



# 2018 Staff Survey

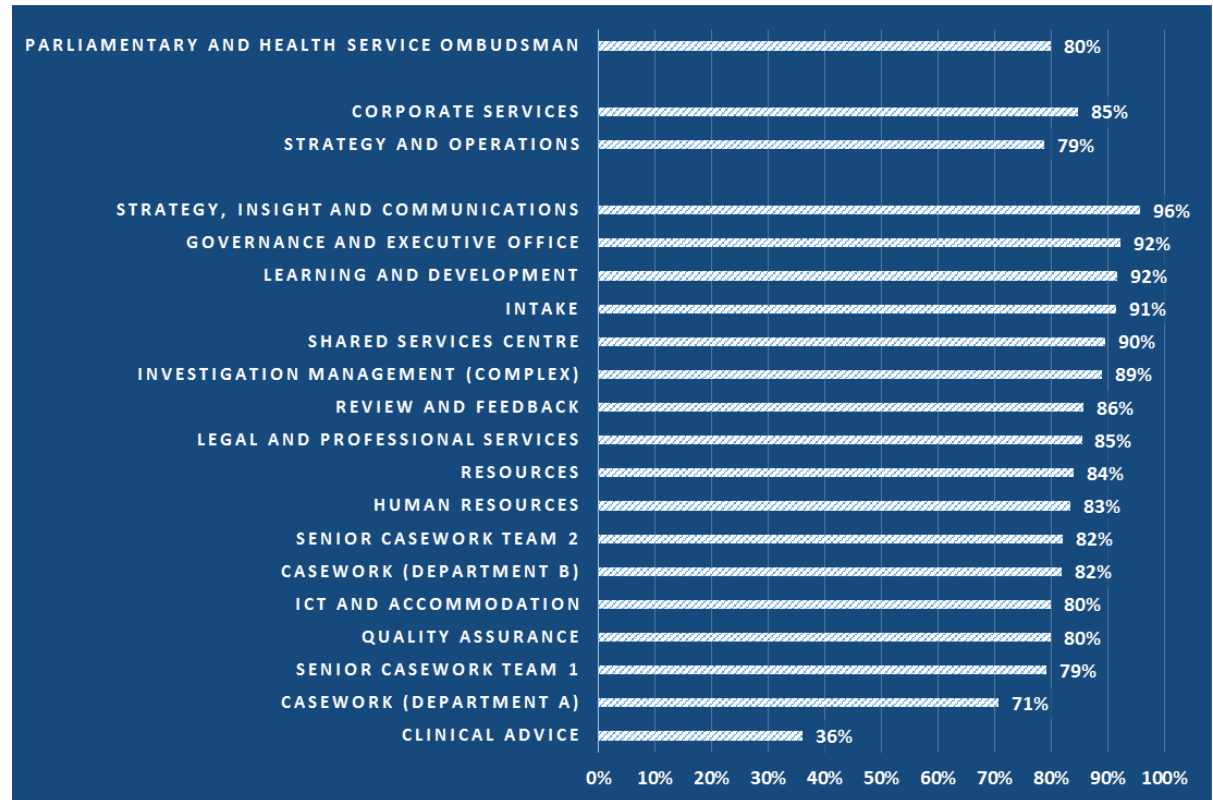
## The results

# Setting the scene

## Response rates



- 80% of staff responded to the survey. This is similar to previous response rates of 78% in 2017 and 82% in 2016, and much higher than the rate of 66% achieved across the CSPS.
- Since our last staff survey, the organisation has gone through a restructure, including condensing the number of directorates to two. This means that comparing scores for 2017 and 2018 is not meaningful for some teams.



**Note:** We received 357 responses in total. Teams with less than ten survey responses are not included in the graph.

# Setting the scene

## Headline results

	PHSO overall 2018	PHSO overall 2017							
Number of survey responses	357	325							
Response rate	80	78							
Engagement Index	67	60							
My work	78	73							
Organisational objectives and purpose	90	71							
My manager	77	69							
My team	83	81							
Learning and development	49	36							
Inclusion and fair treatment	81	70							
Resources and workload	71	65							
Pay and benefits	67	62							
Leadership and managing change	59	42							
Taking action	52	60							
Organisational culture	72	36							
Wellbeing	59	N/A							
Proxy Stress Index	27	N/A							
PERMA Index	75	N/A							

	Strategy and Operations (includes Operations & Quality and Strategy & Insight / Communications)	Corporate services (includes Resources and Legal & Professional Services)		
	290	67		
	79	85		
	67	66		
	78	78		
	90	90		
	78	73		
	83	83		
	49	48		
	81	80		
	71	73		
	69	59		
	57	67		
	50	61		
	71	73		
	57	69		
	27	28		
	75	76		

	Operations & Quality (includes Casework Department A & B, Intake & Resolution, Senior Casework team 1 & 2, Policy & Service Quality, Clinical Advice and Investigation Mgmt)	Strategy & insight/Comms (includes Strategy & Partnerships, Insight & Public Affairs and Communications)	Resources (includes ICT & Accomodation, Business Management, Programme Office and Finance)	Legal and Professional Services (includes Information Assurance, Human Resources, Legal and Governance & Executive Office)
	268	22	26	41
	78	96	84	85
	67	65	58	71
	77	85	71	82
	89	100	92	88
	78	80	61	81
	82	91	69	91
	50	35	29	60
	80	90	67	88
	70	78	63	79
	69	64	55	62
	55	75	61	72
	47	77	52	67
	71	76	67	78
	57	62	68	70
	28	22	33	24
	75	75	69	79

# Highlights from the headline results

# Headline results

## What did we score best in?

### A note on the figures shown in this chart

For ease of reading, results have been rounded to the nearest whole number. As such, in some instances, trend figures presented in this report do not match the rounded figures of the scores that are being compared.

	2018	2016	2016 2018 trend	2017	2017 2018 trend	CSPS	How do we compare to CSPS in 2018?
I am interested in my work	94%	N/A	N/A	94%	0	90%	↑5
I have the skills I need to do my job properly	92%	N/A	N/A	92%	0	89%	↑4
My manager is considerate of my life outside work	91%	N/A	N/A	82%	↑9	86%	↑6
The people in the my team can be relied upon to help when things get difficult in my job	90%	N/A	N/A	90%	0	86%	↑5
I have a clear understanding of PHSO's objectives	90%	49%	↑41	68%	↑22	81%	↑9
I understand how my work contributes to PHSO's objectives	90%	69%	↑21	74%	↑16	84%	↑6
I am treated with respect by the people I work with	89%	N/A	N/A	86%	↑3	85%	↑4
My manager recognises when I have done my job well	88%	N/A	N/A	76%	↑12	80%	↑8
I believe that the Ombudsman and CEO have a clear vision for the future of PHSO	87%	23%	↑64	53%	↑34	48%	↑39
I am trusted to carry out my job effectively	87%	N/A	N/A	81%	↑6	89%	↓3



Questions relating to confidence in organisational leadership and colleagues' strategic awareness have increased substantially over previous years.

This suggests there is a strengthened belief amongst staff that the senior leaders of PHSO have clearly set out the organisation's direction of travel and what we hope to achieve by this, and that increased engagement efforts in this area are being effective.

# Headline results

## What did we do less well in?

### A note on the figures shown in this chart

For ease of reading, results have been rounded to the nearest whole number. As such, in some instances, trend figures presented in this report do not match the rounded figures of the scores that are being compared.

	2018	2016	2016 2018 trend	2017	2017 2018 trend	CSPS	How do we compare to CSPS in 2018?
I feel that change is managed well in PHSO	38%	11%	↑27	18%	↑20	33%	↑5
Learning and development activities I have completed while working for PHSO are helping me to develop my career	39%	N/A	N/A	N/A	N/A	47%	↓8
When changes are made in PHSO they are usually for the better	40%	N/A	N/A	23%	↑17	35%	↑6
Where I work, I think effective action has been taken on the results of the last survey	41%	18%	↑23	27%	↑14	36%	↑5
Poor performance is dealt with effectively in my team	44%	N/A	N/A	42%	↑2	40%	↑4
There are opportunities for me to develop my career in PHSO	46%	N/A	N/A	36%	↑10	48%	↓3
I think it is safe to challenge the way things are done in PHSO	48%	N/A	N/A	43%	↑5	47%	-
I have the opportunity to contribute my views before decisions are made that affect me	48%	N/A	N/A	54%	↓6	40%	↑8
I am able to access the right learning and development opportunities when I need to	54%	N/A	N/A	39%	↑15	64%	↓10
Learning and development activities I have completed in the past 12 months have helped to improve my performance	55%	N/A	N/A	34%	↑21	53%	↑2

# Headline results

## Most improved

Survey theme	Question	2018	Increase since last year	2017	2016
Leadership and managing change	I believe that the Ombudsman and CEO have a clear vision for the future of PHSO	87%	↑34	53%	23%
Leadership and managing change	PHSO keeps me informed about matters that affect me	72%	↑24	48%	N/A
Organisational objectives and purpose	I have a clear understanding of PHSO's objectives	90%	↑22	68%	49%
Learning and development	Learning and development activities I have completed in the past 12 months have helped to improve my performance	55%	↑21	34%	N/A
Leadership and managing change	I feel that change is managed well in PHSO	38%	↑20	18%	11%
Leadership and managing change	Overall, I have confidence in the decisions made by PHSO's Senior managers	60%	↑19	41%	N/A
Engagement	I would recommend PHSO as a great place to work	65%	↑18	47%	37%
Leadership and managing change	When changes are made in PHSO they are usually for the better	40%	↑17	23%	N/A
Taking action	I believe that Senior managers in PHSO will take action on the results from this survey	62%	↑17	45%	31%
Organisational objectives and purpose	I understand how my work contributes to PHSO's objectives	90%	↑16	74%	69%
Engagement	PHSO motivates me to help it achieve its objectives	58%	↑16	42%	24%
Learning and development	I am able to access the right learning and development opportunities when I need to	54%	↑15	39%	N/A
Inclusion and fair treatment	I think that PHSO respects individual differences (e.g. cultures, working styles, background, ideas, etc)	81%	↑15	66%	68%
Organisational culture	I believe I would be supported if I try a new idea, even if it may not work	65%	↑15	50%	N/A

# Headline results

## Employee experience profiles

- Five of the questions included in the survey helped to assess how engaged individuals were with the organisation. Using this information an engagement score was calculated for each survey respondent.
- By analysing survey results, we can identify groups of employees who respond in similar ways to both the engagement questions and other questions within the core themes of the survey. This allows us a more holistic picture by which to understand different groups within PHSO.



\* Scores for this group have been omitted, as we are unable to report on groups that are less than ten in size.



# Headline results

## Employee experience profiles

...continued

- Understanding how different groups have responded to questions may help generate ideas to improve or maintain the employee experience. **Note:** Cells highlighted in green are ten percentage points or more above PHSO overall. Cells highlighted in red are ten percentage points or more below PHSO overall.

	% of staff in this category	Employee engagement	My work	Organisational objectives and purpose	My manager	My team	Learning and development	Inclusion and fair treatment	Resources and workload	Pay and benefits	Leading and managing change
PHSO overall score		67%	78%	90%	77%	83%	49%	81%	71%	67%	59%
How Enthusiasts responded	25%	89%	95%	100%	96%	98%	78%	99%	91%	90%	83%
How Onboard responded	6%	83%	94%	100%	95%	98%	69%	98%	81%	3%	73%
Critical friends responded	44%	66%	80%	92%	80%	84%	46%	88%	73%	77%	58%
How Committed for now responded	4%	53%	67%	86%	69%	93%	32%	79%	44%	7%	51%
How Critics responded	16%	44%	54%	84%	45%	54%	19%	42%	52%	61%	33%
How Cynics responded*	2%	-	-	-	-	-	-	-	-	-	-
How Withdrawn responded	3%	11%	22%	15%	28%	33%	0%	13%	22%	0%	11%

\*Responses unavailable due to low number of respondents (7) in this group.

# Headline results

## Insight from comments



I think PHSO needs to continue along the route we are now taking. I feel more positive about the future of the organisation now than I did 12 months ago, and believe that it is a nicer/healthier working environment now than it was then.



Leadership

**234** comments were left within the survey. Of these the three most common themes were **my work, leadership and managing change.**



Whilst recognising the need to have targets and performance measures, the TOM remains as inefficient as ever and the focus at the ground level is still sadly on numbers rather than quality. That said, morale is higher than it has been for some time and it feels (in general) that we're moving in the right direction and that people are all pulling together as a team.



Managing change



I have always envisioned PHSO to be similar to other public sector environments, in being an organisation in which people can have a career. However since joining it have found that PHSO has become a stepping stone for career progression. PHSO does not encourage people to stay to utilize their knowledge and skills, or have confidence in the skills their employees have, recruiting additional resources.



Learning and development



Having only worked here for a short period, but having come from the public sector, I have really enjoyed working here. The working environment is thoughtful and people are extremely helpful when you ask for advice. There is pressure to close cases, but it is not all consuming, and the decision being right is more important than churning through cases.



My work

A closer  
look at  
each  
theme

# A closer look at each theme

## Employee engagement

67%

- Employee engagement as a whole has increased by seven percentage points since 2017, which means we are five points ahead of the CSPS benchmark and within the high performers' category.
- Scores for all five questions have improved on the previous year. We have gone from just over a third of employees (37%) recommending PHSO in 2016, to almost two thirds (65%) in 2018.

	PHSO overall 2018	PHSO overall 2017	Strategy & Ops	Corporate services	Operations & quality	Strategy & insight/Comms	Resources	Legal and prof services
B47. I am proud when I tell others I am part of PHSO	69	59	69	69	69	59	50	80
B48. I would recommend PHSO as a great place to work	65	47	65	66	65	64	50	76
B49. I feel a strong personal attachment to PHSO	58	57	57	60	59	41	50	66
B50. PHSO inspires me to do the best in my job	59	46	60	55	61	55	38	66
B51. PHSO motivates me to help it achieve its objectives	58	42	58	57	58	59	46	63
Number of survey responses	357	325	290	67	268	22	26	41

- Overall, colleagues in resources are less engaged than other areas.

Difference from CSPS 2018: ↑5

Difference from CSPS 2018 high performers: ↑1

# A closer look at survey themes

## My work

78%

- Scores suggest that Corporate Services staff feel less challenged by their work, but that it provides them with a greater sense of personal accomplishment than their colleagues in Strategy & Operations.
- Comments reflect that some people feel our Service Model has become too bureaucratic and lessens their sense of autonomy.

	PHSO overall 2018	PHSO overall 2017	Strategy & Ops	Corporate services	Operations & quality	Strategy & insight/Comms	Resources	Legal and prof services
BO1. I am interested in my work (% strongly agree or agree)	94	94	94	93	94	95	85	98
B02. I am sufficiently challenged by my work (% strongly agree or agree)	85	83	86	81	86	82	73	85
B03. My work gives me a sense of personal accomplishment (% strongly agree or agree)	78	77	77	82	77	82	72	88
B04. I feel involved in the decisions that affect my work (% strongly agree or agree)	56	48	56	57	54	77	58	56
B05. I have a choice in deciding how I do my work (% strongly agree or agree)	75	61	75	77	74	86	68	83
Number of survey responses	357	325	290	67	268	22	26	41

“

While recognising that PHSO needs to ensure consistency and quality of customer service, it should still trust casework staff more to be able to do their job effectively without trying to micromanage them via the service model.



“

... whilst I absolutely recognise the need for some form of Service Model to be in place, the current format makes the work of assessment/investigation unachievable. Daily work has become unnecessarily onerous, far too lengthy, and has removed any form of free thinking and/or autonomy from those of us with many years of experience in the work we do.



Difference from CSPA 2018: ↑1

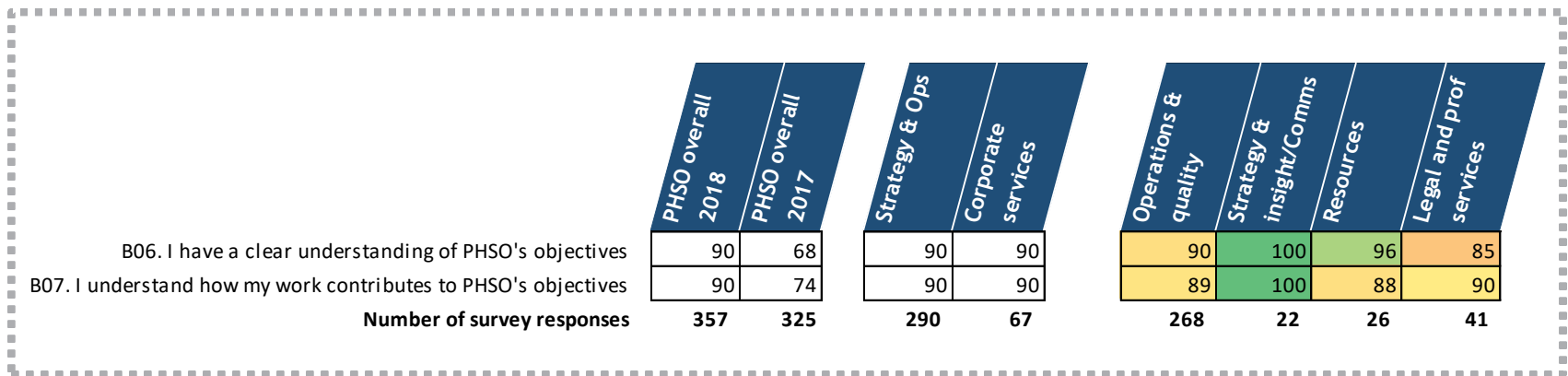
Difference from CSPA 2018 high performers: ↓2

# A closer look at survey themes

## Organisational objectives and purpose

90%

- This is our highest scoring theme, and question scores have increased by 41 and 21 percentage points respectively since 2016.
- We are well above the CSPS benchmark and into the category of high performers. This reflects the efforts made to both involve and invest staff in our strategic goals.
- ***Organisational objectives and purpose*** are equally well understood across both directorates.



Difference from CSPS 2018: ↑8

Difference from CSPS 2018 high performers: ↑3

# A closer look at each theme

## My manager

77%

- We are above the CSPS benchmark for all questions, with eight being classed as 'high performers'. Two questions have increased by over ten percentage points since 2017, however there are some important variations within PHSO on some questions.

	PHSO overall 2018	PHSO overall 2017	Strategy & Ops	Corporate services	Operations & quality	Strategy & insight/Comms	Resources	Legal and prof services
B08. My manager motivates me to be more effective in my job	77	69	78	73	78	77	58	83
B09. My manager is considerate of my life outside work	91	82	92	87	92	100	73	95
B10. My manager is open to my ideas	86	79	88	79	88	91	69	85
B11. My manager helps me to understand how I contribute to PHSO's objectives	75	63	77	63	76	95	50	71
B12. Overall, I have confidence in the decisions made by my manager	83	76	83	79	82	95	65	88
B13. My manager recognises when I have done my job well	88	76	89	84	89	86	77	88
B14. I receive regular feedback on my performance	79	72	81	70	82	68	54	80
B15. The feedback I receive helps me to improve my performance	74	66	74	70	74	73	58	78
B16. I think that my performance is evaluated fairly	75	67	76	75	76	73	62	83
B17. Poor performance is dealt with effectively in my team	44	42	42	51	43	36	42	56
Number of survey responses	357	325	290	67	268	22	26	41

- Staff in Corporate Services appear to feel less guided by their manager about how they contribute towards our objectives and, similarly, appear to receive less feedback in general.
- Colleagues in Resources are the least satisfied in this area.

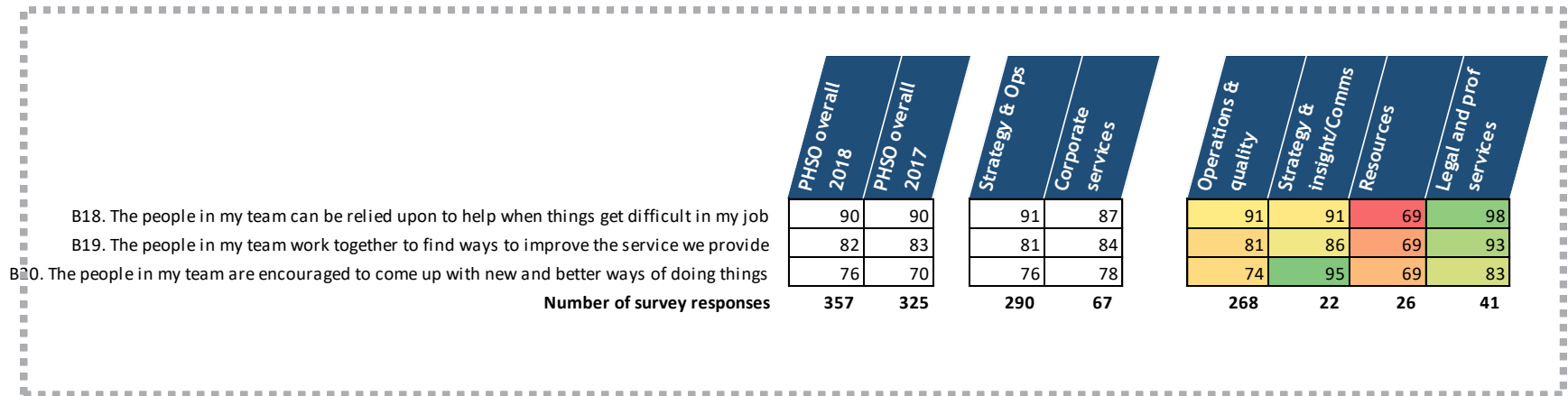
Difference from CSPS 2018: ↑7    Difference from CSPS 2018 high performers: ↑4

# A closer look at each theme

## My team

83%

- 90% of employees agree that the people in their team can be relied upon to help when things get difficult in their job but, although there have been improvements since 2017, around a quarter don't think teams are encouraged to come up with new ways of doing things, which goes against our aspiration to empower people.



- Colleagues in Resources are least likely to feel that they can rely on their team and come up with new ways of doing things.

Difference from CSPA 2018: ↑2

Difference from CSPA 2018 high performers: ↓2



# A closer look at each theme

## Learning and development

49%

- This is our lowest scoring theme and one of the few to be below the CSPS benchmark. Three comparable questions in this theme do have better scores than in 2017 however, reflecting improvements are underway and that these are being recognised by staff.
- The biggest difference between directorates is for '*L&D activities I have completed in the past 12 months have helped to improve my performance*', where Corporate Services scored 11 percentage points less than Strategy & Operations. According to some respondents, the difference in question scores might reflect that the majority of training being offered is tailored more towards casework areas.

“I think learning and development has improved significantly in the last year



	PHSO overall 2018	PHSO overall 2017	Strategy & Ops	Corporate services	Operations & quality	Strategy & Insight/Comms	Resources	Legal and prof services
B21. I am able to access the right learning and development opportunities when I need to	54	39	53	58	54	41	38	71
B22. Learning and development activities I have completed in the past 12 months have helped to improve my performance	55	34	58	46	59	41	27	59
B23. There are opportunities for me to develop my career in PHSO	46	36	47	42	48	32	27	51
B24. Learning and development activities I have completed while working for PHSO are helping me to develop my career	39	N/A	38	45	39	27	23	59
Number of survey responses	357	325	290	67	268	22	26	41

“A greater commitment to staff development across the organisation [would make PHSO a great place to work], with clear career paths in all directorates. PHSO has a tendency to focus on casework staff. Whilst this is understandable when casework forms the bulk of our work, it can leave a considerable number of other staff feeling undervalued and unsupported.

“I think the Ombudsman has set clear visions and values, and the organisation feels like a much more positive place to work as a result. However, I don't think the organisation values or commits to develop non-casework staff.

Difference from CSPS 2018: ↓5    Difference from CSPS 2018 high performers: ↓11

# A closer look at each theme

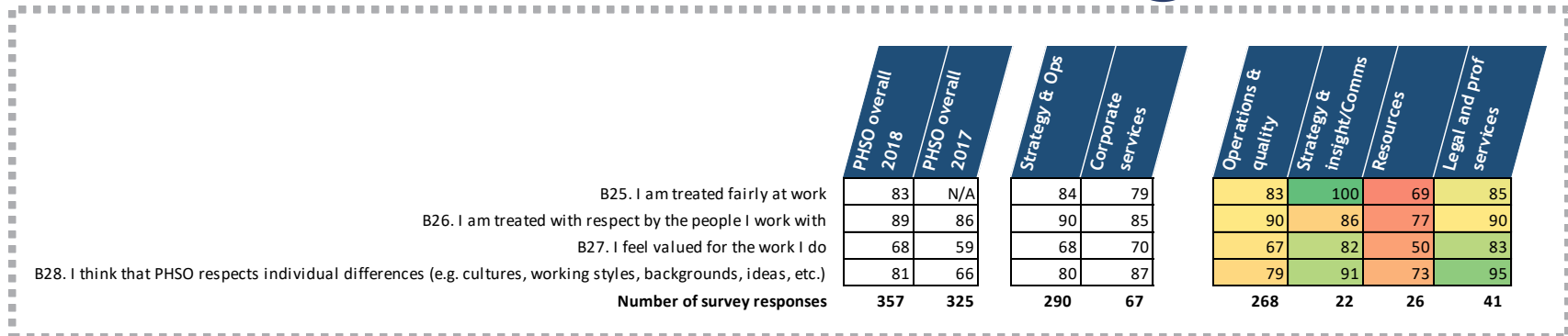
## Inclusion and fair treatment

81%

- The three comparable questions here all have improved scores from 2017. In particular, there has been a 15 percentage point increase for '*I think that PHSO respects individual differences*'. And, since 2016, the results for '*I feel valued for the work I do*' have increased by 34 percentage points.
- Some people raised concerns about practices in certain departments. Further analysis of team level reports may help to identify what solutions can be put in place.



My specific area of concern is the layer of staff in the middle ... those above Caseworkers and Senior Caseworkers, and those below the Ombudsman and Senior Managers ... my concern is that again the wrong feedback will be given in this survey, in part through worry of repercussions and in part because of the vast turnover of staff.



Difference from CSPS 2018: ↑3

Difference from CSPS 2018 high performers: ↓1

# A closer look at each theme

## Resources and workload

71%

- This is an area where PHSO underperforms relative to the CSPS. The scores for *'I have the tools I need to do my job effectively'* is 15 percentage points below the CSPS benchmark.
- Scores for *'I have an acceptable workload'* are lower in Operations & Quality and Resources. Contributing to this may be the added pressure felt by some staff to meet casework targets.
- Looking closer at team reports will help understand where the problems lie.

“Not expect caseworkers to carry such a high number of cases at once - it's too much to juggle and creates unnecessary stress.”



“Reduce caseloads, so it is easier to concentrate on individual cases, as opposed to trying to juggle so many cases at the same time. Do away with targets/objectives, as they do put a lot of pressure on individuals and can result in cases not being considered as carefully as perhaps they could be.”

	PHSO overall 2018	PHSO overall 2017	Strategy & Ops	Corporate services	Operations & quality	Strategy & insight/Comms	Resources	Legal and prof services
B29. I get the information I need to do my job well	68	N/A	67	72	66	77	58	80
B30. I have clear work objectives	76	N/A	77	73	77	77	81	68
B31. I have the skills I need to do my job effectively	92	92	92	94	93	82	84	100
B32. I have the tools I need to do my job effectively	56	53	55	63	54	64	38	78
B33. I have an acceptable workload	57	51	56	63	54	82	54	68
B34. I achieve a good balance between my work life and my private life	76	67	77	73	76	86	62	80
Number of survey responses	357	325	290	67	268	22	26	41

“Better support and ICT infrastructure [would make PHSO a great place to work] - it often feels like the ICT systems are stopping us working effectively and although the senior managers/leadership say they are aware of this, I'm not convinced how much they actually realise this is having an impact.”

“Dynamics [Casework Management System] is a completely ineffective tool for caseworkers and senior caseworkers. It is preventing me from doing the best possible job I can, it has slowed down my casework and provides a daily frustration which is making coming to work fairly miserable.”

“... it feels like we're working against the technology not with it.”

# A closer look at each theme

## Pay and benefits

67%

- Relative to the CSPS, **pay and benefits** is PHSO's highest scorer. The overall score of 67% is 36 percentage points above the CSPS benchmark and 30 above the *high performers*.
- However, the overall figures mask directorate level differences as corporate services score more poorly on each question.
- There is little difference regarding satisfaction levels with the total benefits package but, on issues of pay, strategy and operations colleagues are far more content than their corporate services colleagues.

	PHSO overall 2018	PHSO overall 2017	Strategy & Ops	Corporate services	Operations & quality	Strategy & insight/Comms	Resources	Legal and prof services
B35. I feel that my pay adequately reflects my performance	64	60	66	54	66	68	46	59
B36. I am satisfied with the total benefits package	68	66	69	67	69	64	69	66
B37. Compared to people doing a similar job in other organisations I feel my pay is reasonable	69	61	72	57	73	59	50	61
Number of survey responses	357	325	290	67	268	22	26	41

Difference from CSPS 2018: ↑36 | Difference from CSPS 2018 high performers: ↑30

# A closer look at each theme

## Leadership and managing change

59%

- This theme contains a number of questions where scores have substantially increased since 2017. *'I believe the Ombudsman and CEO have a clear vision for the future of PHSO'* has increased by 34 percentage points since 2017 and 64 points since 2016. This is our most improved score, and 39 points above the CSPS benchmark.
- Staff still have some concerns though, with only 38% agreeing that change is managed well and this varies significantly between teams. Less than half of people agree that they have the opportunity to contribute their views before decisions are made that affect them; a reduction of six percentage points from the previous year. There are also concerns that there has been too much change and that plans are not given a sufficient chance to embed before being replaced by something else.

“... PHSO do not give enough time for the changes to bed in before they implement a new change. This means that we do not know where the benefit of the change is coming from.”



	PHSO overall 2018	PHSO overall 2017	Strategy & Ops	Corporate services	Operations & quality	Strategy & Insight/Comms	Resources	Legal and prof services
B38. Senior Managers in PHSO are sufficiently visible	78	64	76	90	75	91	81	95
B39. I believe the actions of Senior Managers are consistent with PHSO's values	56	45	55	60	53	77	54	63
B40. I believe that the Ombudsman and CEO have a clear vision for the future of PHSO	87	53	86	91	85	100	88	93
B41. Overall, I have confidence in the decisions made by PHSO's Senior Managers	60	41	58	70	56	86	65	73
B42. I feel that change is managed well in PHSO	38	18	36	46	34	59	35	54
B43. When changes are made in PHSO they are usually for the better	40	23	37	54	37	45	46	59
B44. PHSO keeps me informed about matters that affect me	72	48	70	79	69	86	73	83
B45. I have the opportunity to contribute my views before decisions are made that affect me	48	54	46	58	45	64	58	59
B46. I think it is safe to challenge the way things are done in PHSO	48	43	45	58	44	64	46	66
Number of survey responses	357	325	290	67	268	22	26	41

“I feel that when proposals to improve our processes are presented to Senior Management, the ideas are dismissed without any evidence or facts. There have been numerous areas where we have identified issues with our processes that affect our customers in a negative way, the proposal had been presented to the Senior Manager of that particular area, and rejected, whereas the people on the ground floor doing the tasks thought this would have been of great benefit. What I think we need to change to make PHSO a great work place, is the Senior Manager level being more open to accepting change to processes they made in their areas. This would benefit the staff and also the customer.”

Difference from CSPS 2018: ↑12 : Difference from CSPS 2018 high performers: ↑4

# A closer look at each theme

## Taking action

52%

- Although the overall score for taking action on the survey is one of our lowest, the question scores have improved successively over the last two years to the point that we are now above the CSPS benchmark.
- Similarly to leadership and managing change, Operations & Quality scored lower than other areas.
- Some have felt that their feelings/thoughts on issues have not been adequately taken into account in the past.



While opportunities are offered to staff to provide their views on things, it often feels that this is just a box-ticking exercise and that decisions have been made/will be made regardless of what staff feedback is.



B52. I believe that Senior Managers in PHSO will take action on the results from this survey  
B53. Where I work, I think effective action has been taken on the results of the last survey

Number of survey responses

PHSO overall 2018	PHSO overall 2017	Strategy & Ops	Corporate services	Operations & quality	Strategy & insight/Comms	Resources	Legal and prof services
62	45	61	70	59	86	65	73
41	27	39	52	36	68	38	61
357	325	290	67	268	22	26	41

Difference from CSPS 2018: ↑10 : Difference from CSPS 2018 high performers: 0

# A closer look at each theme

## Organisational culture

72%

- Overall, PHSO scores lower than the CSPS benchmark for organisational
- The figures suggests that we do not encourage innovative working practices to the same degree as other organisations and that people feel less comfortable in reporting inappropriate behaviour in the workplace, pointing to a lack of empowerment.

	PHSO overall 2018	PHSO overall 2017	Strategy & Ops	Corporate services	Operations & quality	Strategy & Insight/Comms	Resources	Legal and prof services
B54. I am trusted to carry out my job effectively	87	81	87	85	87	82	73	93
B55. I believe I would be supported if I try a new idea, even if it may not work	65	50	65	66	65	64	62	68
B56. In PHSO, people are encouraged to speak up when they identify a serious policy or delivery risk	68	N/A	67	70	66	82	65	73
B57. I feel able to challenge inappropriate behaviour in the workplace	59	N/A	59	61	57	77	58	63
B58. PHSO is committed to creating a diverse and inclusive workplace	79	N/A	78	85	78	77	77	90
Number of survey responses	357	325	290	67	268	22	26	41

Difference from CSPS 2018: ↓2      Difference from CSPS 2018 high performers: ↓5

# A closer look at each theme

## Your plans for the future

- Staff were asked which of four statements most accurately reflected their thoughts about working for PHSO. 50% stated that they wanted to work here for at least the next three years, suggesting people have a greater desire to stay than in other areas of the Civil Service (43%).
- On the whole, figures from the survey are relatively positive but there are still areas that could be examined more closely to help increase staff retention.



I have always envisioned PHSO to be similar to other public sector environments, in being an organisation in which people can have a career. However since joining it have found that PHSO has become a stepping stone for career progression. PHSO does not encourage people to stay to utilize their knowledge and skills, or have confidence in the skills their employees have, recruiting additional resources. Although there are many positives to encouraging staff rotation as this brings innovation, it also means there are added pressures and resources to continuously train. There is a lack of career progression, which has improved within Operations, however within corporate services this is still very limited to no existent.

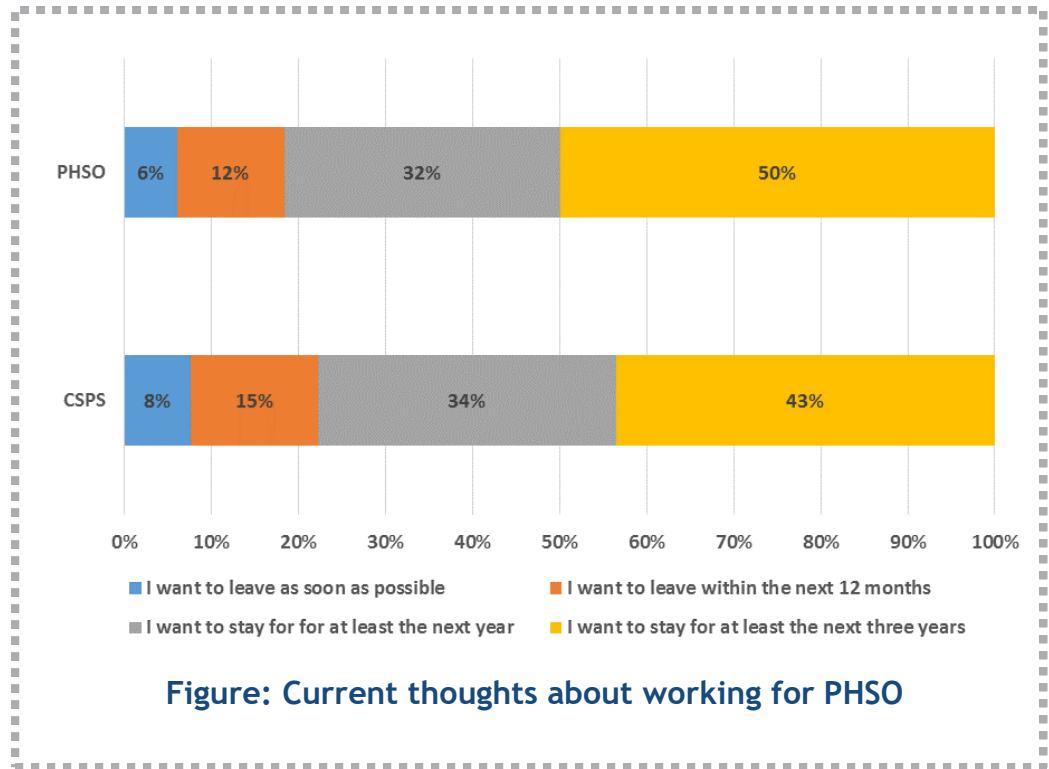


Figure: Current thoughts about working for PHSO



I think it's wonderful that we have a clear path for operations, I think that when making decisions although Operations is the main part of the business, we need to consider how the EA&I team and CS team fit into the bigger picture of PHSO, and how PHSO provide the same opportunities for members of staff within those departments.

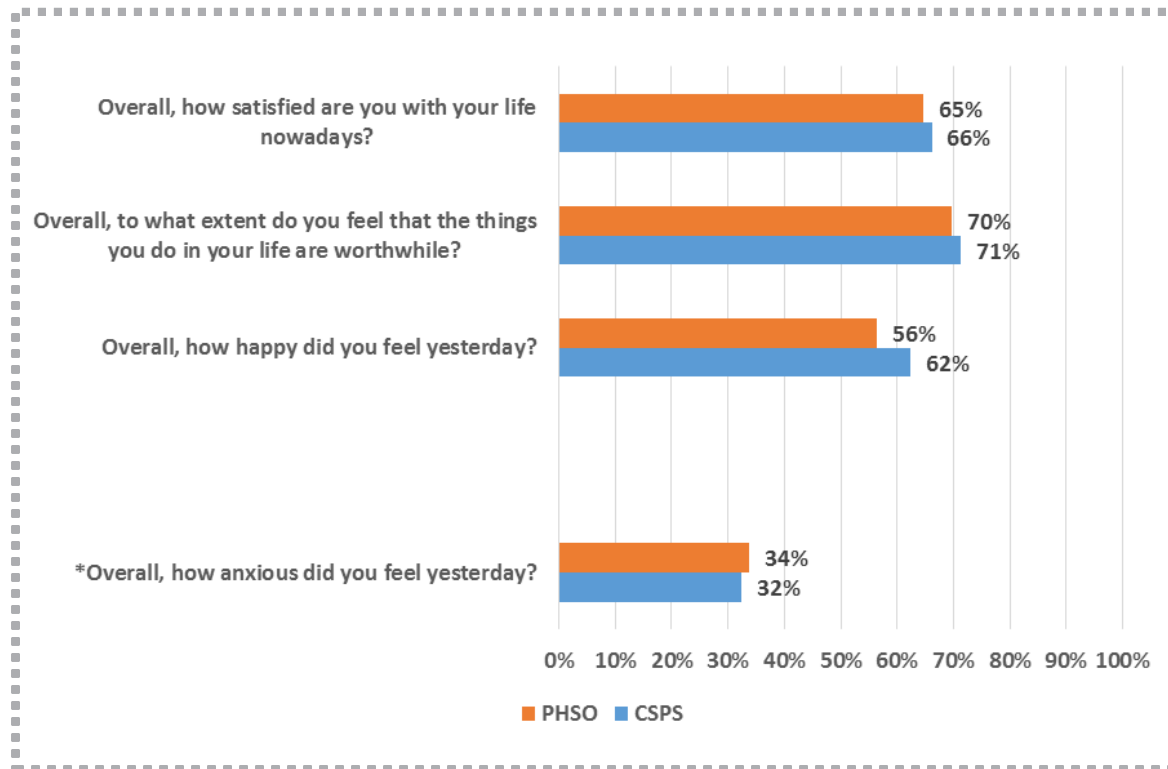




# A closer look at each theme

## Wellbeing

- People that work in a more engaged workforce tend to have higher levels of wellbeing and four questions were included in the survey to explore this further.
- We scored roughly in line with the CSPS benchmark, but were six percentage points below for the question *‘overall, how happy did you feel yesterday?’*.



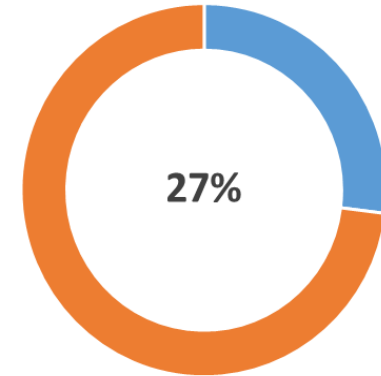
\* Note: for this question, percentages relate to the proportion of respondents stating they felt anxious.

# A closer look at each theme

## Wellbeing

### Proxy stress index

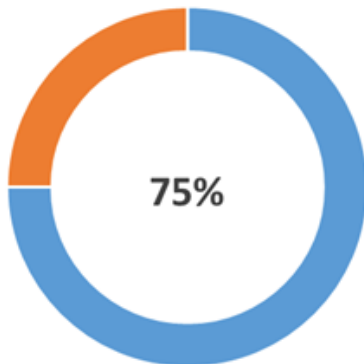
- The index aligns to the Health and Safety Executive's stress management tool. The score is arrived at by calculating an average across eight questions from the survey.
- The index score has been inverted so that it is a measure of conditions which can add to stress; in other words, a higher score represents a more stressful environment.
- Our index score is broadly in line with the Civil Service as a whole; two percentage points below the CSPA benchmark.



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### PERMA index

- This measures the extent to which employees are 'flourishing' in the workplace and is based around five dimensions: (1) positive emotion, (2) engagement, (3) relationships, (4) meaning and (5) accomplishment.
- The score is arrived at by calculating an average of the scores across five questions from the survey. A higher score therefore represents a more positive outlook.
- Our overall score of 75% is broadly in line with Civil Service organisations; two percentage points above the CSPA benchmark.

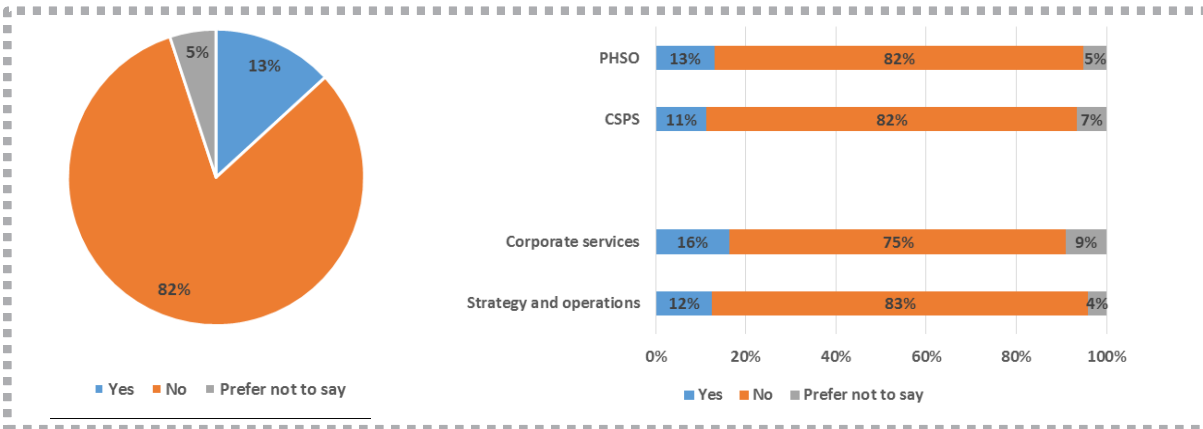


# A closer look at each theme

## Bullying, harassment and discrimination

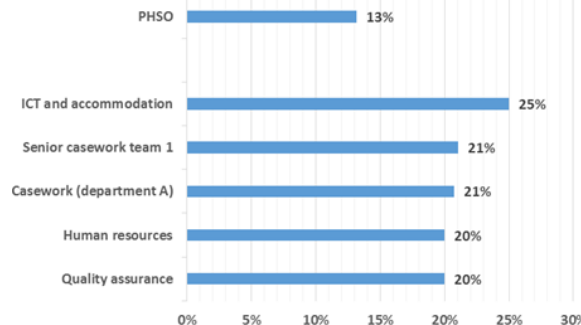
**Bullying and harassment**

- In 2016, the proportion of respondents who said they experienced bullying or harassment stood at 14%. In 2016, this reduced slightly to 13% and remains unchanged in 2018.
- In comparison to the CSPA average of 11%, our rate is slightly higher.
- It would appear that alleged incidents of bullying and harassment is more common in Corporate Services (16%) than in Strategy & Operations (12%).



During the past 12 months how many people said they have personally experienced bullying or harassment at work?

**Which teams reported experiencing bullying and harassment most?**



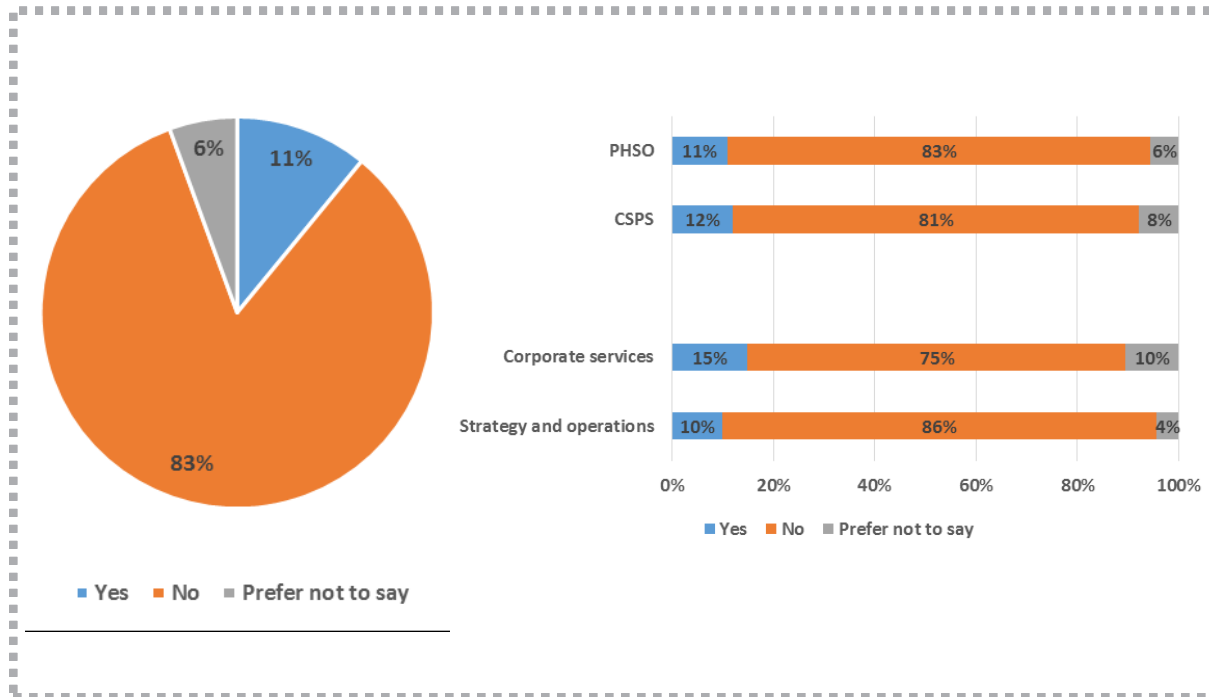
Percentages in this graph are based on the following number of respondents: PHSO (357), ICT and accommodation (12), Senior casework team 1 (19), Casework department (A) (53), Quality assurance (20) Human resources (10). Please bear in mind that some teams are much larger than others when comparing data in this chart.

# A closer look at each theme

## Bullying, harassment and discrimination

**Discrimination**

- In 2016, the proportion of respondents who claimed to have experienced discrimination stood at 9%. In 2017 this increased to 13% but has fallen to 11% in 2018.
- In comparison to the CSPA average of 12%, PHSO's rate is slightly lower.
- It would appear that alleged incidents of discrimination is more common in Corporate Services (15%) than in Strategy & Operations (10%).



During the past 12 months how many people said they have personally experienced discrimination at work?

# A closer look at each theme

## Bullying, harassment and discrimination

**18%** of comments (42)  
left within the survey  
either fully or partially  
relate to bullying,  
harassment and  
discrimination.



I have not experienced bullying or harassment at PHSO. However, I know several people who have and this has led to health concerns in those cases. The way this has been handled by their line managers and HR has been appalling and seeing this close hand has definitely led me to feel less confident in the abilities of PHSO at handling poor behaviour in the workplace.



The bullying culture comes from the top. I've reported bullying and discrimination but nothing is done because the perpetrators are in senior roles and are seen as more valuable than lower graded staff. In previous surveys people have named specific individuals responsible for bullying but nothing is done and these people remain in post and are free to continue their behaviour... nothing will change until there are consequences for bullying and discriminatory behaviour. At present the only people who suffer consequences are the ones on the receiving end.



# Technical information

# Technical guidance

Please bear in mind the following when reviewing the data in this report:

- **CSPS benchmark** | The CSPS benchmark is the median percent positive across all organisations that participated in the 2018 Civil Service People Survey.
- **Rounding** | Results are presented as whole numbers for ease of reading, with rounding performed at the last stage of calculation for maximum accuracy. Therefore, in some instances, the differences presented in this report will not match the rounded figures of the scores being compared.
- **Theme scores** | Scores for each individual theme are arrived at by calculating the average percentage of positive responses to the theme's constituent questions
- **Comparison to historical results** | This year we have joined the Civil Service People Survey, enabling us to compare our results to those of other public services organisations. While many of the survey questions remain the same as in 2017, some are different, which has meant that in some instances we are unable to provide a direct comparison to a score in previous years. For tables that include data for historical survey results, 'N/A' indicates that a sufficiently comparable question was not included in the survey.
- **Percentages** | Unless otherwise stated, question score percentages shown in this report relate to the proportion of employees providing a positive response.

[Civil Service People Survey Full Technical Guide](#)

[Civil Service People Survey: Civil Service Benchmark Scores 2019-2018](#)