

2021 Staff Survey

The results



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Staff Survey 2021: organisation level results

Response rate: 81%

No. of responses: 377

Engagement
Index: 69%

Largest improvement since 2020**	% positive	Difference
I have an acceptable workload	67%	+14
The people in my team are encouraged to come up with new and better ways of doing things	85%	+13
I believe the actions of Assistant Directors are consistent with PHSO's values	64%	+13
I have the tools I need to do my job effectively	76%	+12
I think it is safe to challenge the way things are done in PHSO	61%	+12

Largest deterioration since 2020*	% positive	Difference
Compared to people doing a similar job in other organisations I feel my pay is reasonable	51%	-17
I feel that my pay adequately reflects my performance	50%	-13
I am satisfied with the total benefits package	59%	-13
The Ombudsman and CEO are sufficiently visible	82%	-5

*Includes questions from headline scores (i.e. themes listed on slide 4) only.

Headline scores

Engagement index	My work	Organisational objectives	My manager	My team
69% Comparison CSPS 2021: +3 Staff Survey 2020: +3	80% Comparison CSPS 2021: +1 Staff Survey 2020: +4	87% Comparison CSPS 2021: +2 Staff Survey 2020: +1	83% Comparison CSPS 2021: +8 Staff Survey 2020: +6	87% Comparison CSPS 2021: +3 Staff Survey 2020: +7
Learning and development*	Inclusion and fair treatment	Resources and workload	Pay and benefits	Leadership and managing change**
57% Comparison CSPS 2021: +1 Staff Survey 2020: +3	82% Comparison CSPS 2021: +/-0 Staff Survey 2020: +5	77% Comparison CSPS 2021: +2 Staff Survey 2020: +8	53% Comparison CSPS 2021: +14 Staff Survey 2020: -15	61% Comparison CSPS 2021: +3 Staff Survey 2020: +3

Further details about how the engagement index score and other headline scores are calculated is outlined in the final page of this report.

CSPS = Civil Service People Survey

*This theme includes a question that was amended in 2020. Therefore, direct comparisons with the CSPS should be treated with caution.

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

Other theme scores

Taking action*	Organisational culture*	Support for managers*	Customer service*	
47% Comparison Staff Survey 2020: +/-0	78% Comparison Staff Survey 2020: +5	89% Comparison Staff Survey 2020: +4	70% Comparison Staff Survey 2020: +1	
Intentions to stay for at least one year	Satisfaction with life nowadays	Anxiety	Discrimination experienced	Bullying & harassment experienced
83% Comparison CSPS 2021: +3 Staff Survey 2020: +3	68% Comparison CSPS 2021: +4 Staff Survey 2020: +9	38% Comparison CSPS 2021: +3 Staff Survey 2020: -8	8% (experienced discrimination) Comparison: CSPS 2021: 7% Staff Survey 2020: 9%	10% (experienced bullying & harassment) Comparison: CSPS 2021: 7% Staff Survey 2020: 12%


*Comparable CSPS figures have not been published by the Cabinet Office.


'Satisfaction with life nowadays' is those scoring 7 or above on a scale of 0-10.

'Anxiety' is the percentage of colleagues who rated they had high anxiety levels (i.e. 6 or above on a scale of 0-10).

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
My manager is considerate of my life outside work	95%
My manager recognises when I have done my job well	93%
I have the skills I need to do my job effectively	93%
I am interested in my work	93%
My manager is open to my ideas	91%


What are colleagues most negative about? 	% disagree
I feel that my pay adequately reflects my performance	35%
I feel that change is managed well in PHSO	34%
There are opportunities for me to develop my career in PHSO	30%
Compared to people doing a similar job in other organisations I feel my pay is reasonable	28%
I have the opportunity to contribute my views before decisions are made that affect me	28%

*Includes questions from headline scores (i.e. themes listed on slide 4) only.


Comparing our results to CSPS*

*Includes questions from headline scores (i.e. themes listed on slide 4) only.

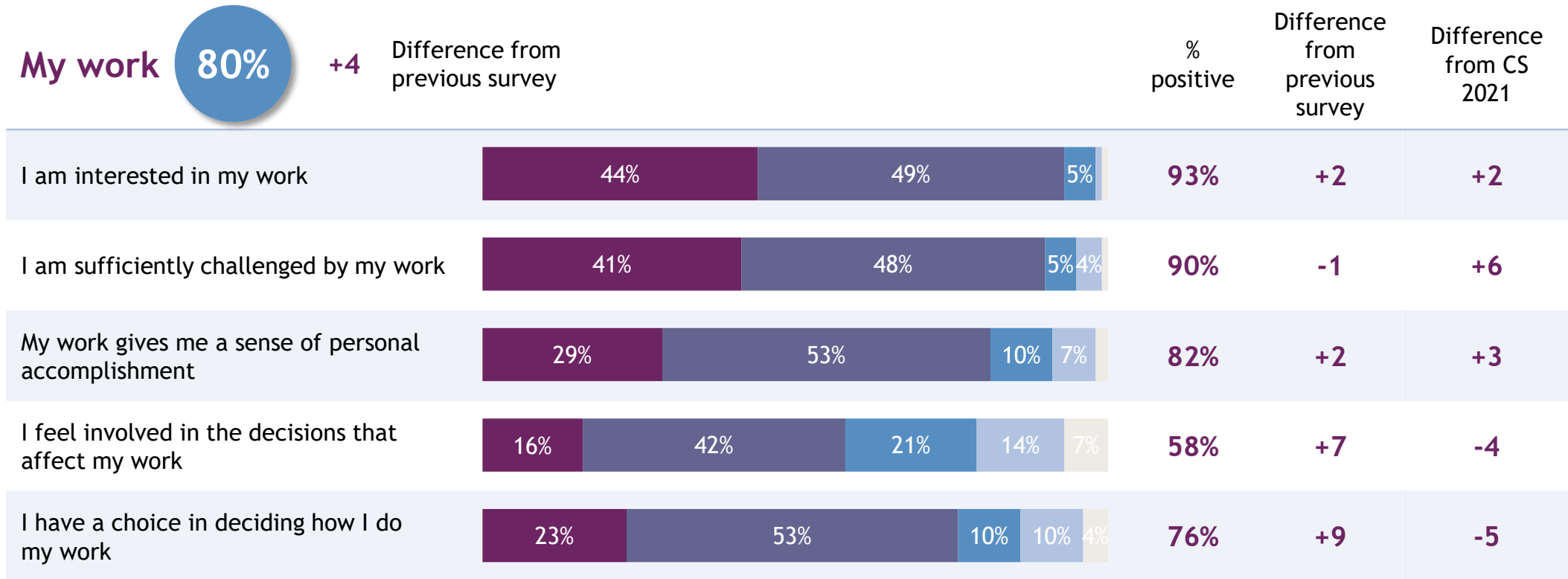
Where PHSO compares most positively

Civil Service Benchmark 2021	Questions higher than CSPS benchmark 	PHSO (% positive)	Difference from CSPS (% point)
	I believe that the Ombudsman and CEO have a clear vision for the future of PHSO	82%	+22
	Compared to people doing a similar job in other organisations I feel my pay is reasonable	51%	+19
	I receive regular feedback on my performance	89%	+17
	I am satisfied with the total benefits package	59%	+14
	My manager helps me to understand how I contributed to PHSO's objectives	84%	+12
	The feedback I receive helps to improve my performance	81%	+12
	I feel that my pay adequately reflects my performance	50%	+12

Where PHSO compares least positively

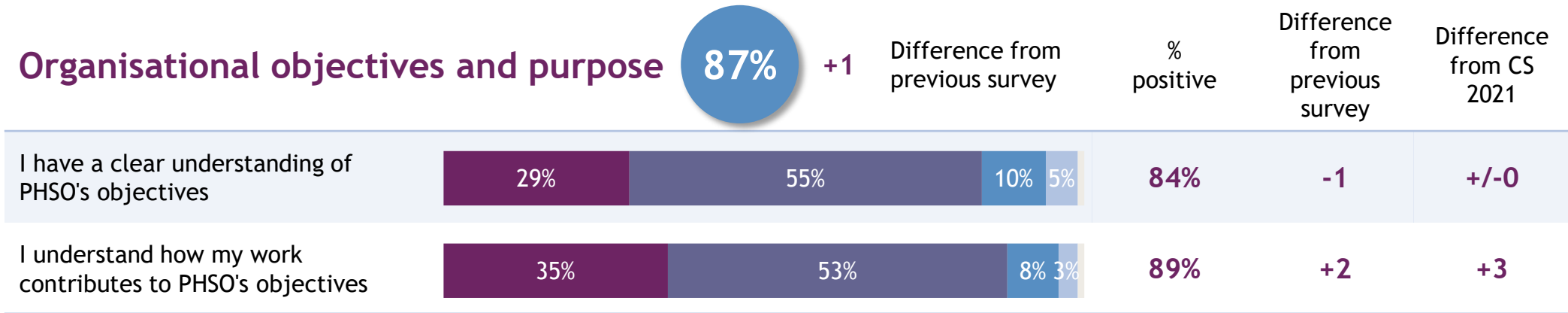
Questions lower than CSPS benchmark 	PHSO (% positive)	Difference from CSPS (% point)
There are opportunities for me to develop my career in PHSO	46%	-8
I have a choice in deciding how I do my work	76%	-5
PHSO keeps me informed about matters that affect me	66%	-4
I feel involved in the decisions that affect my work	58%	-4
I feel that change is managed well in PHSO	39%	-2

Questions by theme



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

Questions by theme



Strongly agree
 Agree
 Neither
 Disagree
 Strongly disagree

Questions by theme

My manager

83%

+6

Difference from previous survey

% positive

Difference from previous survey

Difference from CS 2021

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% positive	Difference from previous survey	Difference from CS 2021
My manager motivates me to be more effective in my job	45%	39%	11%	3%	2%	84%	+5	+7
My manager is considerate of my life outside work	66%	28%	3%	1%	2%	95%	+6	+5
My manager is open to my ideas	52%	40%	5%	1%	2%	91%	+6	+4
My manager helps me to understand how I contribute to PHSO's objectives	39%	44%	12%	3%	2%	84%	+10	+12
Overall, I have confidence in the decisions made by my manager	51%	36%	7%	2%	2%	88%	+5	+6

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

Questions by theme

My manager		% positive	Difference from previous survey	Difference from CS 2021
My manager recognises when I have done my job well		93%	+6	+9
I receive regular feedback on my performance		89%	+5	+17
The feedback I receive helps me to improve my performance		81%	+7	+12
I think that my performance is evaluated fairly		82%	+8	+9
Poor performance is dealt with effectively in my team		47%	+6	+6

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

Questions by theme

My team

87%

+7

Difference from previous survey

% positive

Difference from previous survey

Difference from CS 2021

Statement	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% positive	Difference from previous survey	Difference from CS 2021
The people in my team can be relied upon to help when things get difficult in my job	53%	38%	6%	4%		90%	+3	+2
The people in my team work together to find ways to improve the service we provide	44%	43%	9%	4%		87%	+5	+1
The people in my team are encouraged to come up with new and better ways of doing things	43%	42%	9%	5%		85%	+13	+6

Strongly agree
 Agree
 Neither
 Disagree
 Strongly disagree

Questions by theme

Learning and development (career and personal development)

57%

+3

Difference from previous survey

% positive

Difference from previous survey

Difference from CS 2021

Statement	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% positive	Difference from previous survey	Difference from CS 2021
I am able to access the right learning and development opportunities for my current role when I need to	18%	53%	17%	10%	2%	71%	+8	+4
Learning and development activities I have completed in the past 12 months for my current role have helped to improve my performance	15%	41%	30%	11%	3%	56%	-1	+5

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

Questions by theme

Learning and development (career and personal development)

		% positive	Difference from previous survey	Difference from CS 2021
The experience I have gained while working for PHSO is beneficial for my personal development*		82%	+3	N/A
The experience I have gained while working for PHSO is beneficial for my career development (whether at PHSO or elsewhere)*		75%	-3	N/A
There are opportunities for me to develop my career in PHSO		46%	+4	-8
Learning and development activities I have completed while working for PHSO will help me to develop my career (whether at PHSO or elsewhere)**		56%	+1	+6

Strongly agree
 Agree
 Neither
 Disagree
 Strongly disagree

*Question is not included in the CSPS and has not been included in the overall score for learning and development.

**This question was amended in 2020. Therefore, direct comparisons with the CSPS should be treated with caution.

Questions by theme

Inclusion and fair treatment

82%

+5

Difference from previous survey

% positive

Difference from previous survey

Difference from CS 2021

Statement	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% positive	Difference from previous survey	Difference from CS 2021
I am treated fairly at work	39%	46%	8%	6%		85%	+4	+/-0
I am treated with respect by the people I work with	46%	43%	9%			88%	+2	-1
I feel valued for the work I do	32%	40%	16%	9%		72%	+5	-1
I think that PHSO respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc.)	39%	42%	9%	7%		81%	+8	+1

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

Questions by theme

Resources and workload

77%

+8

Difference from previous survey

% positive

Difference from previous survey

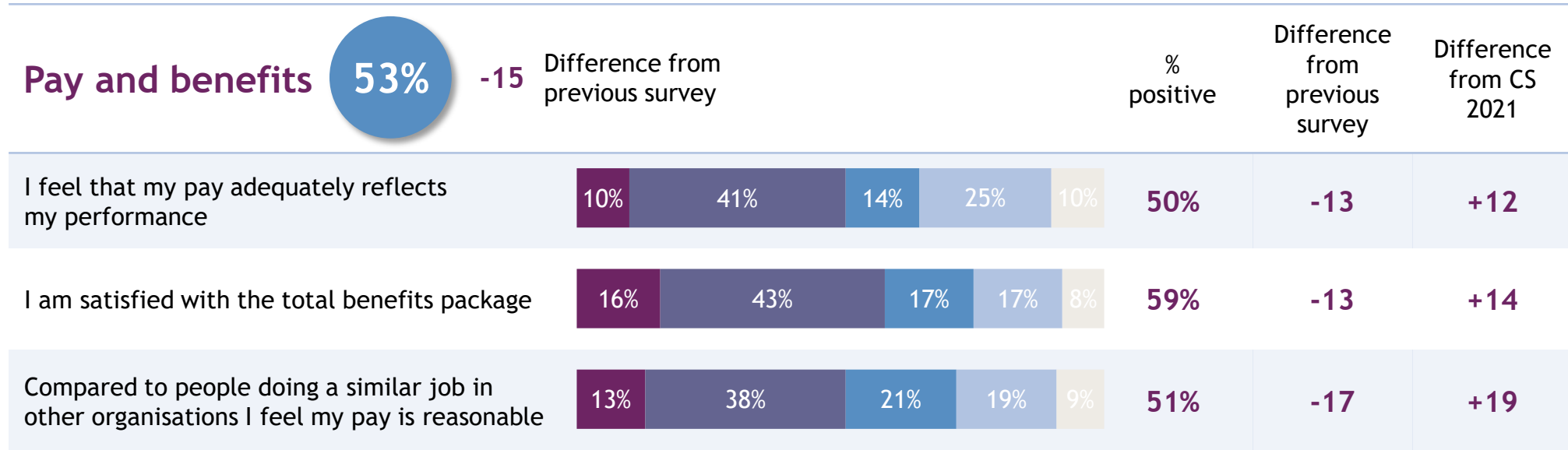
Difference from CS 2021

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% positive	Difference from previous survey	Difference from CS 2021
I get the information I need to do my job well	20%	51%	13%	13%	1%	72%	+7	-1
I have clear work objectives	26%	53%	11%	8%	2%	79%	+8	+1
I have the skills I need to do my job effectively	31%	61%	4%	0%	0%	93%	+4	+3
I have the tools I need to do my job effectively	22%	54%	11%	12%	1%	76%	+12	+/-0
I have an acceptable workload	11%	56%	15%	13%	5%	67%	+14	+5
I achieve a good balance between my work life and my private life	21%	54%	14%	9%	2%	75%	+5	+3
The technology provided by PHSO enables me to easily connect and collaborate with the colleagues that I need to for me to do my job effectively, from any location*	31%	54%	9%	4%	2%	85%	N/A	N/A

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

*New question added for 2021 (not included in the overall score). Does not have comparator scores in previous surveys.

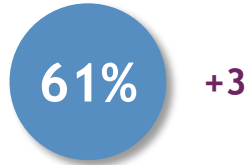
Questions by theme



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

Questions by theme

Leadership and managing change



Difference from previous survey

% positive

Difference from previous survey

Difference from CS 2021

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% positive	Difference from previous survey	Difference from CS 2021
The Ombudsman and CEO are sufficiently visible*	30%	53%	10%	7%	1%	82%	-5	N/A
Members of PHSO's Executive Team are sufficiently visible*	15%	39%	23%	18%	5%	55%	-1	N/A
Assistant Directors in PHSO are sufficiently visible*	20%	46%	19%	12%	2%	66%	+4	N/A
I believe the actions of the Ombudsman and CEO are consistent with PHSO's values*	31%	48%	13%	6%	2%	79%	+5	N/A
I believe the actions of the Executive Team are consistent with PHSO's values*	19%	34%	30%	13%	4%	53%	+2	N/A






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

PHSO's staff survey includes a greater number of questions in this section than the CSPS. These additional questions are used in calculating the overall theme score so direct comparison with the CSPS should be treated with caution.

*Note that this question does not have a comparator score in the CSPS.

Questions by theme

Leadership and managing change

		% positive	Difference from previous survey	Difference from CS 2021
I believe the actions of Assistant Directors are consistent with PHSO's values*		64%	+13	N/A
I believe that the Ombudsman and CEO have a clear vision for the future of PHSO		82%	+/-0	+22
Overall, I have confidence in the decisions made by the Executive Team*		58%	+3	N/A
Overall, I have confidence in the decisions made by Assistant Directors*		60%	+7	N/A
I feel that change is managed well in PHSO		39%	-3	-2

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

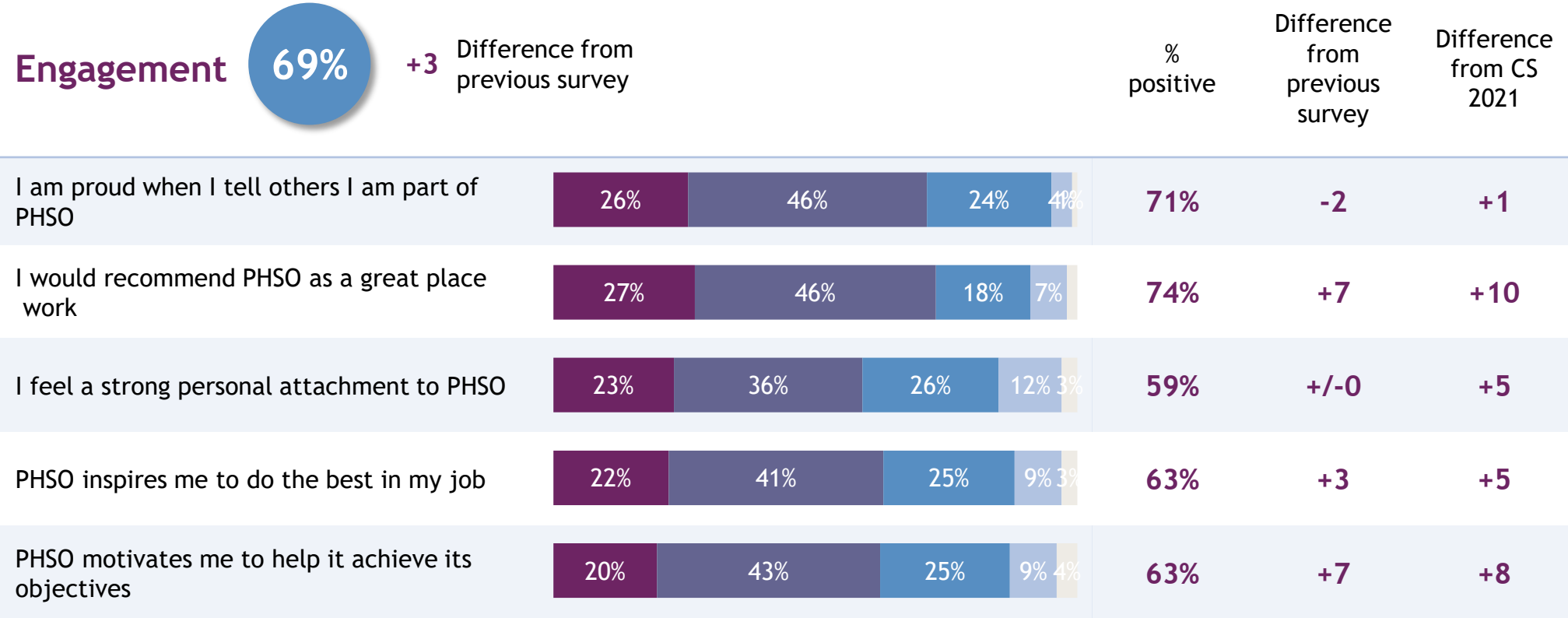
*Note that this question does not have a comparator score in the CSPS.

Questions by theme

Leadership and managing change					% positive	Difference from previous survey	Difference from CS 2021	
When changes are made in PHSO they are usually for the better	7%	34%	37%	16%	7%	41%	-3	+/-0
PHSO keeps me informed about matters that affect me	12%	54%	17%	13%	4%	66%	-2	-4
I have the opportunity to contribute my views before decisions are made that affect me	11%	37%	24%	19%	9%	48%	+6	+2
I think it is safe to challenge the way things are done in PHSO	12%	49%	21%	11%	6%	61%	+12	+6

Strongly agree
 Agree
 Neither
 Disagree
 Strongly disagree

Questions by theme



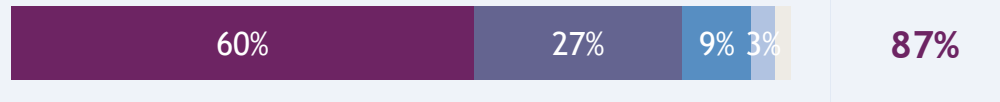
● Strongly agree
 ● Agree
 ● Neither
 ● Disagree
 ● Strongly disagree

Questions by theme

Engagement

%
positive

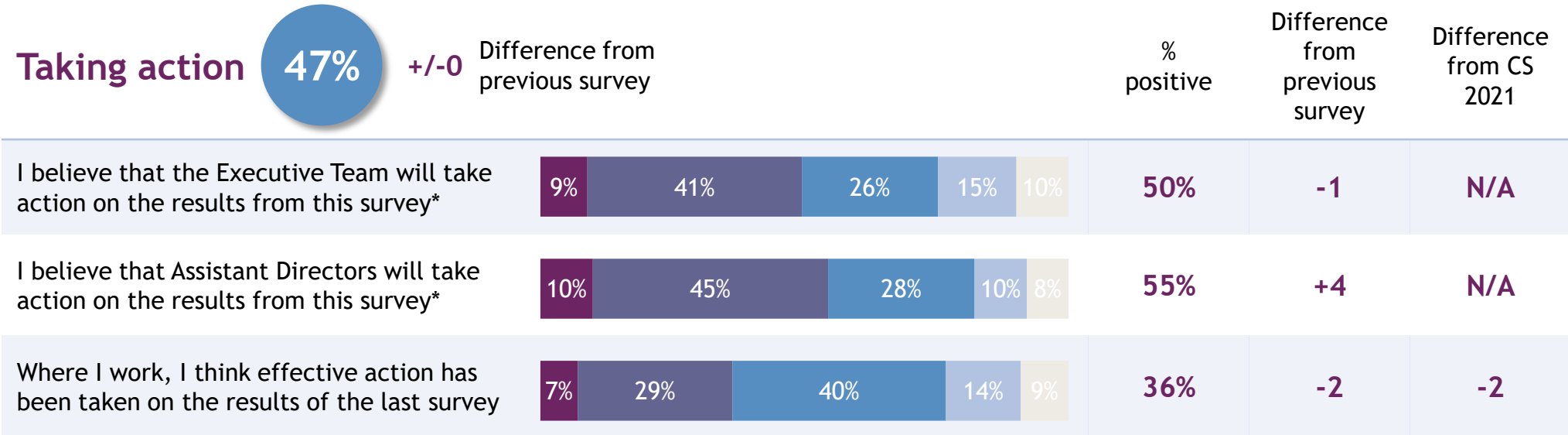
I consider how my work impacts upon the public in the course of carrying out my duties*



● Often or always ● Some of the time ● Occasionally ● Hardly ever ● Never

*New question added for 2021 (not included in the overall score). Does not have comparator scores in previous surveys.

Questions by theme

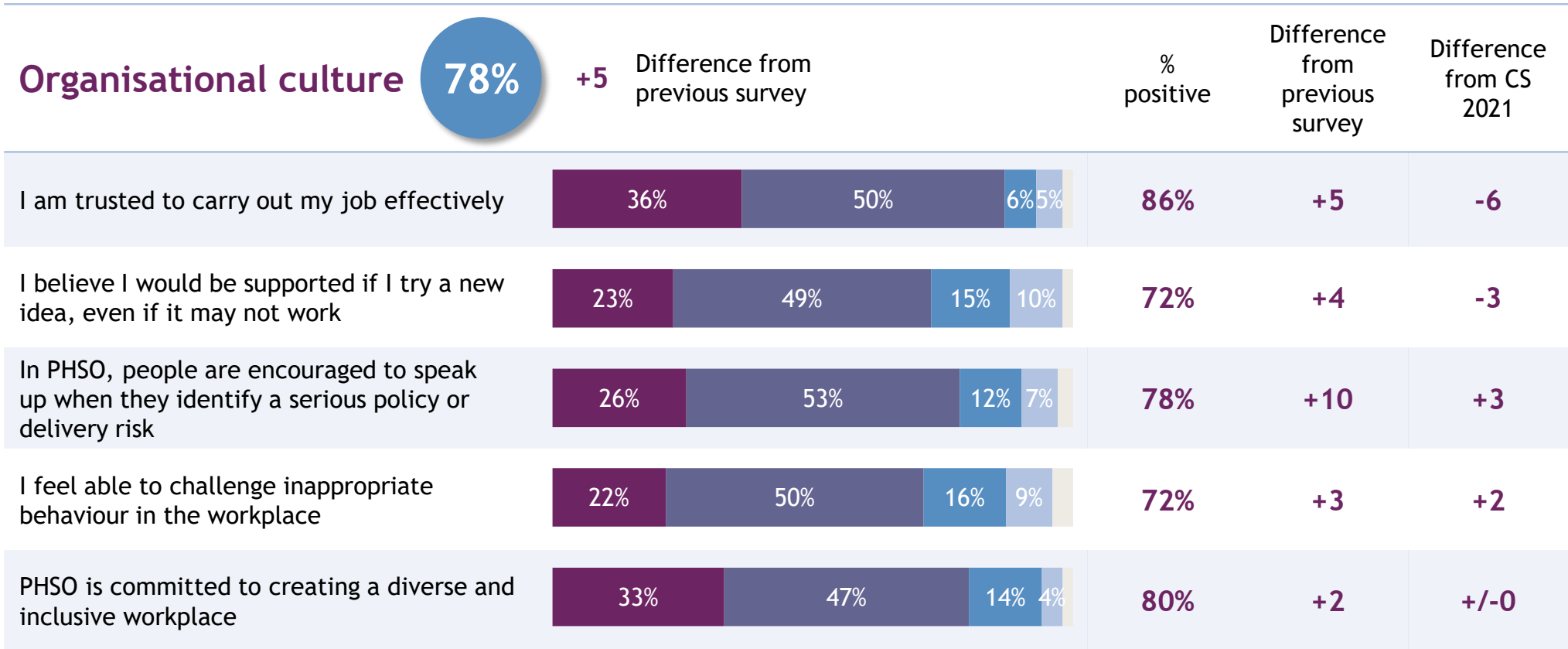


● Strongly agree
 ● Agree
 ● Neither
 ● Disagree
 ● Strongly disagree

PHSO's staff survey includes a greater number of questions in this section than the CSPA. These additional questions are used in calculating the overall theme score so direct comparison with the CSPA should be treated with caution.

*Note that this question does not have a comparator score in the CSPA.

Questions by theme



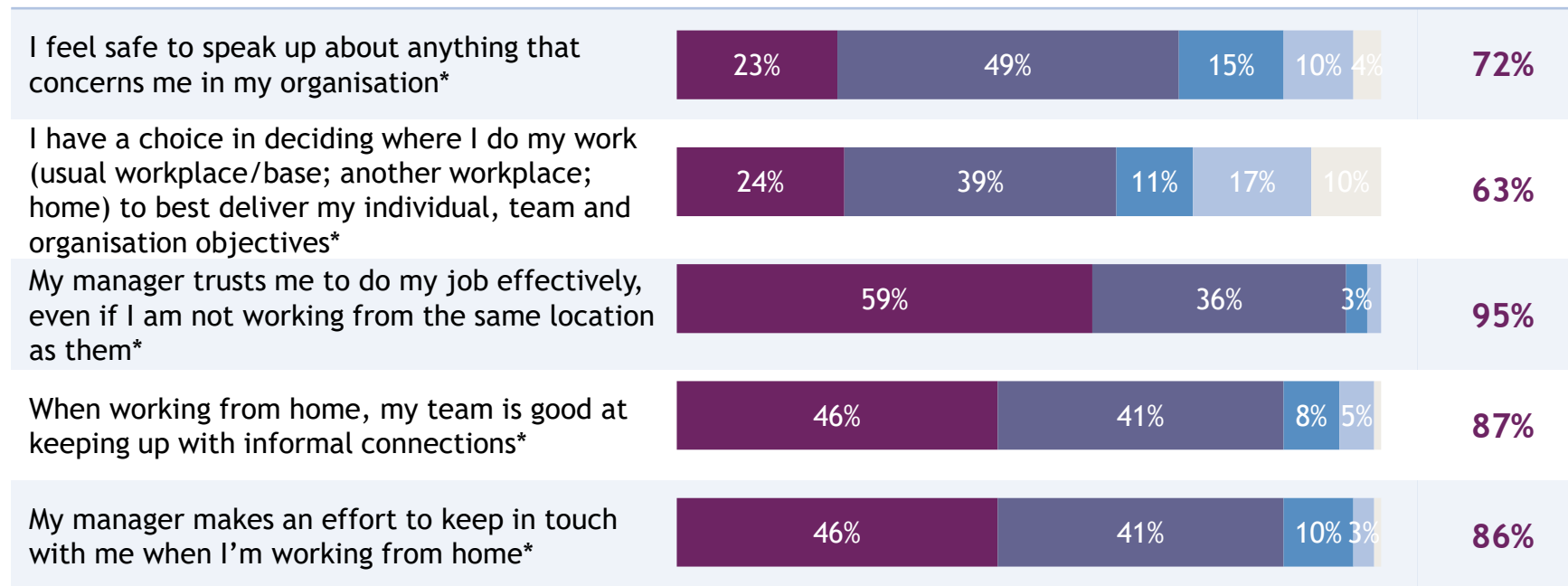
● Strongly agree
 ● Agree
 ● Neither
 ● Disagree
 ● Strongly disagree



Questions by theme

Organisational culture

%
positive



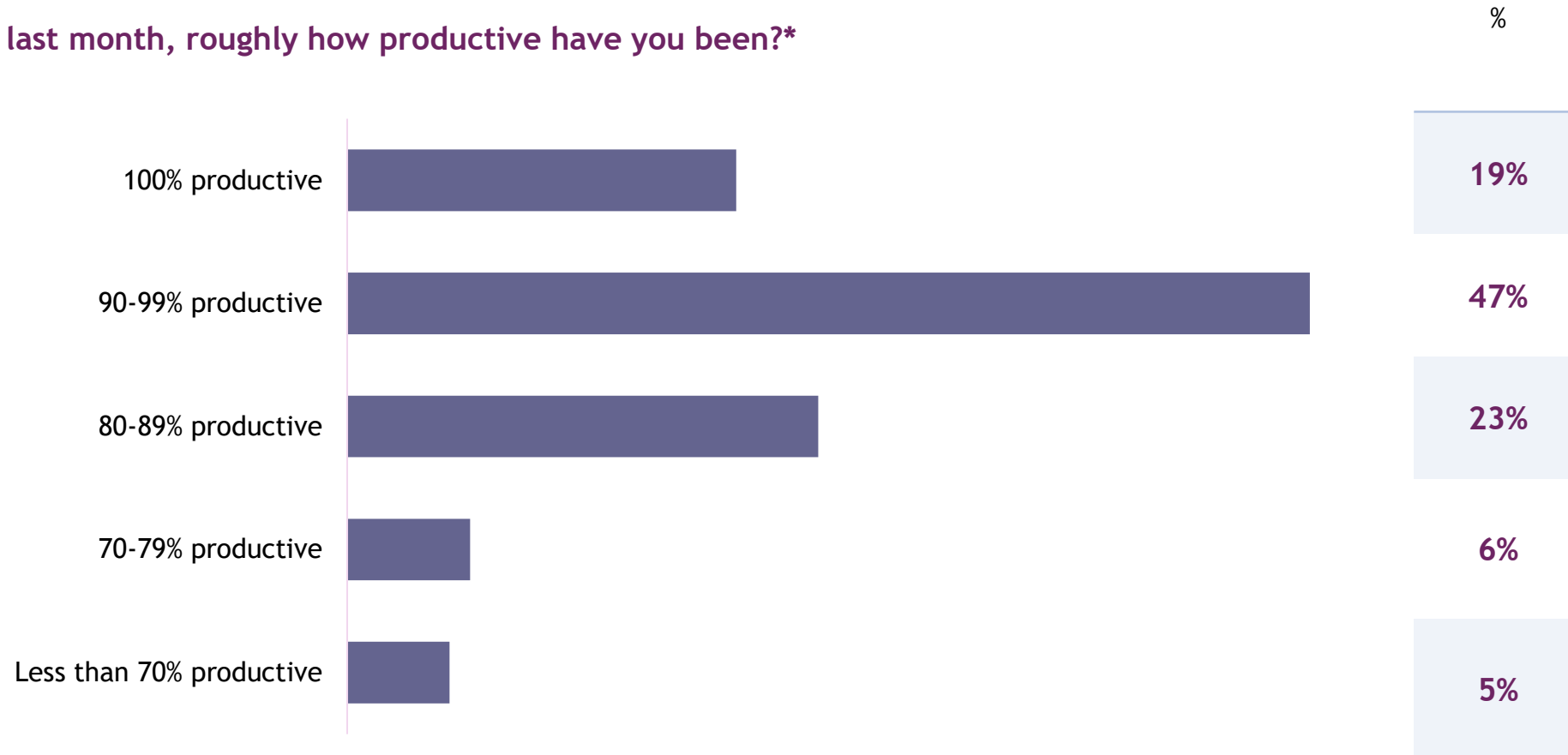
● Strongly agree ● Agree ● Neither ● Disagree ● Strongly disagree

*New question added for 2021 (not included in overall score). Does not have comparator scores in previous surveys.

Questions by theme

Organisational culture - productivity

Over the last month, roughly how productive have you been?*



*Data was self-reported by respondents in November/December 2021.

Questions by theme

Support for managers

89%

+4

Difference from previous survey

% positive

Difference from previous survey

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% positive	Difference from previous survey
I understand what is expected of me as a manager	41%	55%	4%			96%	+12
As a manager, I feel adequately supported to deliver my responsibilities	29%	53%	11%	6%		81%	+1
As a manager, I feel confident in supporting others with their health and wellbeing at work	36%	58%	5%			94%	+/-0
As a manager, I feel confident in addressing poor performance in my team	33%	54%	6%	8%		86%	+4

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

Questions by theme

Customer service

70%

+1

Difference from previous survey

% positive

Difference from previous survey

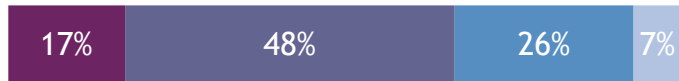
I understand my customers'/service users' needs



94%

+1

My Area/Directorate/Division sets goals that are appropriately aligned to customer/service user requirements



65%

+2

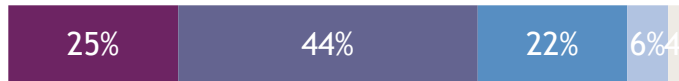
In PHSO, ideas and innovation are increasingly driven by customer/service user experience



53%

-1

I feel supported when faced by unacceptable actions from customers/service users



69%

+3

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

Questions by theme

Safe to challenge

%
yes

In the last 12 months, I have seen someone else being bullied or treated unfairly in PHSO*

22%

72%

6%

22%



Yes



No



Prefer not to
say

*New question added for 2021 (not included in the overall score). Does not have comparator scores in previous surveys.

Questions by theme

Safe to challenge

58%

% positive

I make a point of tackling bullying, harassment and other inappropriate behaviours when I see it happening around me*



63%

I feel comfortable speaking to those more senior than me about their actions and impact*



50%

I feel confident that if I challenged someone more senior than me in my Area/Directorate/Division they would be open to receiving the challenge*



41%

If I see or experience any form of wrongdoing in PHSO, I know how to raise a concern*



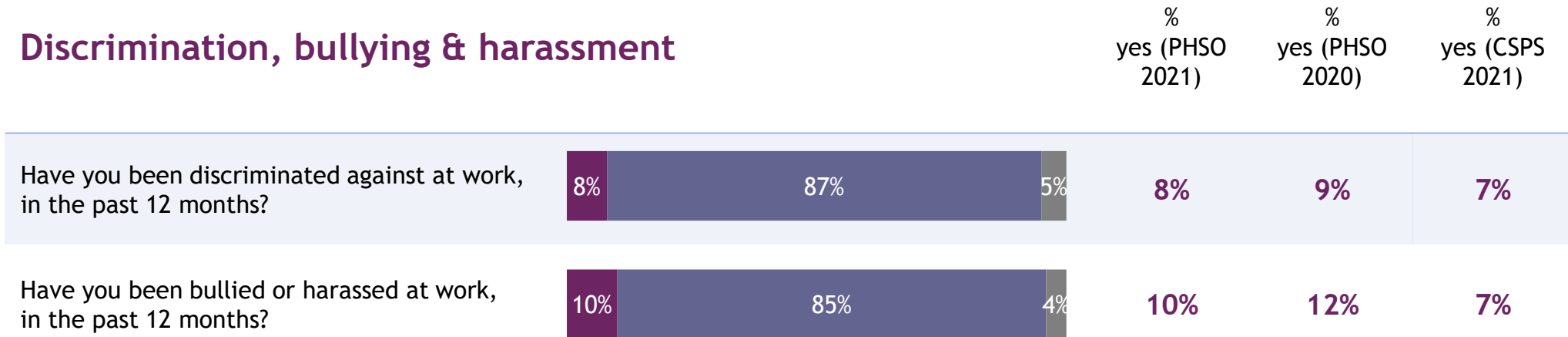
79%

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

*New question added for 2021. Does not have comparator scores in previous surveys.

Questions by theme

Discrimination, bullying & harassment



● Yes ● No ● Prefer not to say

Discrimination grounds

On which of the following grounds were you discriminated against?	No. of responses:
Age	-
Caring responsibilities	-
Disability	10
Ethnic background	-
Gender	-
Grade or responsibility level	-
Mental health	-
Pay	-
Pregnancy, maternity or paternity	-
Religion or belief	-
Sexual orientation	-
Social or educational background	-
Working location	-
Working pattern	-
Any other grounds	-
Prefer not to say	-

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

(Base: 29)

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	-
Treated less favourably to others	-
Humiliated in front of team or others	11
Intimidation or verbal aggression (e.g. shouting, swearing, making threats)	-
Removal of job responsibilities, unconstructive criticism, or impossible/changing expectations	11
Spreading gossip or making false accusations about me	-
Undermining or taking credit for my work	12
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: 39)

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		11*
Another senior member of staff in PHSO		-
Someone I manage		-
Someone working in a different organisation		-
A contractor		-
A service user (e.g. complainant) ¹		-
A member of the public		-
Someone else not listed here		-
Prefer not to say		-
	(Base: 29)	(Base: 39)

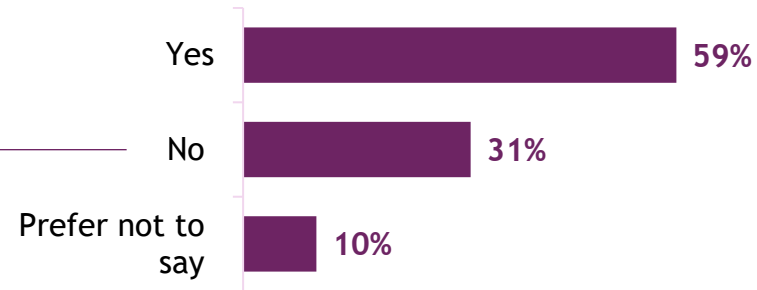
Answers with a sample base of lower than 10 have been suppressed, as shown by ‘-’

*those who have experienced bullying/ harassment

¹In the questionnaire presented to participants, this question was phrased as ‘A service user (e.g. customer, claimant, offender)’

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	15
Confided in someone (e.g. a colleague)	-
In another way	-

(Base: 23)

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
- I did not believe that corrective action would be taken
- 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

No options were answered by 10 or more staff

(Base: 12)

Bullying and harassment

Was appropriate action taken to address the behaviour you experienced?



Has the bullying and/or harassment stopped?

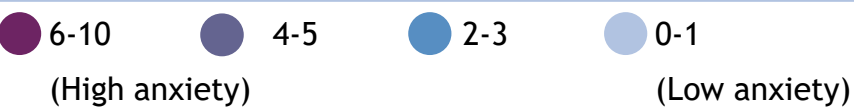
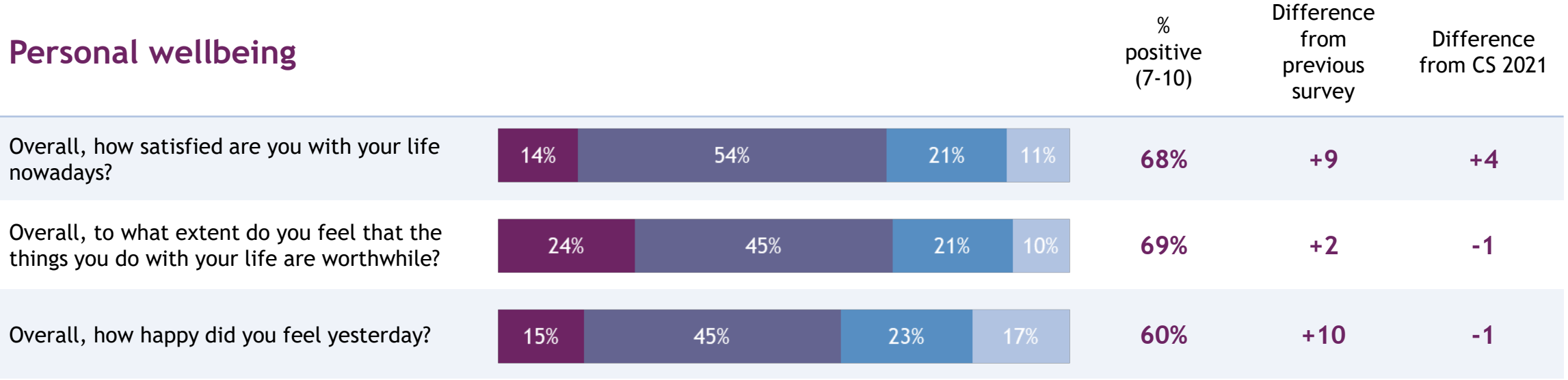


● Yes ● No ● Prefer not to say

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

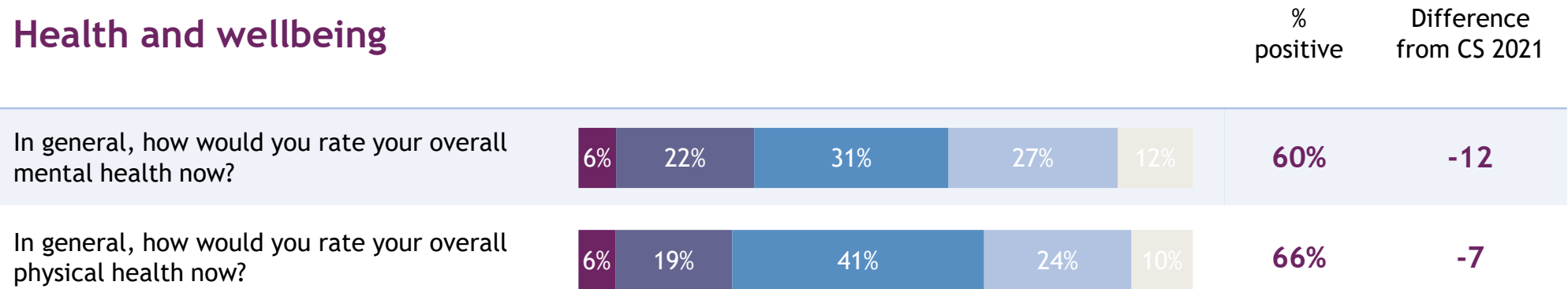
Questions by theme

Personal wellbeing

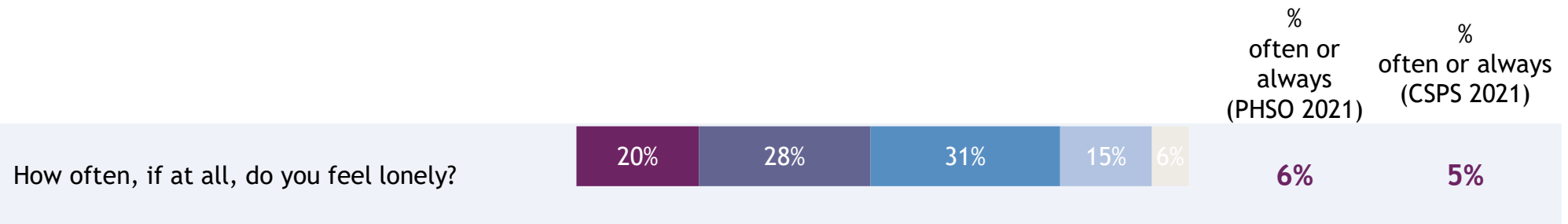


Questions by theme

Health and wellbeing



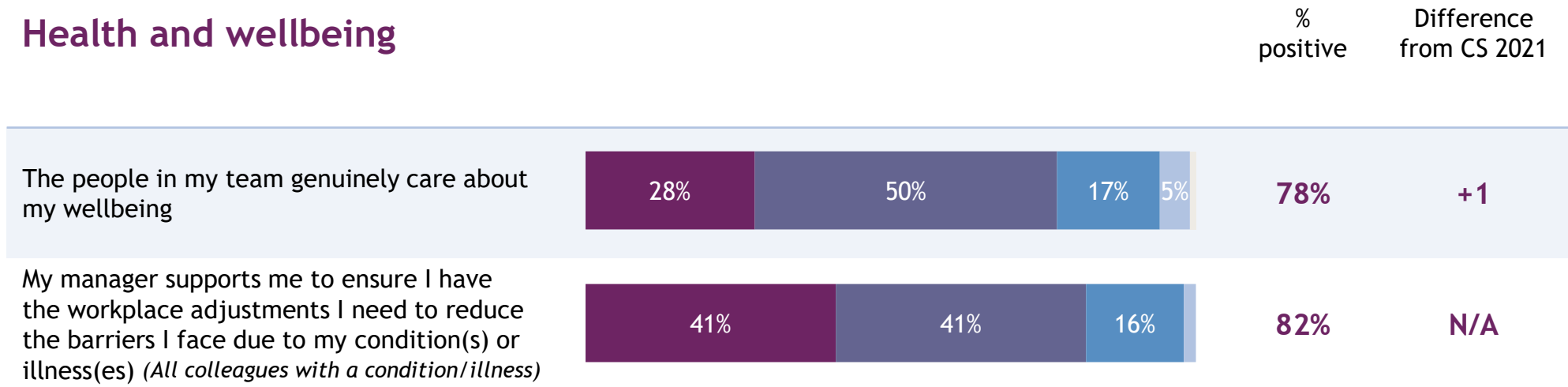
● Excellent
 ● Very good
 ● Good
 ● Fair
 ● Poor



● Never
 ● Hardly ever
 ● Occasionally
 ● Some of the time
 ● Often or always

Questions by theme

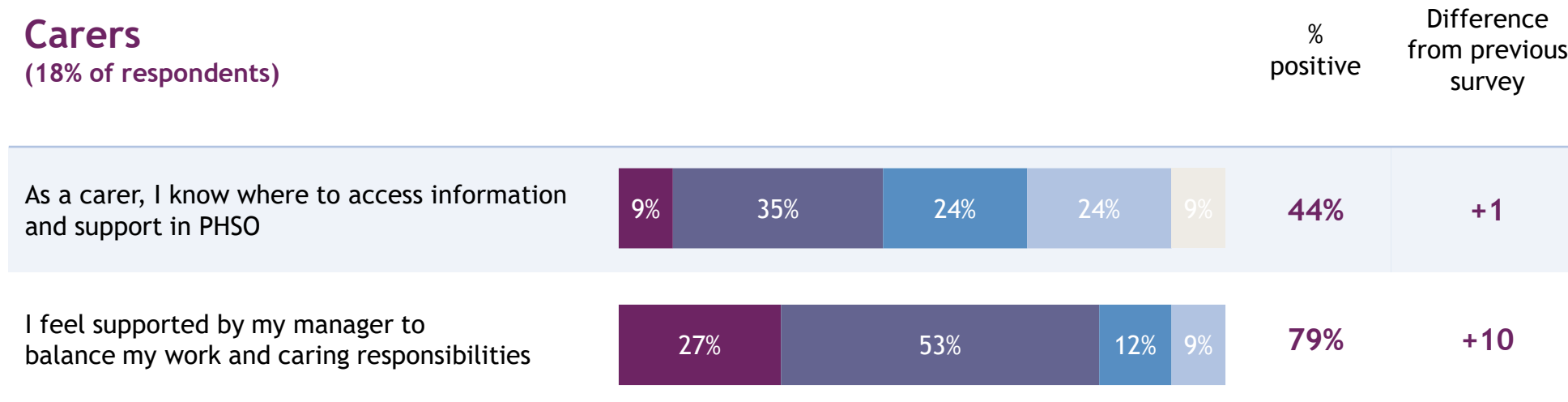
Health and wellbeing



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

Questions by theme

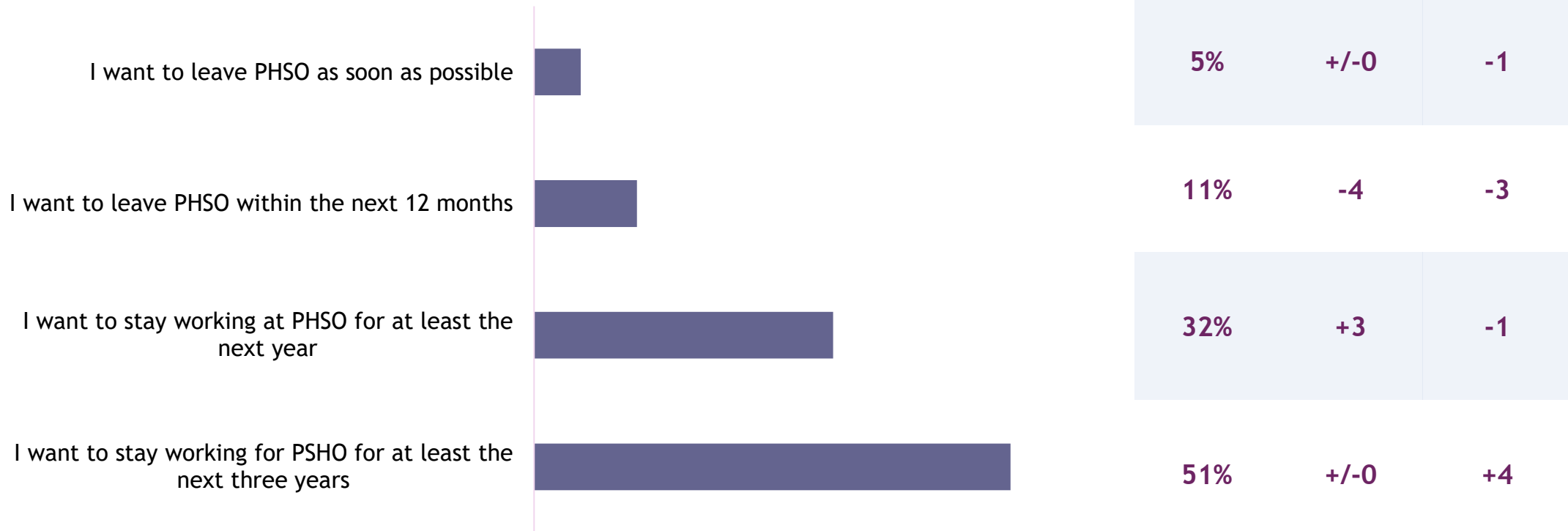
Carers (18% of respondents)



● 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 2021 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](#).