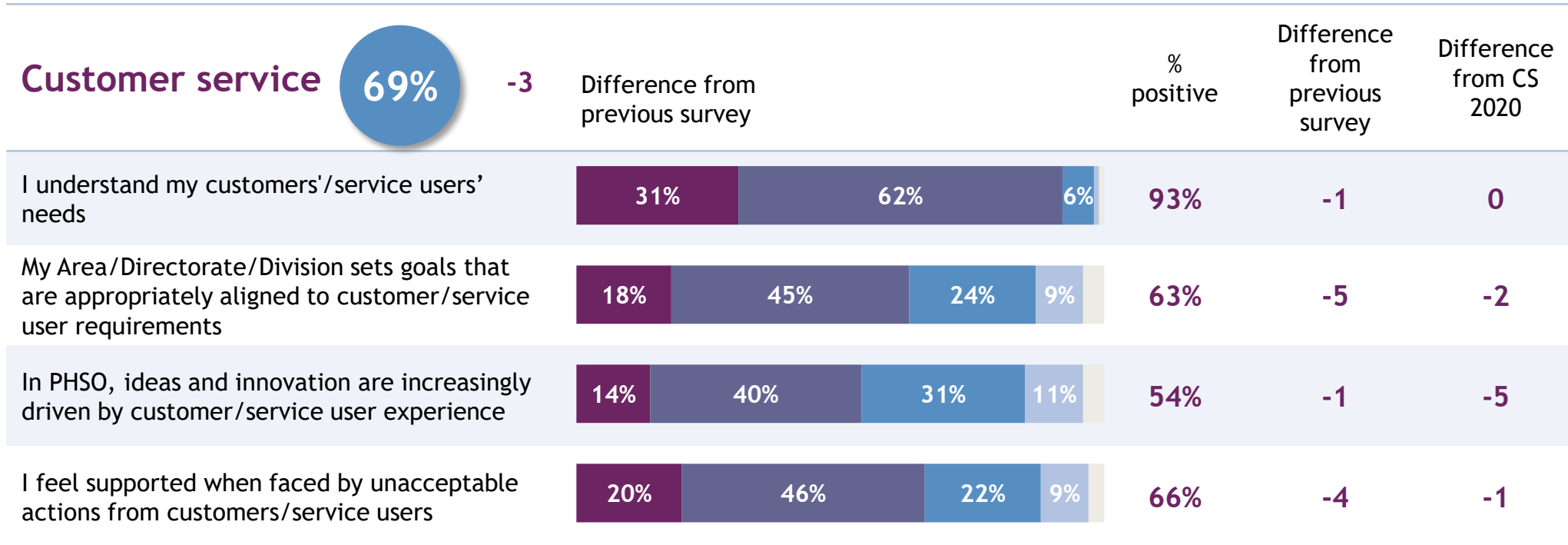
● Strongly agree
 ● Agree
 ● Neither
 ● Disagree
 ● Strongly disagree

Questions by theme



● Strongly agree
 ● Agree
 ● Neither
 ● Disagree
 ● Strongly disagree


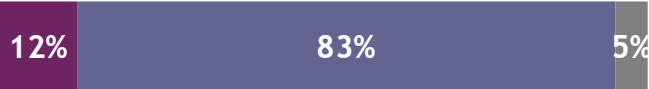
Questions by theme



● Strongly agree
 ● Agree
 ● Neither
 ● Disagree
 ● Strongly disagree

Questions by theme

Discrimination, bullying & harassment

		% yes	Difference from previous survey	Difference from CS 2020
Have you been discriminated against at work, in the past 12 months?		9%	0	+1
Have you been bullied or harassed at work, in the past 12 months?		12%	0	+4

● Yes

● No

● Prefer not to
say

Nature of the bullying and/or harassment

How would you describe the nature of the bullying and/or harassment you experienced?	No. of responses:
Negative Micromanagement (e.g. excessive control; made to feel incompetent)	20
Ignored, excluded, marginalised	18
Treated less favourably to others	16
Humiliated in front of team or others	15
Intimidation or verbal aggression (e.g. shouting, swearing, making threats)	14
Removal of job responsibilities, unconstructive criticism, or impossible/changing expectations	13
Spreading gossip or making false accusations about me	-
Undermining or taking credit for my work	-
Disclosure of personal/sensitive information to colleagues without my consent	-
Something else not listed here	-
Comments about my personal appearance or accent	-
Denied time off for family or caring responsibilities	-
Sexual harassment (e.g. sexual comments or jokes, unwelcome sexual advances, touching or assault)	-
Prefer not to say	-

(Base: 38)

Answers with a sample base of lower than 10 have been suppressed, as shown by ‘-’

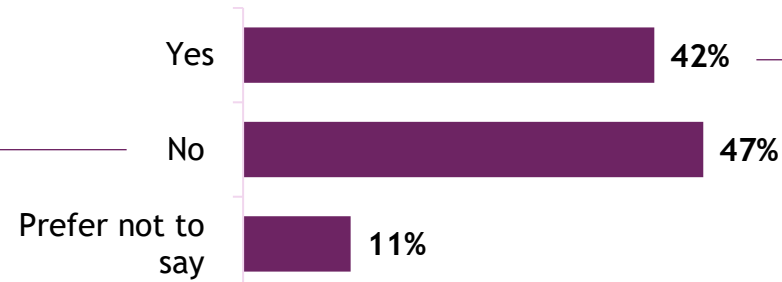
Perpetrators

Who was the perpetrator of this discrimination? Who bullied and/or harassed you?	Perpetrator of discrimination	Perpetrator of bullying/harassment
A colleague in my Area, Directorate or Division	No options were answered by 10 or more staff	-
A colleague in a different Area, Directorate or Division of PHSO		-
My manager		12
Another senior member of staff in PHSO		12
Someone I manage		-
Someone working in a different organisation		-
A contractor		-
A service user (e.g. customer, claimant, offender)		-
A member of the public		-
Someone else not listed here		-
Prefer not to say		-
	(Base: 27)	(Base: 38)

Answers with a sample base of lower than 10 have been suppressed, as shown by ‘-’
*those who have experienced bullying/ harassment

Bullying & harassment additional questions

Did you report your experience?



How did you report your experience?

No. of responses:

Raised a formal complaint	-
Reported in another way. Through less formal means	13
Confided in someone (e.g. a colleague)	-

(Base: 16)

Why did you not report your experience?

No. of responses:

I felt I might jeopardise my job	-
I did not want to be seen as a troublemaker	12
I did not believe that corrective action would be taken	12
I did not know how to report it or who to speak to	-
The behavior stopped before I could report it	-
I did not report it for another reason	-

(Base: 18)

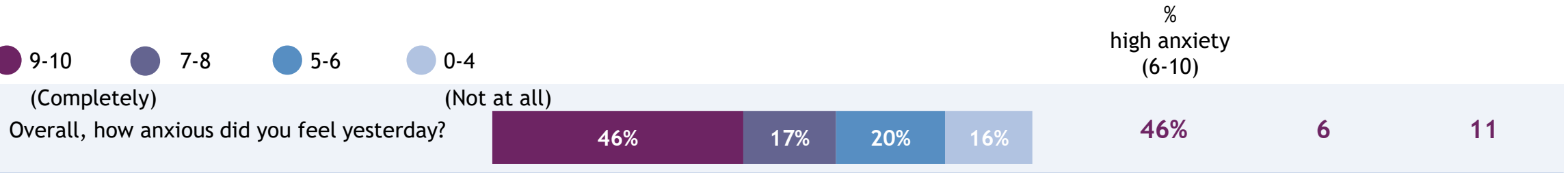
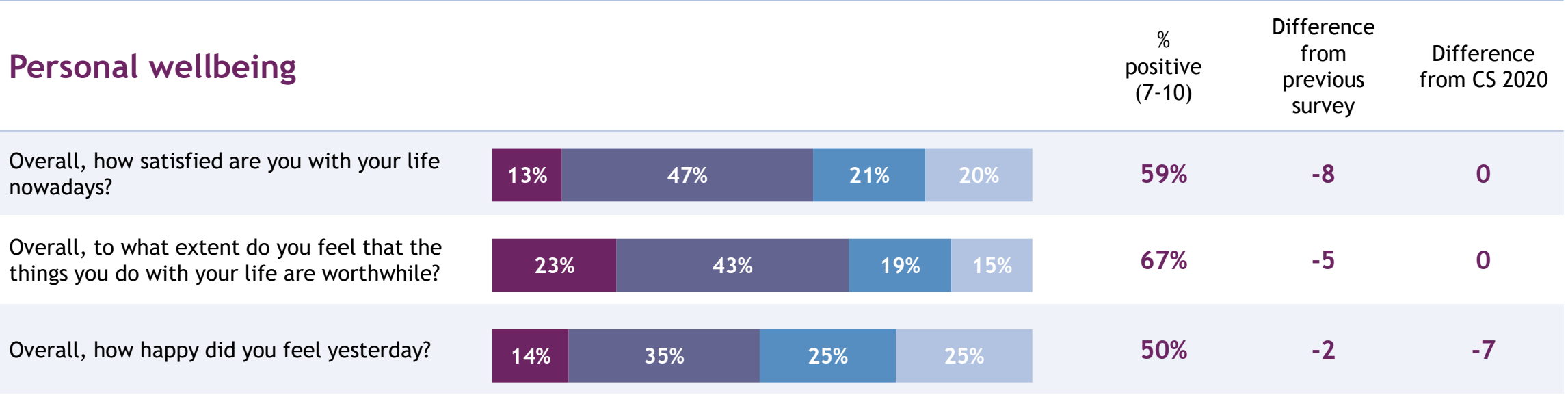
Bullying and harassment



● Yes
 ● No
 ● Prefer not to say

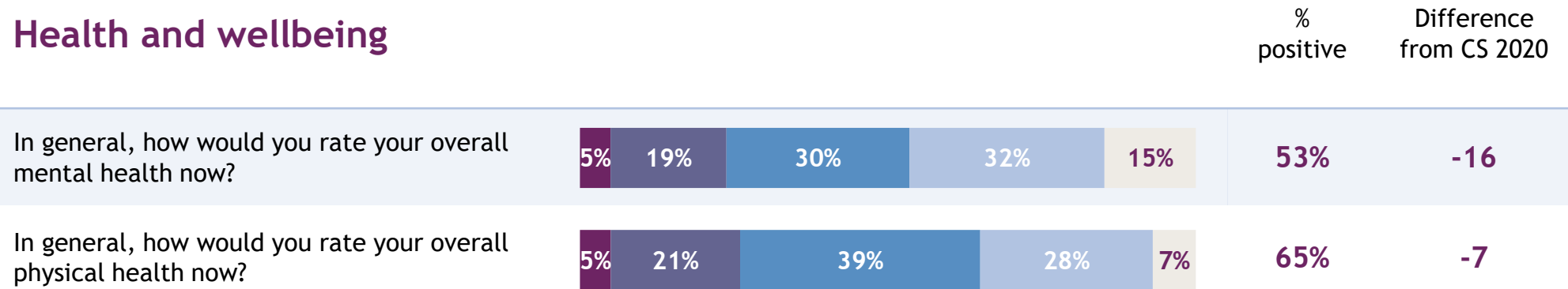
Questions by theme

Personal wellbeing

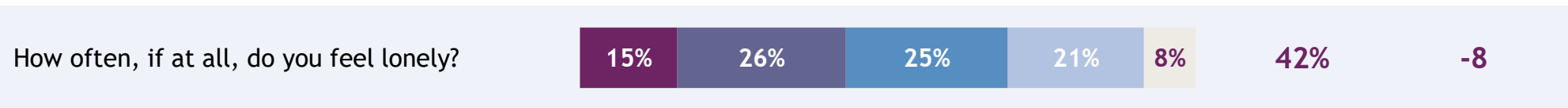


Questions by theme

Health and wellbeing



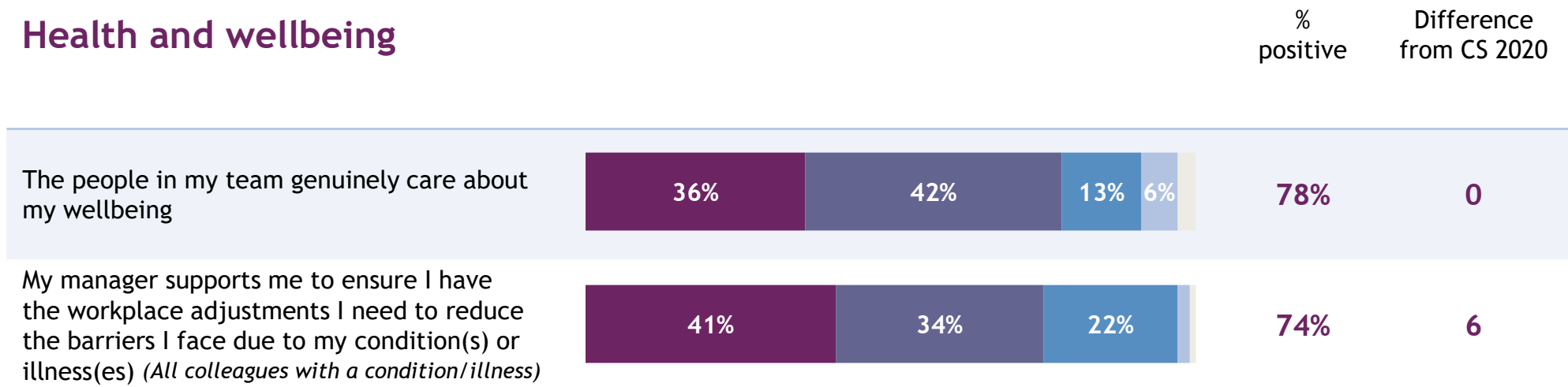
Excellent
 Very good
 Good
 Fair
 Poor



Never
 Hardly ever
 Occasionally
 Some of the time
 Often or always

Questions by theme

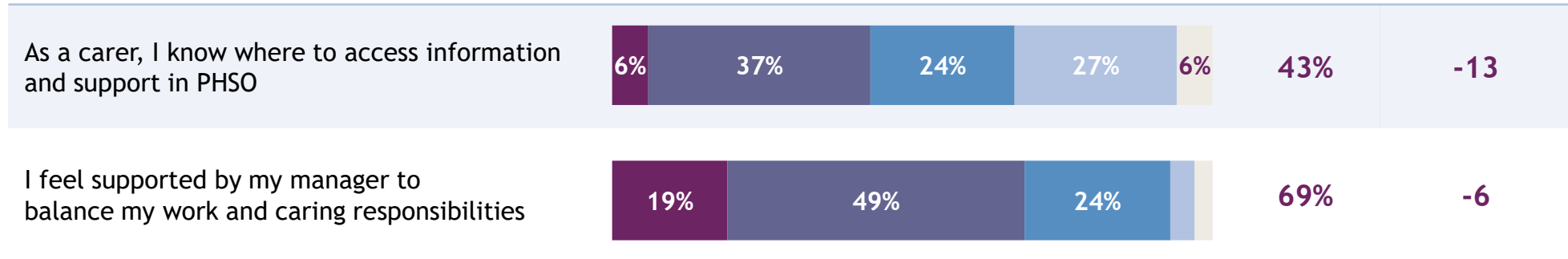
Health and wellbeing



● Strongly agree ● Agree ● Neither ● Disagree ● Strongly disagree

Questions by theme

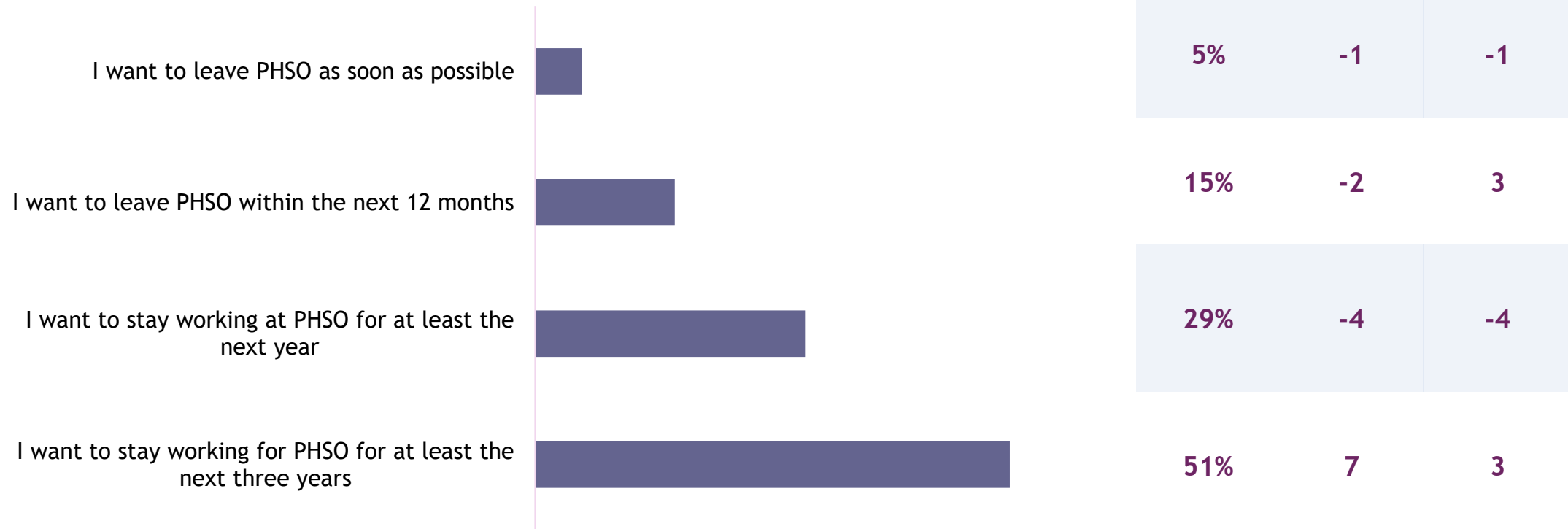
Carers (21% of respondents)



● Strongly agree ● Agree ● Neither ● Disagree ● Strongly disagree

Questions by theme

Future intentions



A guide to this report

The benchmark data

The PHSO results are benchmarked against the Civil Service 2020 data.

Rounding

Differences in scores are calculated based on the rounded figures published in this report.

Anonymity

It is practice not to present the results of groups to the extent where the anonymity of individuals may be compromised. Results where less than 10 responses have been received will not be presented in the reports. However, their data will still contribute to the scores for their group and the organisation overall.

Employee engagement index

Each of the answer options relating to the engagement questions are allocated a score (i.e. strongly disagree is equivalent to 0, disagree to 25, neither agree nor disagree to 50, agree to 75 and strongly agree to 100). For each respondent, an engagement score is calculated as the average score across these questions. The engagement index is then calculated as the average engagement score in the organisation, or selected sub-group.

Overall theme scores

The overall scores for each theme are calculated by taking the mean of the percentage of people who selected either 'agree' or 'strongly agree' for all questions within that theme.

These calculation methods are consistent with those used in the Civil Service People Survey.



Part of the DJS Research group



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