

2024 Staff Survey

The results (PHSO)



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Staff Survey 2024: PHSO results

Response rate: 86%

No. of responses: 458

Engagement
Index: 62%

Largest improvement since 2023*	% positive	Difference
Members of PHSO’s Executive Team are sufficiently visible	53%	+/-0
The people in my team work together to find ways to improve the service we provide	88%	+/-0
I achieve a good balance between my work life and my private life	80%	-1%
I have the skills I need to do my job effectively	93%	-1%
The people in my team can be relied upon to help when things get difficult in my job	91%	-1%

Largest deterioration since 2023*	% positive	Difference
I believe that the Ombudsman and CEO have a clear vision for the future of PHSO	40%	-27%
I believe the actions of the Ombudsman and CEO are consistent with PHSO’s values	52%	-19%
I think it is safe to challenge the way things are done in PHSO	38%	-17%
The Ombudsman and CEO are sufficiently visible	69%	-16%
Learning and development activities I have completed while working for PHSO will help me to develop my career (whether at PHSO or elsewhere)	40%	-16%

*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
<p>62%</p> <p>Comparison: CSPS 2024: 64% -2 Staff Survey 2023: 68% -6</p>	<p>74%</p> <p>Comparison: CSPS 2024: 77% -4 Staff Survey 2023: 81% -8</p>	<p>77%</p> <p>Comparison: CSPS 2024: 83% -6 Staff Survey 2023: 86% -9</p>	<p>84%</p> <p>Comparison: CSPS 2024: 78% +6 Staff Survey 2023: 90% -5</p>	<p>87%</p> <p>Comparison: CSPS 2024: 84% +3 Staff Survey 2023: 90% -2</p>
Learning and development	Inclusion and fair treatment	Resources and workload	Pay and benefits	Leadership and managing change
<p>44%</p> <p>Comparison: CSPS 2024: 56% -12 Staff Survey 2023: 53% -9</p>	<p>77%</p> <p>Comparison: CSPS 2024: 81% -4 Staff Survey 2023: 84% -7</p>	<p>79%</p> <p>Comparison: CSPS 2024: 76% +3 Staff Survey 2023: 82% -4</p>	<p>41%</p> <p>Comparison: CSPS 2024: 34% +7 Staff Survey 2023: 50% -9</p>	<p>44%</p> <p>Comparison: CSPS 2024: 52% -8 Staff Survey 2023: 56% -12</p>

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

*Learning and development - 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*	Safe to challenge*	Intentions to stay for at least one year
35% Comparison: CSPS 2024: N/A Staff Survey 2023: 48% -13	72% Comparison: CSPS 2024: N/A Staff Survey 2023: 79% -8	88% Comparison: CSPS 2024: N/A Staff Survey 2023: 91% -2	56% Comparison: CSPS 2024: N/A Staff Survey 2023: 61% -5	77% Comparison: CSPS 2024: 80% -3 Staff Survey 2023: 81% -4
Satisfaction with life nowadays**	Anxiety***	Discrimination experienced	Bullying & harassment experienced	
61% Comparison: CSPS 2024: 68% -7 Staff Survey 2023: 58% +3	37% Comparison: CSPS 2024: 35% +2 Staff Survey 2023: 38% -1	10% (experienced discrimination) Comparison: CSPS 2024: 7% +3 Staff Survey 2023: 8% +2	8% (experienced bullying & harassment) Comparison: CSPS 2024: 6% +3 Staff Survey 2023: 7% +1	


*Not directly comparable to CSPS or no comparison available


**‘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
I have the skills I need to do my job effectively	93%
My manager is considerate of my life outside work	93%
The people in my team can be relied upon to help when things get difficult in my job	91%
My manager is open to my ideas	90%
The people in my team work together to find ways to improve the service we provide	88%

What are colleagues most negative about?	 % disagree
I feel that change is managed well in PHSO	52%
I feel that my pay adequately reflects my performance	46%
Compared to people doing a similar job in other organisations I feel my pay is reasonable	45%
There are opportunities for me to develop my career in PHSO	42%
I think it is safe to challenge the way things are done in PHSO	39%


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


Comparing our results to CSPS*

Where PHSO compares **most positively**

Where PHSO compares **least positively**

Civil Service Benchmark 2024

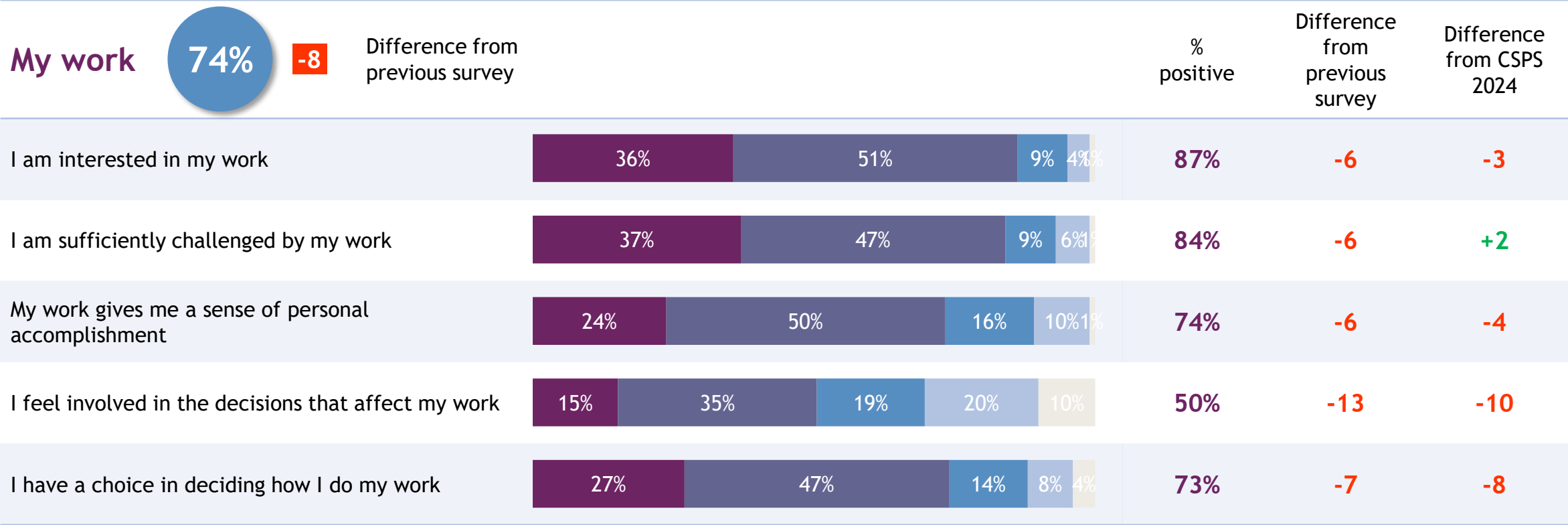
Questions higher than CSPS benchmark 	PHSO (% positive)	Difference from CSPS (% point)
Compared to people doing a similar job in other organisations I feel my pay is reasonable	37%	+10
The feedback I receive helps me to improve my performance	78%	+10
I receive regular feedback on my performance	82%	+9
My manager motivates me to be more effective in my job	84%	+8
I am satisfied with the total benefits package (for example base pay, benefits and pension)**	48%	+8
My manager helps me to understand how I contribute to PHSO's objectives	77%	+6
I think that my performance is evaluated fairly	79%	+6

Questions lower than CSPS benchmark 	PHSO (% positive)	Difference from CSPS (% point)
There are opportunities for me to develop my career in PHSO	33%	-19
I think it is safe to challenge the way things are done in PHSO	38%	-13
Learning and development activities I have completed while working for PHSO will help me to develop my career (whether at PHSO or elsewhere)**	40%	-12
I feel that change is managed well in PHSO	22%	-11
PHSO keeps me informed about matters that affect me	53%	-11
I feel involved in the decisions that affect my work	50%	-10
I feel able to challenge inappropriate behaviour in the workplace	62%	-9

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

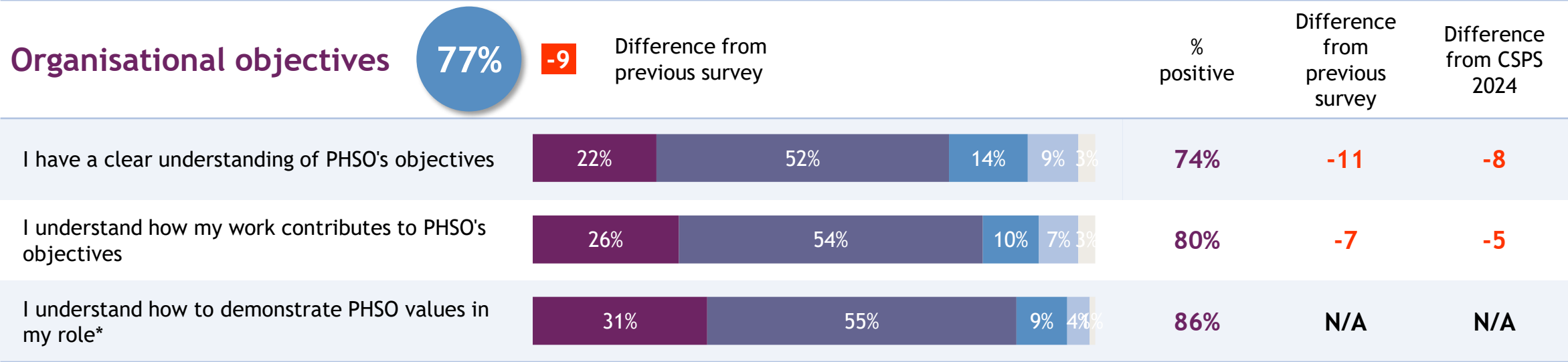
**This question has been updated for 2024. Therefore, direct comparisons with the previous survey and CSPS should be treated with caution.

Questions by theme



Strongly agree Agree Neither Disagree Strongly disagree

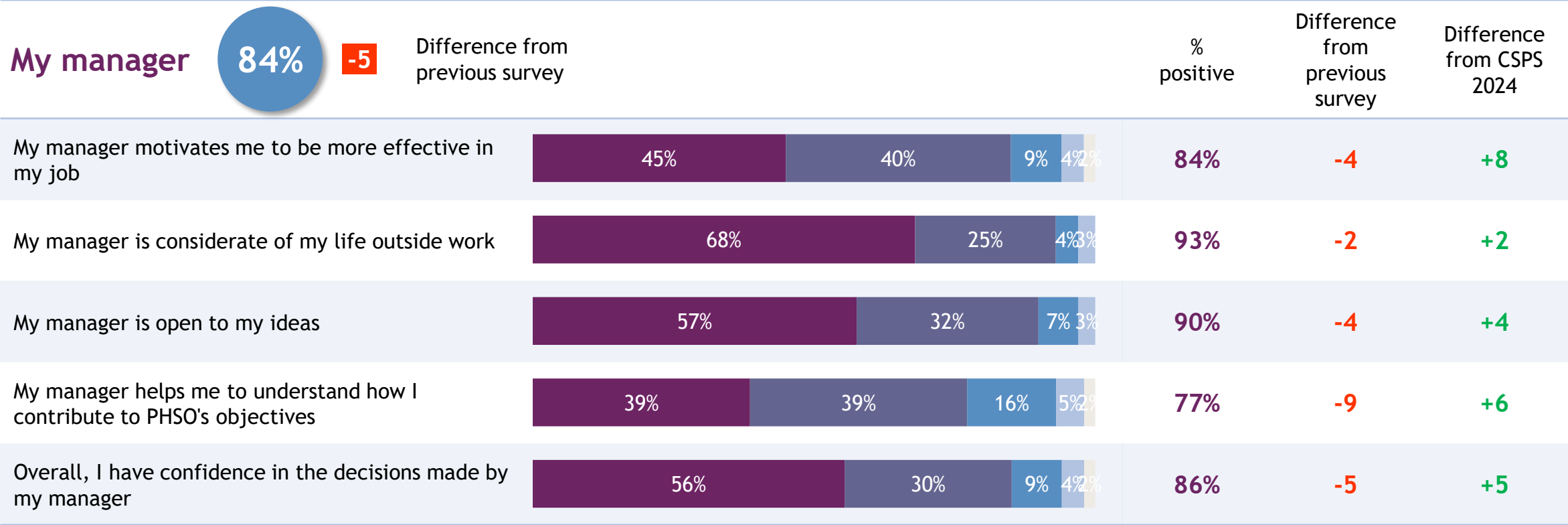
Questions by theme



*New question added for 2024 (not included in overall theme score). Does not have comparator score in previous surveys.

Strongly agree Agree Neither Disagree Strongly disagree

Questions by theme



Strongly agree Agree Neither Disagree Strongly disagree

Questions by theme

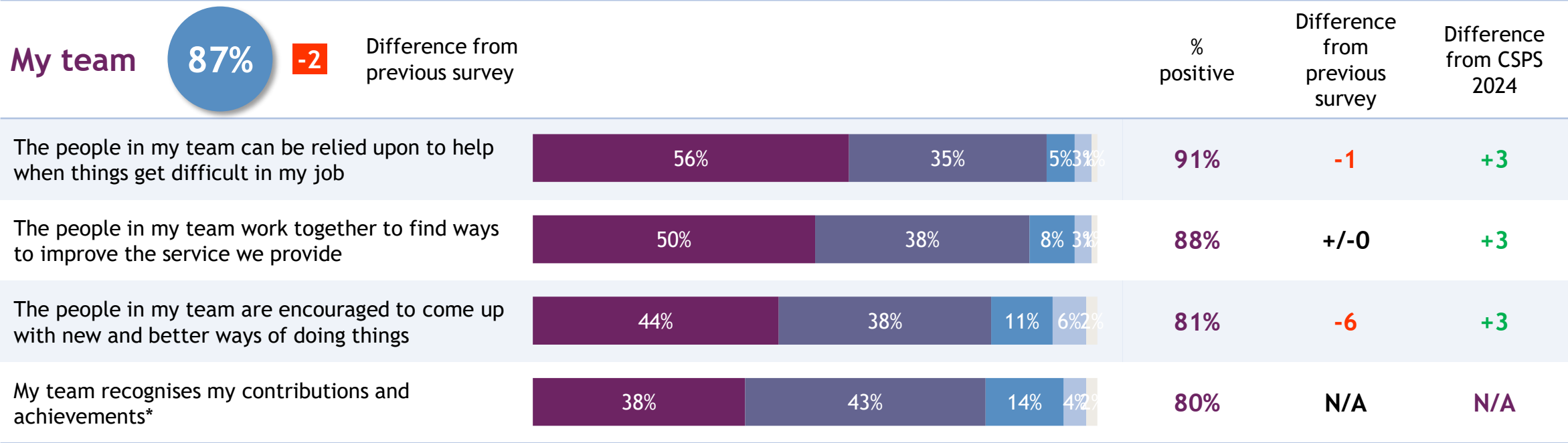
My manager

		% positive	Difference from previous survey	Difference from CSPS 2024
My manager recognises when I have done my job well	<div><div>53%</div><div>35%</div><div>7%</div><div>4%</div><div>1%</div></div>	88%	-6	+4
I receive regular feedback on my performance	<div><div>45%</div><div>38%</div><div>11%</div><div>5%</div><div>1%</div></div>	82%	-6	+9
The feedback I receive helps me to improve my performance	<div><div>42%</div><div>36%</div><div>15%</div><div>5%</div><div>2%</div></div>	78%	-7	+10
I think that my performance is evaluated fairly	<div><div>43%</div><div>37%</div><div>13%</div><div>6%</div><div>1%</div></div>	79%	-6	+6
The one-to-one conversations I have with my manager are helping me to achieve my full potential*	<div><div>43%</div><div>34%</div><div>14%</div><div>6%</div><div>2%</div></div>	77%	N/A	N/A

*New question added for 2024 (not included in overall theme score). Does not have comparator score in previous surveys.

Strongly agree Agree Neither Disagree Strongly disagree

Questions by theme



*New question added for 2024 (not included in overall theme score). Does not have comparator score in previous surveys.

Strongly agree Agree Neither Disagree Strongly disagree

Questions by theme

Learning and development (career and personal development)



-9

Difference from
previous survey

%
positive

Difference
from
previous
survey

Difference
from CSPS
2024

I am able to access the right learning and development opportunities for my current role when I need to	<div><div>15%</div><div>47%</div><div>21%</div><div>13%</div><div>5%</div></div>	62%	-6	-6
Learning and development activities I have completed in the past 12 months for my current role have helped to improve my performance	<div><div>11%</div><div>29%</div><div>31%</div><div>23%</div><div>6%</div></div>	40%	-14	-13

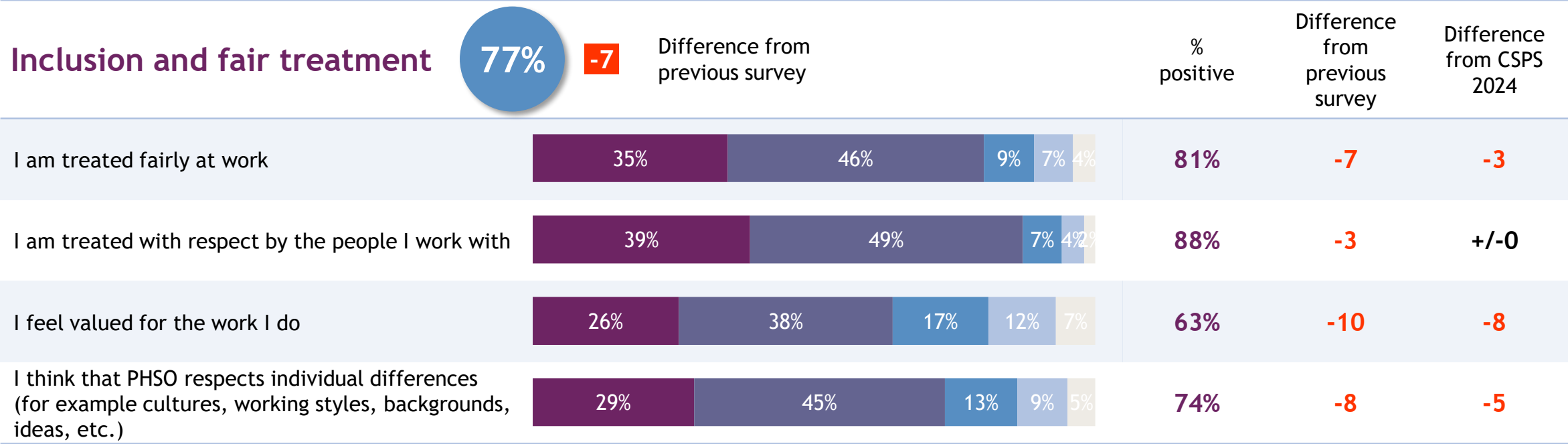
Strongly agree Agree Neither Disagree Strongly disagree

Questions by theme

Learning and development (career and personal development)		% positive	Difference from previous survey	Difference from CSPS 2024
The experience I have gained while working for PHSO is beneficial for my personal development*	<div><div>23%</div><div>48%</div><div>19%</div><div>7%</div><div>3%</div></div>	71%	-8	N/A
The experience I have gained while working for PHSO is beneficial for my career development (whether at PHSO or elsewhere)*	<div><div>22%</div><div>47%</div><div>21%</div><div>7%</div><div>3%</div></div>	69%	-7	N/A
There are opportunities for me to develop my career in PHSO	<div><div>10%</div><div>24%</div><div>24%</div><div>27%</div><div>16%</div></div>	33%	-2	-19
Learning and development activities I have completed while working for PHSO will help me to develop my career (whether at PHSO or elsewhere)**	<div><div>12%</div><div>28%</div><div>35%</div><div>17%</div><div>9%</div></div>	40%	-16	-12
My line manager values learning and development***	<div><div>32%</div><div>48%</div><div>16%</div><div>3%</div><div>1%</div></div>	80%	N/A	N/A

*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.
***New question added for 2024 (not included in overall theme score). Does not have comparator score in previous surveys.

Questions by theme



Strongly agree Agree Neither Disagree Strongly disagree

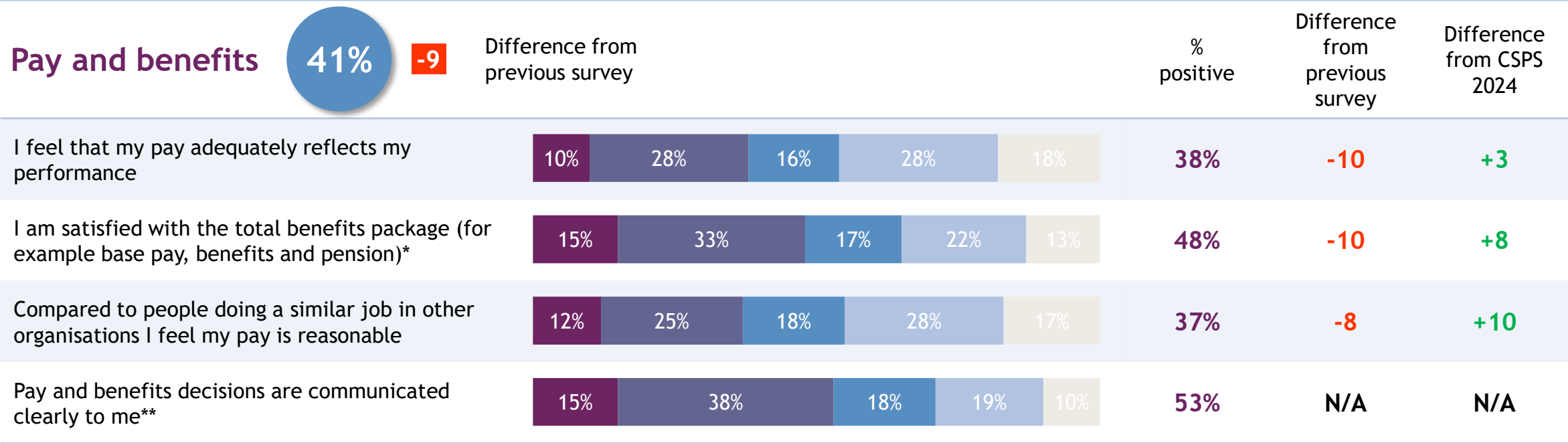
Questions by theme

Resources and workload		79%	-4	Difference from previous survey	% positive	Difference from previous survey	Difference from CSPS 2024
I get the information I need to do my job well	<div><div>18%</div><div>53%</div><div>16%</div><div>11%</div><div>2%</div></div>	71%	-8	+/-0			
I have clear work objectives	<div><div>28%</div><div>53%</div><div>9%</div><div>7%</div><div>2%</div></div>	82%	-7	+4			
I have the skills I need to do my job effectively	<div><div>34%</div><div>59%</div><div>5%</div><div>2%</div></div>	93%	-1	+3			
I have the tools I need to do my job effectively	<div><div>25%</div><div>52%</div><div>12%</div><div>9%</div><div>1%</div></div>	77%	-3	+2			
I have an acceptable workload	<div><div>20%</div><div>49%</div><div>16%</div><div>11%</div><div>3%</div></div>	69%	-2	+3			
I achieve a good balance between my work life and my private life	<div><div>30%</div><div>49%</div><div>12%</div><div>7%</div><div>1%</div></div>	80%	-1	+4			
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*	<div><div>40%</div><div>49%</div><div>6%</div><div>4%</div><div>1%</div></div>	89%	-1	N/A			

*Question is not included in the CSPS and has not been included in the overall score for Resources and Workload

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

Questions by theme



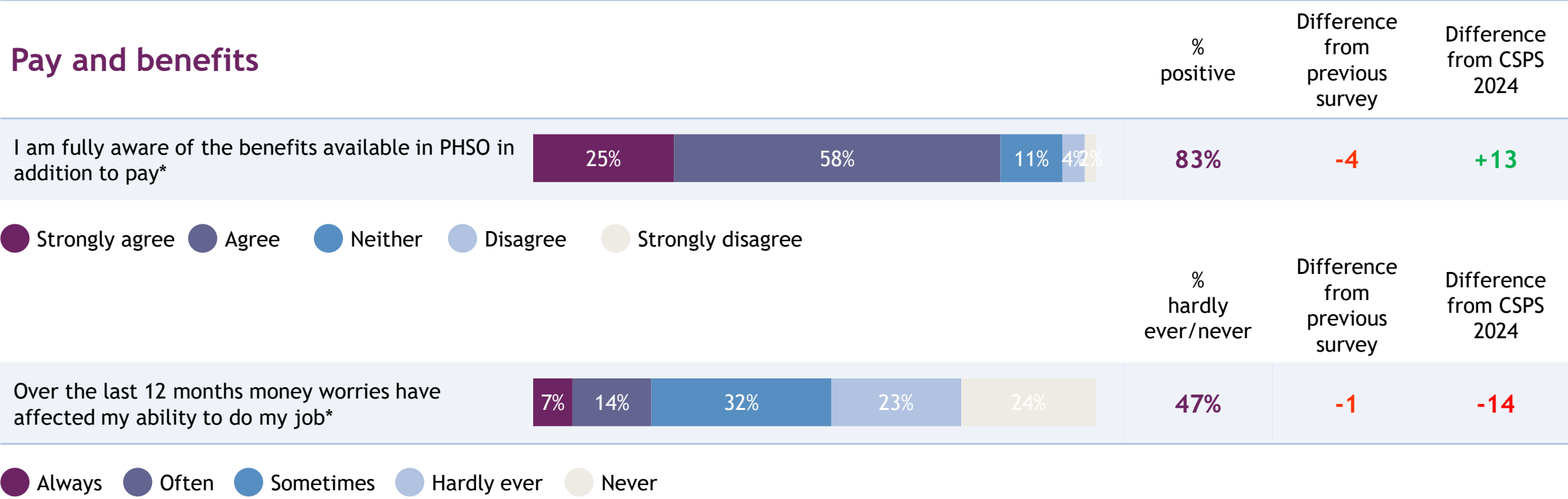
*This question has been updated for 2024. Therefore, direct comparisons with the previous survey and CSPS should be treated with caution.

**New question added for 2024 (not included in overall theme score). Does not have comparator score in previous surveys.

Strongly agree Agree Neither Disagree Strongly disagree

Questions by theme

Pay and benefits



*These question has not been included in the overall score for Pay and benefits

Questions by theme

Leadership and managing change	<div>44%</div>	-12	Difference from previous survey		% positive	Difference from previous survey	Difference from CSPA 2024
The Ombudsman and CEO are sufficiently visible*	<div><div>14%</div><div>55%</div><div>16%</div><div>12%</div><div>4%</div></div>				69%	-16	N/A
Members of PHSO’s Executive Team are sufficiently visible*	<div><div>10%</div><div>42%</div><div>23%</div><div>18%</div><div>7%</div></div>				53%	+/-0	N/A
Assistant Directors in PHSO are sufficiently visible*	<div><div>11%</div><div>49%</div><div>19%</div><div>16%</div><div>5%</div></div>				60%	-6	N/A
I believe the actions of the Ombudsman and CEO are consistent with PHSO’s values*	<div><div>12%</div><div>39%</div><div>28%</div><div>14%</div><div>7%</div></div>				52%	-19	N/A
I believe the actions of the Executive Team are consistent with PHSO’s values*	<div><div>10%</div><div>31%</div><div>36%</div><div>16%</div><div>7%</div></div>				41%	-10	N/A

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 these questions do not have a comparator score in the CSPA.

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

Questions by theme

Leadership and managing change						% positive	Difference from previous survey	Difference from CSPS 2024
I believe the actions of Assistant Directors are consistent with PHSO's values*	11%	40%	34%	10%	5%	51%	-11	N/A
I believe that the Ombudsman and CEO have a clear vision for the future of PHSO*	10%	30%	30%	21%	9%	40%	-27	N/A
Overall, I have confidence in the decisions made by the Executive Team*	7%	29%	33%	24%	7%	36%	-9	N/A
Overall, I have confidence in the decisions made by Assistant Directors*	8%	37%	36%	12%	6%	46%	-9	N/A
I feel that change is managed well in PHSO	3%	19%	26%	32%	20%	22%	-13	-11

*Note that these questions do not have a comparator score in the CSPS.

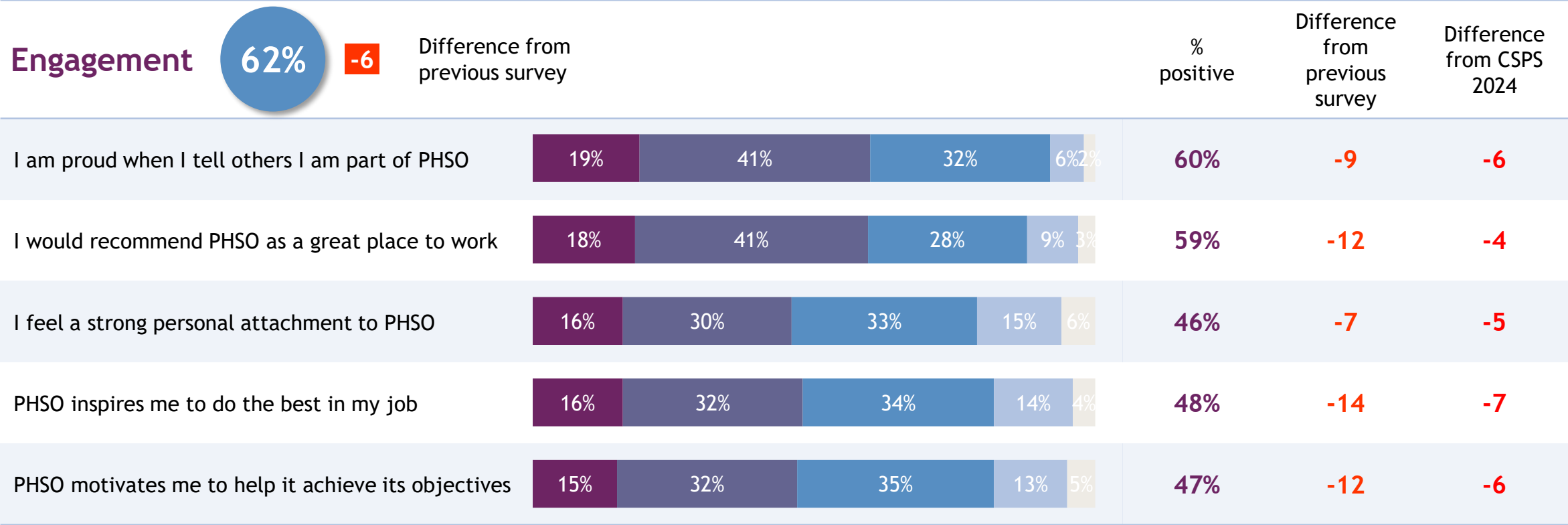
● Strongly agree
 ● Agree
 ● Neither
 ● Disagree
 ● Strongly disagree

Questions by theme

Leadership and managing change						% positive	Difference from previous survey	Difference from CSPS 2024
When changes are made in PHSO they are usually for the better	3%	24%	37%	25%	11%	28%	-5	-7
PHSO keeps me informed about matters that affect me	7%	46%	22%	17%	8%	53%	-7	-11
I have the opportunity to contribute my views before decisions are made that affect me	6%	27%	29%	23%	16%	33%	-13	-7
I think it is safe to challenge the way things are done in PHSO	7%	31%	23%	21%	18%	38%	-17	-13
In PHSO, it is clear what is expected of leaders*	7%	30%	38%	17%	8%	37%	N/A	N/A

*New question added for 2024 (not included in overall theme score). Does not have comparator score in previous surveys or the CSPS.

Questions by theme



Strongly agree Agree Neither Disagree Strongly disagree

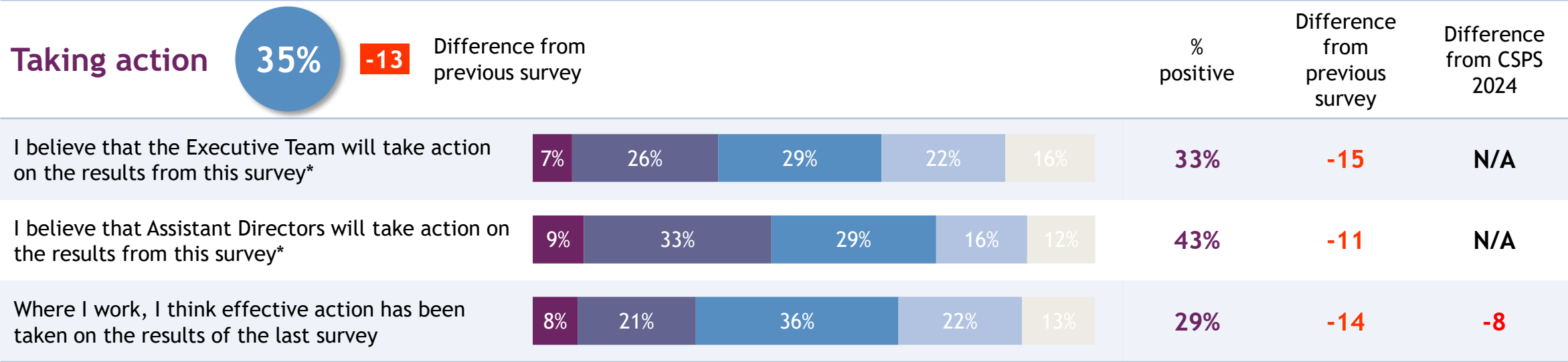
Questions by theme

Engagement

		Often or always or some of the time	Difference from previous survey	Difference from CSPS 2024
I consider how my work impacts upon the public in the course of carrying out my duties*	<div><div>62%</div><div>24%</div><div>10%</div><div>2%</div></div>	86%	-2	+1

*Question is not included in the overall score for the Engagement index.

Questions by theme

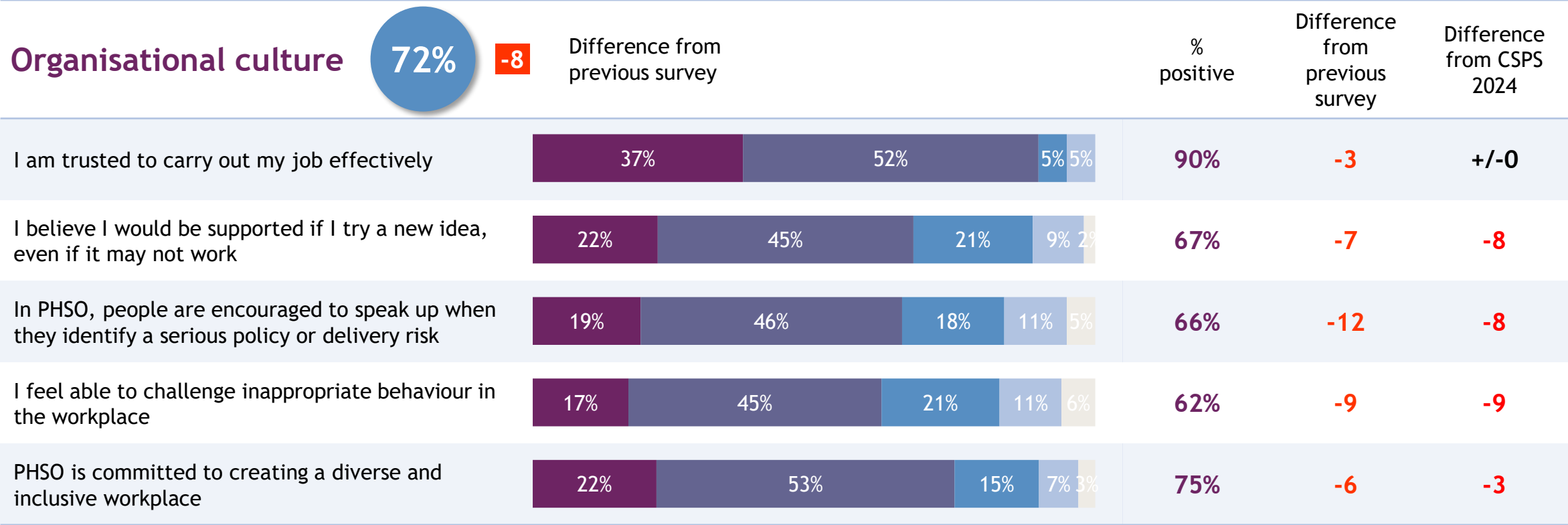


PHSO’s staff survey includes a greater number of questions in this section than the CSPS. These additional questions are used in calculating the overall theme score so direct comparison with the CSPS should be treated with caution.

*Note that these questions do not have a comparator score in the CSPS.

Strongly agree Agree Neither Disagree Strongly disagree

Questions by theme



Strongly agree

Agree

Neither

Disagree

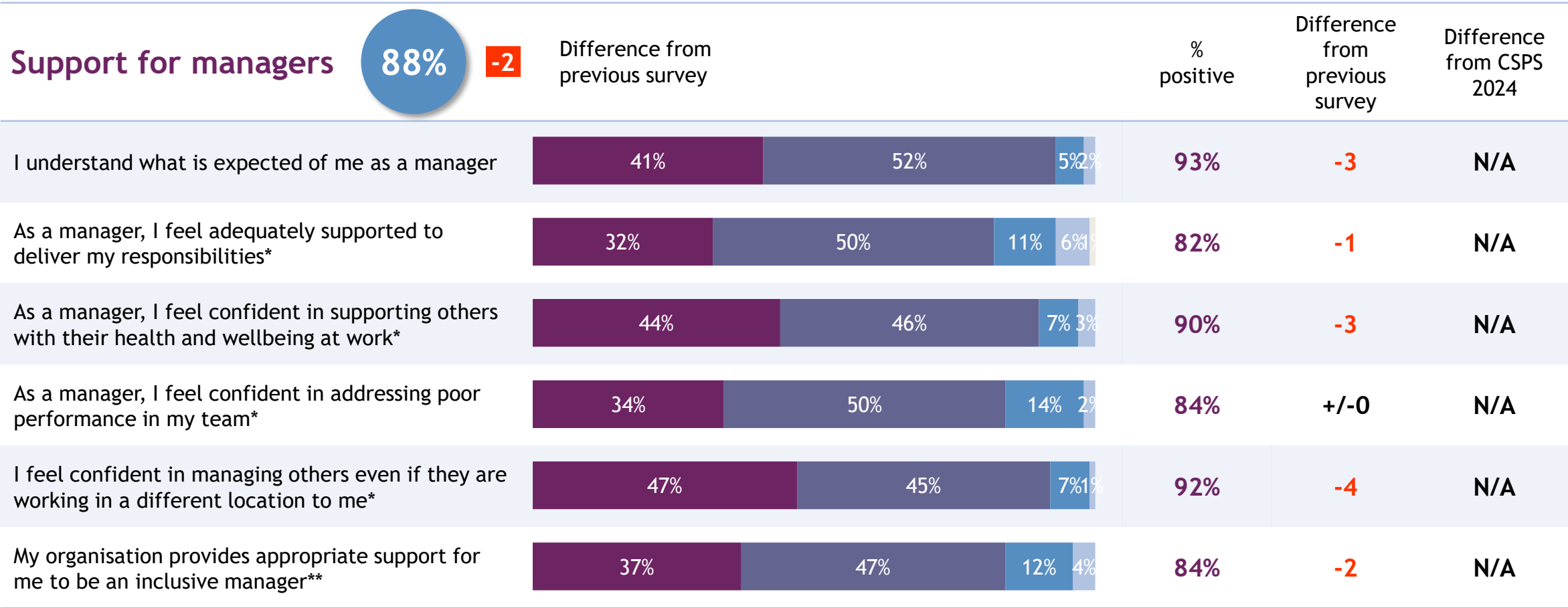
Strongly disagree

Questions by theme

Organisational culture					% positive	Difference from previous survey	Difference from CSPS 2024
I feel safe to speak up about anything that concerns me in my organisation**					55%	-14	N/A
I have a choice in deciding where I do my work (usual workplace/base; another workplace; home) to best deliver my individual, team and organisation objectives*					54%	-5	-20
My manager trusts me to do my job effectively, even if I am not working from the same location as them*					95%	-2	+1
When working from home, my colleagues are good at keeping in touch formally and informally**					92%	-1	N/A

*Question is not included in the overall score for Organisational culture.
 **Question is not included in the overall score for Organisational culture and does not have a comparator score in the CSPS.

Questions by theme

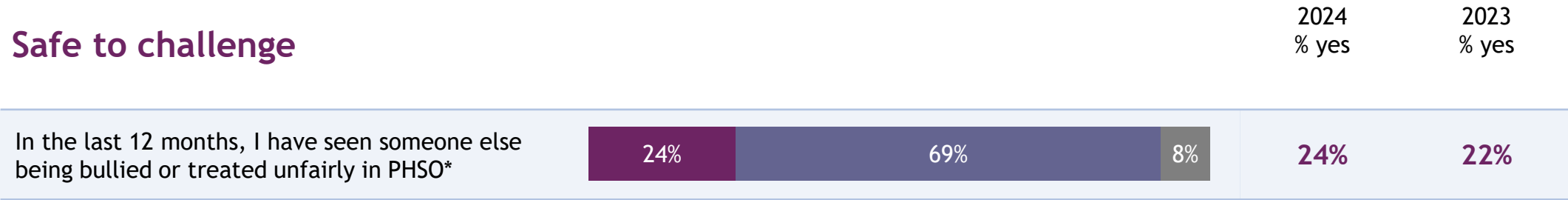


*Note that this question does not have a comparator score in the CSPS.

**Question is not included in the overall score for Support for managers.

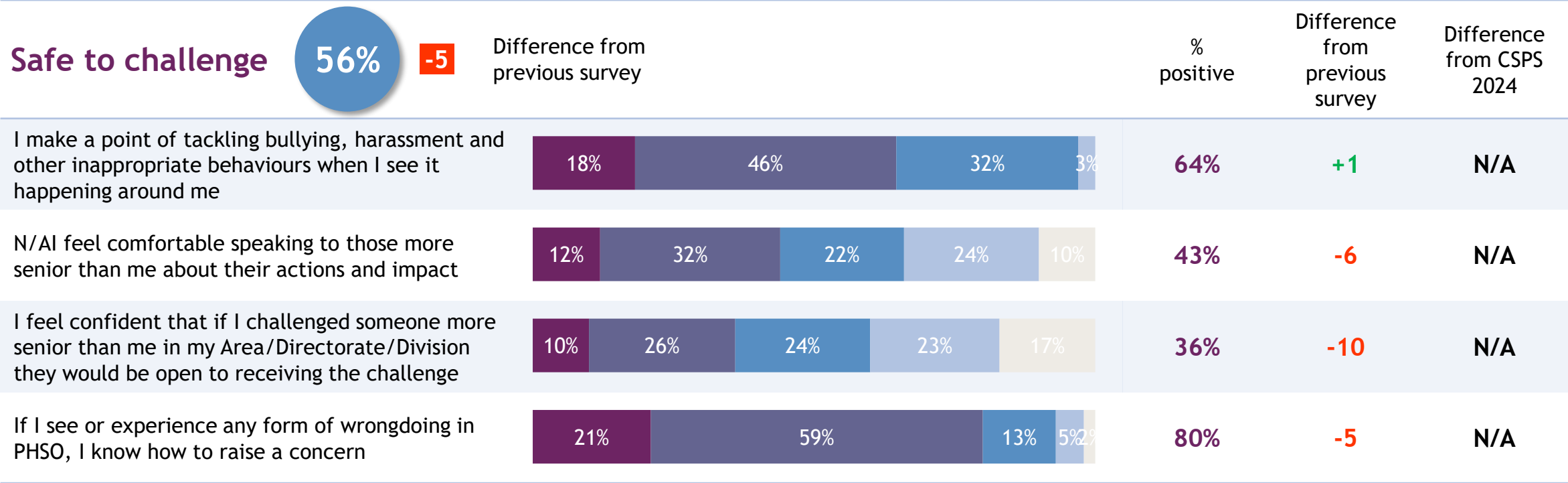
Strongly agree Agree Neither Disagree Strongly disagree

Questions by theme



*Question is not included in the CSPS and in the overall score for Safe to challenge.

Questions by theme



Strongly agree Agree Neither Disagree Strongly disagree

Questions by theme

Discrimination, bullying & harassment		% yes 2024	% yes 2023	% yes CSPS 2024
Have you been discriminated against at work, in the past 12 months?	<div><div>10%</div><div>84%</div><div>5%</div></div>	10%	8%	7%
Have you been bullied or harassed at work, in the past 12 months?	<div><div>8%</div><div>86%</div><div>6%</div></div>	8%	7%	8%

Discrimination grounds

On which of the following grounds were you discriminated against?	Number of responses
Age	-
Caring responsibilities	-
Disability	17
Ethnic background	-
Gender	-
Gender reassignment or perceived gender	-
Grade or responsibility level	-
Main spoken or written language or language ability	-
Marital status or civil partnership	-
Mental health	-
Pay	-
Pregnancy, maternity or paternity	-
Religion or belief	-
Sex	-
Sexual orientation	-
Social or educational background	-
Working location	-
Working pattern	-
Any other grounds	-
Prefer not to say	-

(Base: 46)

Answers with number of responses less than 10 have been suppressed and shown as ‘-’

Nature of the bullying and/or harassment

How would you describe the nature of the bullying and/or harassment you experienced?	Number of responses
Comments about my personal appearance or accent	-
Sexual harassment (e.g. sexual comments or jokes, unwelcome sexual advances, touching or assault)	-
Spreading gossip or making false accusations about me	11
Intimidation, or verbal or written aggression (e.g. shouting, making threats, sending aggressive emails)	14
Physical assault (e.g. object thrown at me, pushed, hit)	-
Humiliated in front of team or others	-
Negative micromanagement (e.g. excessive control; made to feel incompetent)	11
Removal of job responsibilities, unconstructive criticism, or changing expectations	-
Treated less favourably to others	13
Ignored, excluded, marginalised	18
Undermining or taking credit for my work	14
Denied time off for personal ill health	-
Denied time off for family or caring responsibilities	-
Disclosure of personal/sensitive information to colleagues without my consent	-
Unhelpful comments about my mental health or being off sick	-
Something else not listed here	-
Prefer not to say	-

(Base: 37)

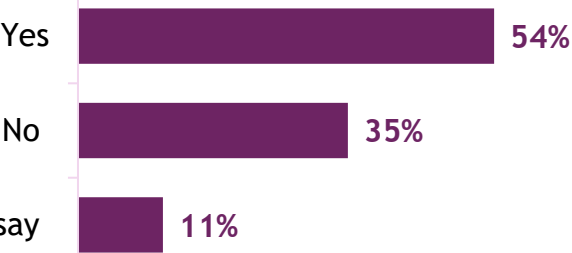
Perpetrators

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	10	13
A colleague in a different Area, Directorate or Division of PHSO	-	10
My manager	-	-
Another senior member of staff in PHSO	17	16
Someone I manage	-	-
Someone working in a different organisation	-	-
A contractor	-	-
A service user (e.g. complainant)	-	-
A member of the public	-	-
Someone else not listed here	-	-
Prefer not to say	13	-
	(Base: 46)	(Base: 37)

Answers with number of responses less than 10 have been suppressed and shown as ‘-’

Bullying & harassment additional questions

Did you report your experience?



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	11
I did not know how to report it or who to speak to	-
The behaviour stopped before I could report it	-
I did not report it for another reason	-

(Base: 13)

How did you report your experience?

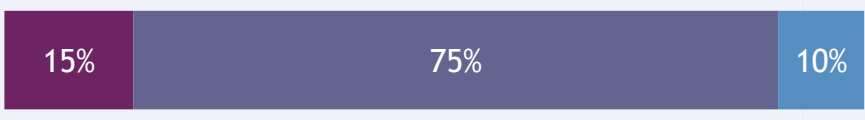
No. of responses:

Raised a formal complaint	-
Reported in another way, through less formal means	14
Confided in someone (for example a colleague)	-
In another way	-

(Base: 20)

Bullying and harassment

Was appropriate action taken to address the behaviour you experienced?



Has the bullying and/or harassment stopped?

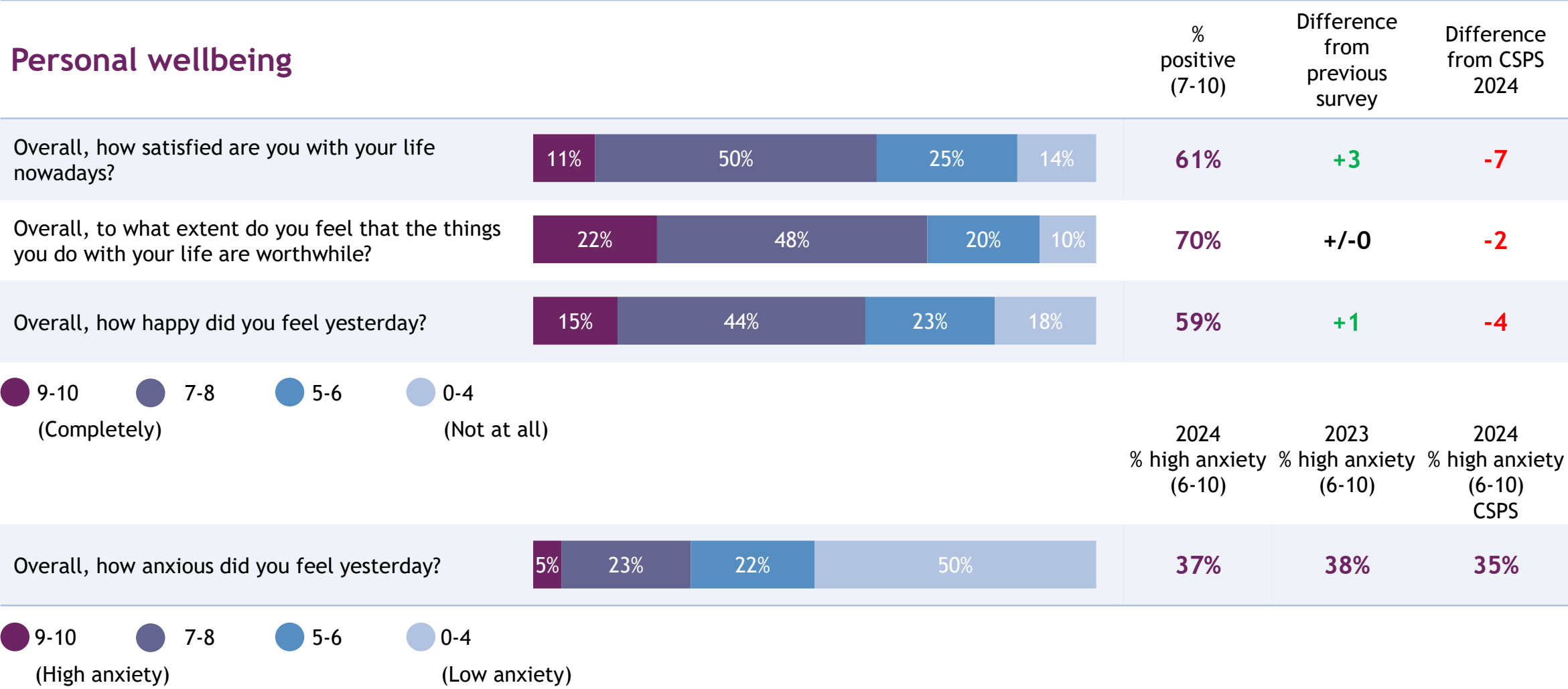


● Yes ● No ● Prefer not to say

Answers with number of responses less than 10 have been suppressed and shown as ‘-’

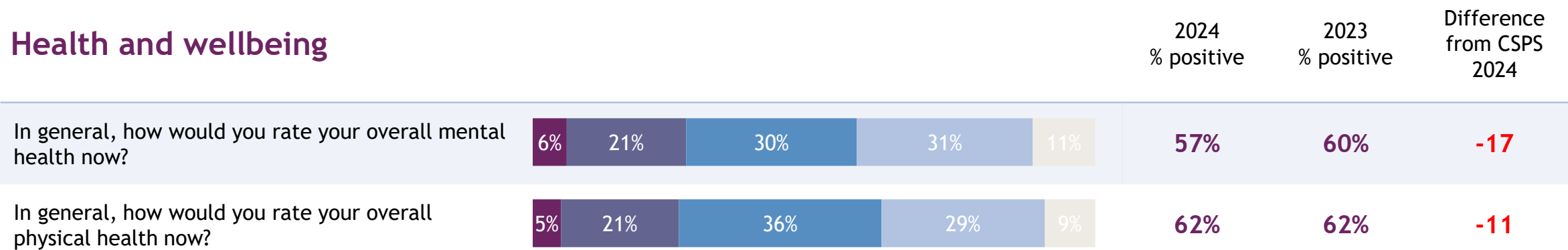
Questions by theme

Personal wellbeing

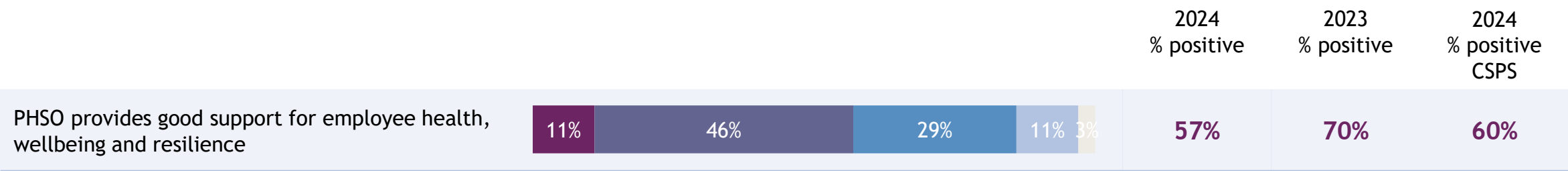


Questions by theme

Health and wellbeing




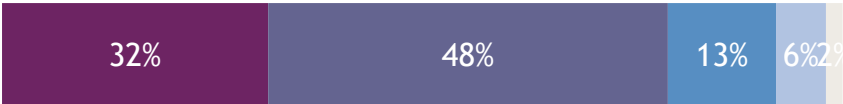

● Excellent ● Very good ● Good ● Fair ● Poor



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

Questions by theme

Health and wellbeing

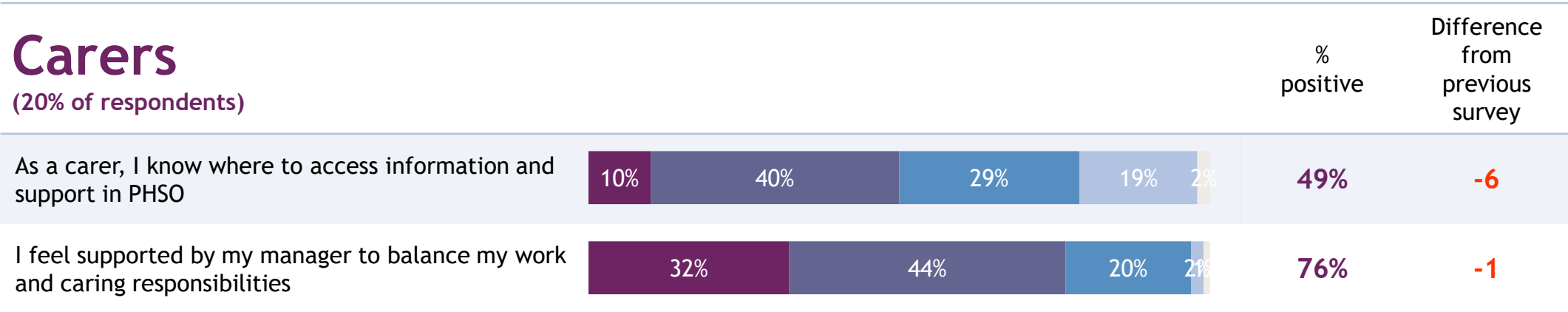
		% positive	Difference from previous survey	Difference from CSPS 2024
I feel comfortable discussing my personal wellbeing with my manager		83%	-1	N/A
I feel comfortable discussing any work-related stress with my manager		80%	-2	N/A
My manager supports me to ensure I have the workplace adjustments I need to reduce the barriers I face due to my condition or illness <i>(All colleagues with a condition/illness)</i>		80%	-4	N/A

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

Questions by theme





Carers

(20% of respondents)














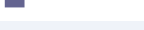

Strongly agree Agree Neither Disagree Strongly disagree

Questions by theme

Future intentions		% yes 2024	% yes 2023	% yes CSPS 2024
I want to leave PHSO as soon as possible		6%	6%	6%
I want to leave PHSO within the next 12 months		17%	14%	14%
I want to stay working at PHSO for at least the next year		37%	34%	35%
I want to stay working for PHSO for at least the next three years		40%	46%	45%

Questions by theme

Future intentions - reasons staff wish to leave PHSO immediately or within the next 12 months**

		% 2024	Difference from CSPA 2024
End of my current contract or loan		1%	-2
A promotion or career progression in a different organisation**		48%	N/A
For a better pay and benefit package		47%	+3
For more interesting work		25%	-5
Due to unmanageable workload		12%	-4
For a better work-life balance		17%	-3
Lack of inclusion and fair treatment		14%	-2
Don't like the organisational culture		30%	+3
Due to poor line management		13%	-4
Due to poor leadership		41%	+12
Personal circumstances (for example, caring responsibilities, ill health)		9%	+2
Retiring		3%	-4
Just want a change		21%	+3
Other		6%	-3

*Staff were able to select multiple answers to this question, which is why the figures do not sum to 100%

**This reason does not have a direct comparison in the CSPA results

A guide to this report

The benchmark data

The results are benchmarked against PHSO overall data.

Rounding

Differences in scores are calculated based on the unrounded figures, rather than the rounded figures in this report. Figures in the tables may not sum to 100% due to rounding.

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](#).