

2023 Staff Survey

The results (PHSO)



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Staff Survey 2023: PHSO results

Response rate: 83%

No. of responses: 487

Engagement
Index: 68%

Largest improvement since 2022*	% positive	Difference
I have clear work objectives	89%	+6%
The feedback I receive helps me to improve my performance	86%	+4%
My manager recognises when I have done my job well	94%	+4%
My manager helps me to understand how I contribute to PHSO's objectives	86%	+3%
I get the information I need to do my job well	79%	+3%

Largest deterioration since 2022*	% positive	Difference
There are opportunities for me to develop my career in PHSO	36%	-23%
When changes are made in PHSO they are usually for the better	33%	-15%
I believe that the Ombudsman and CEO have a clear vision for the future of PHSO	67%	-13%
Overall, I have confidence in the decisions made by the Executive Team	45%	-13%
I believe the actions of the Ombudsman and CEO are consistent with PHSO's values	70%	-11%

*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
68% Comparison: CSPS 2023: 64% +4 Staff Survey 2022: 71% -3	81% Comparison: CSPS 2023: 78% +3 Staff Survey 2022: 82% -1	86% Comparison: CSPS 2023: 84% +2 Staff Survey 2022: 88% -2	90% Comparison: CSPS 2023: 78% +12 Staff Survey 2022: 88% +2	90% Comparison: CSPS 2023: 83% +7 Staff Survey 2022: 89% +1
Learning and development*	Inclusion and fair treatment	Resources and workload	Pay and benefits	Leadership and managing change**
53% Comparison: CSPS 2023: 56% -3 Staff Survey 2022: 64% -11	84% Comparison: CSPS 2023: 81% +3 Staff Survey 2022: 85% -1	82% Comparison: CSPS 2023: 75% +7 Staff Survey 2022: 82% +/-0	50% Comparison: CSPS 2023: 32% +18 Staff Survey 2022: 53% -3	56% Comparison: CSPS 2023: 52% +4 Staff Survey 2022: 64% -8

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

<p>Taking action*</p> <p>48% Comparison: Staff Survey 2022: 51% -3</p>	<p>Organisational culture*</p> <p>79% Comparison: Staff Survey 2022: 81% -2</p>	<p>Support for managers*</p> <p>91% Comparison: Staff Survey 2022: 91% +/-0</p>	<p>Safe to challenge*</p> <p>61% Comparison: Staff Survey 2022: 61% +/-0</p>	<p>Intentions to stay for at least one year</p> <p>81% Comparison: CSPS 2023: 78% +3 Staff Survey 2022: 86% -5</p>
<p>Satisfaction with life nowadays**</p> <p>58% Comparison: CSPS 2023: 67% -9 Staff Survey 2022: 60% -2</p>	<p>Anxiety***</p> <p>38% Comparison: CSPS 2023: 35% Staff Survey 2022: 34%</p>	<p>Discrimination experienced</p> <p>8% (experienced discrimination) Comparison: CSPS 2023: 7% Staff Survey 2022: 6%</p>	<p>Bullying & harassment experienced</p> <p>7% (experienced bullying & harassment) Comparison: CSPS 2023: 8% Staff Survey 2022: 7%</p>	


*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
My manager is considerate of my life outside work	95%
I have the skills I need to do my job effectively	94%
My manager recognises when I have done my job well	94%
My manager is open to my ideas	93%
I am interested in my work	93%

What are colleagues most negative about? 	% disagree
There are opportunities for me to develop my career in PHSO	37%
I feel that my pay adequately reflects my performance	36%
I feel that change is managed well in PHSO	35%
Compared to people doing a similar job in other organisations I feel my pay is reasonable	35%
I have the opportunity to contribute my views before decisions are made that affect me	26%

*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 2023	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	45%	+19
	I am satisfied with the total benefits package	58%	+19
	The feedback I receive helps me to improve my performance	86%	+17
	I feel that my pay adequately reflects my performance	48%	+17
	I receive regular feedback on my performance	88%	+15
	My manager helps me to understand how I contribute to PHSO's objectives	86%	+14
	My manager motivates me to be more effective in my job	89%	+12
	I think that my performance is evaluated fairly	85%	+12
	I have clear work objectives	89%	+11
My manager recognises when I have done my job well	94%	+11	

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	36%	-18
PHSO keeps me informed about matters that affect me	60%	-4
When changes are made in PHSO they are usually for the better	33%	-1

Questions by theme

My work

81%

-1

Difference from previous survey

% positive

Difference from previous survey

Difference from CSPS 2023

I am interested in my work



93%

-1

+3

I am sufficiently challenged by my work



90%

+1

+7

My work gives me a sense of personal accomplishment



80%

-3

+2

I feel involved in the decisions that affect my work



63%

-3

+2

I have a choice in deciding how I do my work



80%

+1

+/-0

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

Questions by theme

Organisational objectives

86%

-2

Difference from previous survey

% positive

Difference from previous survey

Difference from CSPA 2023

Statement	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% positive	Difference from previous survey	Difference from CSPA 2023
I have a clear understanding of PHSO's objectives	29%	55%	9%	6%	1%	84%	-4	+1
I understand how my work contributes to PHSO's objectives	33%	54%	8%	4%	1%	87%	+/-0	+2

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

Questions by theme

My manager

90%

+2

Difference from previous survey

% positive

Difference from previous survey

Difference from CSPS 2023

Statement	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% positive	Difference from previous survey	Difference from CSPS 2023
My manager motivates me to be more effective in my job	50%	39%	7%	4%	0%	89%	+2	+12
My manager is considerate of my life outside work	72%	23%	3%	2%	0%	95%	+/-0	+5
My manager is open to my ideas	57%	36%	5%	2%	0%	93%	-1	+7
My manager helps me to understand how I contribute to PHSO's objectives	42%	45%	11%	2%	0%	86%	+3	+14
Overall, I have confidence in the decisions made by my manager	57%	33%	6%	2%	0%	91%	+1	+10

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

Questions by theme

My manager

		% positive	Difference from previous survey	Difference from CSPS 2023
My manager recognises when I have done my job well		94%	+4	+11
I receive regular feedback on my performance		88%	+1	+15
The feedback I receive helps me to improve my performance		86%	+4	+17
I think that my performance is evaluated fairly		85%	+1	+12

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

Questions by theme

My team

90%

+1

Difference from previous survey

% positive

Difference from previous survey

Difference from CSPA 2023

Statement	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% positive	Difference from previous survey	Difference from CSPA 2023
The people in my team can be relied upon to help when things get difficult in my job	58%	35%	5%	2%	0%	93%	+1	+5
The people in my team work together to find ways to improve the service we provide	53%	36%	8%	2%	0%	89%	+1	+4
The people in my team are encouraged to come up with new and better ways of doing things	50%	37%	8%	5%	0%	87%	-1	+9

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

Questions by theme

Learning and development (career and personal development)

53%

-11

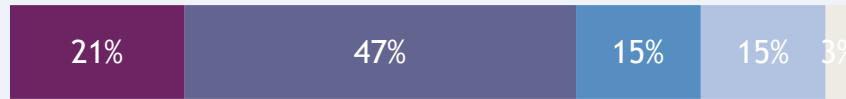
Difference from previous survey

% positive

Difference from previous survey

Difference from CSPS 2023

I am able to access the right learning and development opportunities for my current role when I need to



68%

-9

+1

Learning and development activities I have completed in the past 12 months for my current role have helped to improve my performance



54%

-9

+2

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

Questions by theme

Learning and development (career and personal development)

		% positive	Difference from previous survey	Difference from CSPA 2023
The experience I have gained while working for PHSO is beneficial for my personal development*		79%	-4	N/A
The experience I have gained while working for PHSO is beneficial for my career development (whether at PHSO or elsewhere)*		76%	-5	N/A
There are opportunities for me to develop my career in PHSO		36%	-23	-18
Learning and development activities I have completed while working for PHSO will help me to develop my career (whether at PHSO or elsewhere)**		55%	-5	+4

*Question is not included in the CSPA and has not been included in the overall score for Learning and development.

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

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

Questions by theme

Inclusion and fair treatment

84%

-1

Difference from previous survey

% positive

Difference from previous survey

Difference from CSPS 2023

Statement	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% positive	Difference from previous survey	Difference from CSPS 2023
I am treated fairly at work	42%	46%	6%	4%	2%	88%	+1	+4
I am treated with respect by the people I work with	49%	42%	5%	3%	2%	91%	-2	+3
I feel valued for the work I do	33%	40%	13%	11%	3%	73%	-5	+1
I think that PHSO respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc.)	37%	45%	9%	6%	2%	82%	+/-0	+2

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

Questions by theme

Resources and workload

82%

+/-0 Difference from previous survey

% positive

Difference from previous survey

Difference from CSPA 2023

Statement	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% positive	Difference from previous survey	Difference from CSPA 2023
I get the information I need to do my job well	23%	57%	13%	7%	1%	79%	+3	+8
I have clear work objectives	33%	56%	7%	4%		89%	+6	+11
I have the skills I need to do my job effectively	41%	54%	4%			94%	+/-0	+5
I have the tools I need to do my job effectively	28%	52%	10%	9%	1%	80%	-3	+7
I have an acceptable workload	23%	49%	16%	9%	3%	71%	-2	+7
I achieve a good balance between my work life and my private life	32%	49%	14%	4%	2%	81%	+/-0	+6
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*	43%	47%	5%	5%		90%	+2	N/A

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

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

Questions by theme

Pay and benefits

50%

-3

Difference from previous survey

% positive

Difference from previous survey

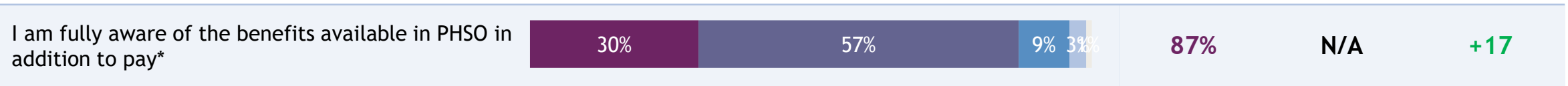
Difference from CSPA 2023

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% positive	Difference from previous survey	Difference from CSPA 2023
I feel that my pay adequately reflects my performance	10%	38%	16%	25%	11%	48%	-1	+17
I am satisfied with the total benefits package	16%	42%	17%	19%	7%	58%	-3	+19
Compared to people doing a similar job in other organisations I feel my pay is reasonable	15%	30%	20%	23%	12%	45%	-3	+19

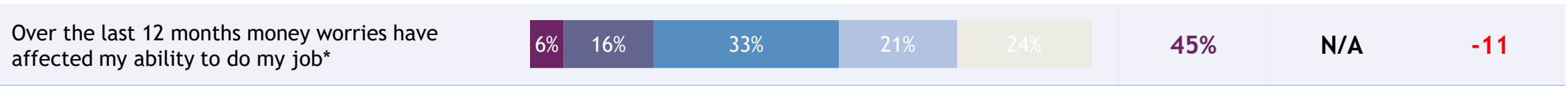
● Strongly agree
 ● Agree
 ● Neither
 ● Disagree
 ● Strongly disagree

Questions by theme

Pay and benefits



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



● Always
 ● Often
 ● Sometimes
 ● Hardly ever
 ● Never

*New question added for 2023 (not included in overall theme score). Does not have comparator score in previous surveys.

Questions by theme

Leadership and managing change

56%

-8

Difference from previous survey

% positive

Difference from previous survey

Difference from CSPA 2023

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% positive	Difference from previous survey	Difference from CSPA 2023
The Ombudsman and CEO are sufficiently visible*	31%	54%	7%	6%	2%	85%	-2	N/A
Members of PHSO's Executive Team are sufficiently visible*	12%	41%	22%	21%	5%	53%	-6	N/A
Assistant Directors in PHSO are sufficiently visible*	16%	51%	15%	15%	4%	67%	-4	N/A
I believe the actions of the Ombudsman and CEO are consistent with PHSO's values*	26%	45%	17%	8%	5%	70%	-11	N/A
I believe the actions of the Executive Team are consistent with PHSO's values*	15%	35%	38%	8%	4%	50%	-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 CSPA 2023
I believe the actions of Assistant Directors are consistent with PHSO's values*		62%	-6	N/A
I believe that the Ombudsman and CEO have a clear vision for the future of PHSO*		67%	-13	N/A
Overall, I have confidence in the decisions made by the Executive Team*		45%	-13	N/A
Overall, I have confidence in the decisions made by Assistant Directors*		55%	-3	N/A
I feel that change is managed well in PHSO		35%	-7	+1

*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 2023
When changes are made in PHSO they are usually for the better		33%	-15	-1
PHSO keeps me informed about matters that affect me		60%	-8	-4
I have the opportunity to contribute my views before decisions are made that affect me		45%	-6	+5
I think it is safe to challenge the way things are done in PHSO		55%	-5	+4

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

Questions by theme

Engagement

68%

-3

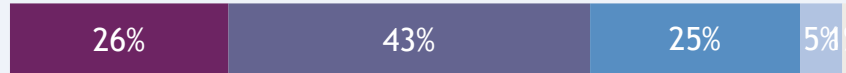
Difference from previous survey

% positive

Difference from previous survey

Difference from CSPS 2023

I am proud when I tell others I am part of PHSO



69%

-2

+4

I would recommend PHSO as a great place to work



72%

-5

+10

I feel a strong personal attachment to PHSO



53%

-4

+3

PHSO inspires me to do the best in my job



62%

-2

+8

PHSO motivates me to help it achieve its objectives



59%

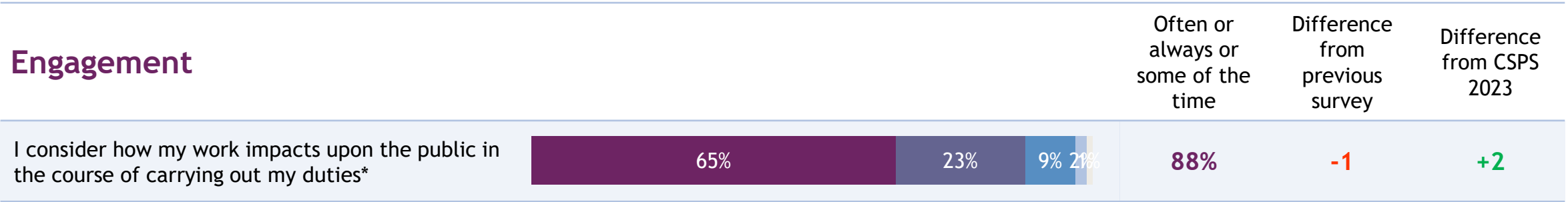
-2

+7

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

Questions by theme

Engagement



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

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

Questions by theme

Taking action

48%

-3

Difference from previous survey

% positive

Difference from previous survey

Difference from CSPS 2023

Question	11%	37%	29%	15%	8%	% positive	Difference from previous survey	Difference from CSPS 2023
I believe that the Executive Team will take action on the results from this survey*	11%	37%	29%	15%	8%	48%	-5	N/A
I believe that Assistant Directors will take action on the results from this survey*	13%	41%	28%	12%	7%	53%	-3	N/A
Where I work, I think effective action has been taken on the results of the last survey	13%	30%	36%	14%	7%	43%	+/-0	+5

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

Organisational culture

79%

-2

Difference from previous survey

% positive

Difference from previous survey

Difference from CSPS 2023

Statement	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% positive	Difference from previous survey	Difference from CSPS 2023
I am trusted to carry out my job effectively	45%	48%	4%	3%	1%	93%	+3	+2
I believe I would be supported if I try a new idea, even if it may not work	27%	48%	16%	8%	2%	75%	-1	+/-0
In PHSO, people are encouraged to speak up when they identify a serious policy or delivery risk	26%	51%	13%	7%	2%	77%	-1	+4
I feel able to challenge inappropriate behaviour in the workplace	26%	46%	16%	8%	4%	72%	-4	+1
PHSO is committed to creating a diverse and inclusive workplace	32%	49%	13%	4%	3%	81%	-4	+3

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

Questions by theme

Organisational culture

		% positive	Difference from previous survey	Difference from CSPS 2023
I feel safe to speak up about anything that concerns me in my organisation**		69%	-6	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*		59%	-4	-24
My manager trusts me to do my job effectively, even if I am not working from the same location as them*		97%	+1	+3
When working from home, my colleagues are good at keeping in touch formally and informally**		93%	+2	N/A

*Question is not included in the overall score for Organisational culture.

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

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

Questions by theme

Support for managers

91%

+/-0

Difference from previous survey

% positive

Difference from previous survey

Difference from CSPA 2023

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% positive	Difference from previous survey	Difference from CSPA 2023
I understand what is expected of me as a manager*	41%	55%	2%	0%	0%	96%	+4	N/A
As a manager, I feel adequately supported to deliver my responsibilities*	31%	52%	12%	5%	0%	83%	-2	N/A
As a manager, I feel confident in supporting others with their health and wellbeing at work*	41%	52%	3%	4%	0%	94%	+1	N/A
As a manager, I feel confident in addressing poor performance in my team*	38%	47%	12%	4%	0%	84%	-4	N/A
I feel confident in managing others even if they are working in a different location to me*	47%	50%	3%	0%	0%	96%	+1	N/A
My organisation provides appropriate support for me to be an inclusive manager**	38%	49%	11%	3%	0%	86%	N/A	N/A

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

**New question added for 2023. Does not have comparator scores in previous surveys.

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

Questions by theme

Safe to challenge

2023
% yes

2022
% yes

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

22%

72%

7%

22%

14%

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

● Yes ● No ● Prefer not to say

Questions by theme

Safe to challenge

61%

+/-0

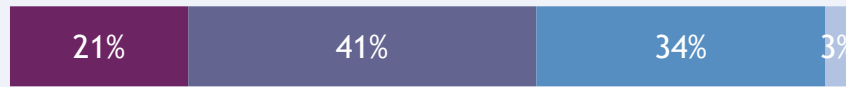
Difference from previous survey

% positive

Difference from previous survey

Difference from CSPA 2023

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



62%

-6

N/A

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



49%

-2

N/A

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*



46%

+4

N/A

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



85%

+4

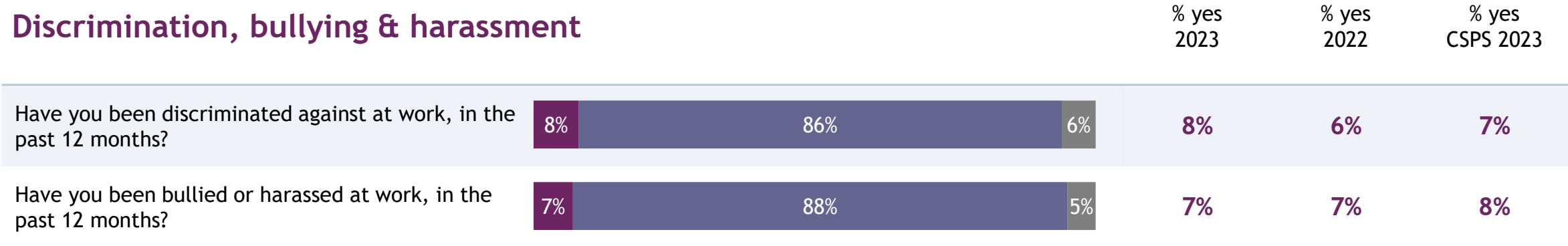
N/A

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

Strongly agree
 Agree
 Neither
 Disagree
 Strongly disagree

Questions by theme

Discrimination, bullying & harassment



Yes
 No
 Prefer not to say

Discrimination grounds

On which of the following grounds were you discriminated against?	Number of responses
Age	-
Caring responsibilities	-
Disability	14
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: 39)

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	-
Intimidation, or verbal or written aggression (e.g. shouting, making threats, sending aggressive emails)	13
Physical assault (e.g. object thrown at me, pushed, hit)	-
Humiliated in front of team or others	18
Negative micromanagement (e.g. excessive control; made to feel incompetent)	17
Removal of job responsibilities, unconstructive criticism, or changing expectations	10
Treated less favourably to others	12
Ignored, excluded, marginalised	13
Undermining or taking credit for my work	-
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: 36)

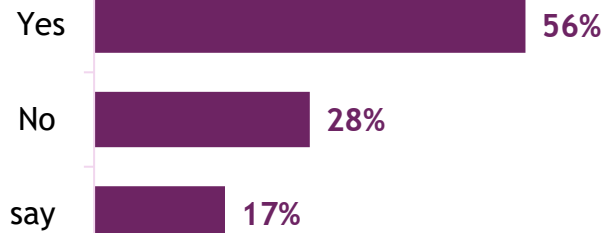
Perpetrators

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	-	-
A colleague in a different Area, Directorate or Division of PHSO	-	-
My manager	11	10
Another senior member of staff in PHSO	12	11
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	-	-
	(Base: 39)	(Base: 36)

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

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	16
Confided in someone (e.g. a colleague)	-
In another way	-

(Base: 20)

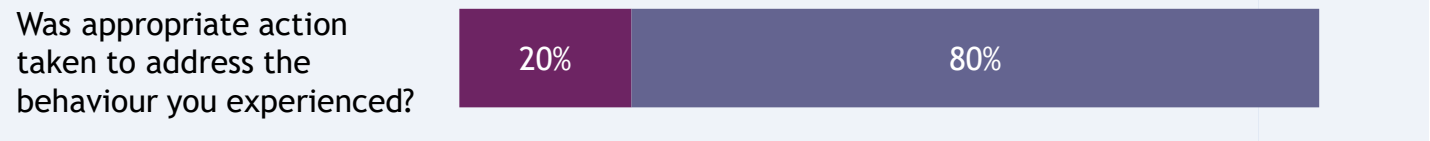
Why did you not report your experience?

No. of responses:

I felt I might jeopardise my job	No options were selected by 10 or more staff
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	

(Base: 10)

Bullying and harassment

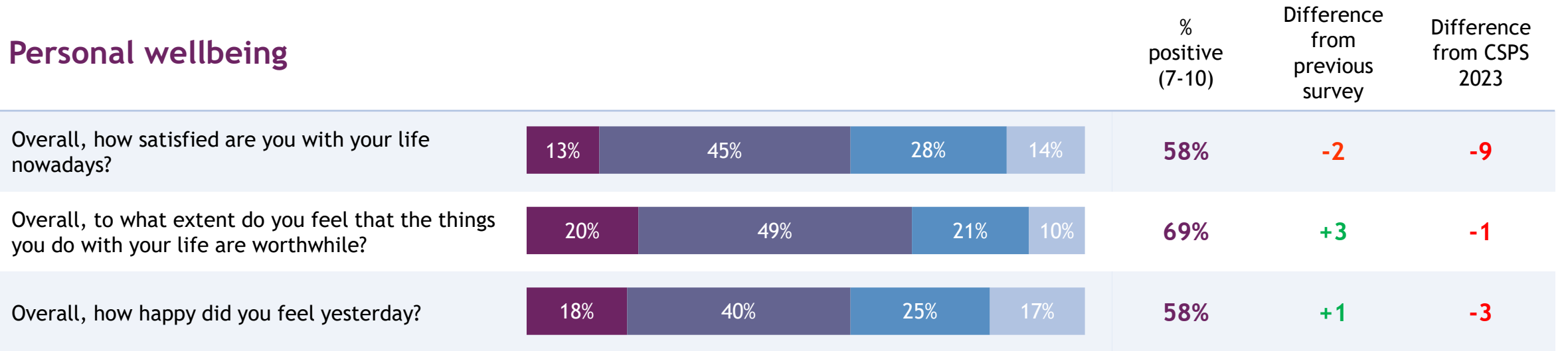


● Yes ● No ● Prefer not to say

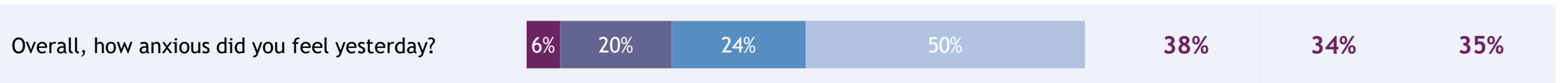
Answers with number of responses less than 10 have been suppressed and shown as '-'

Questions by theme

Personal wellbeing

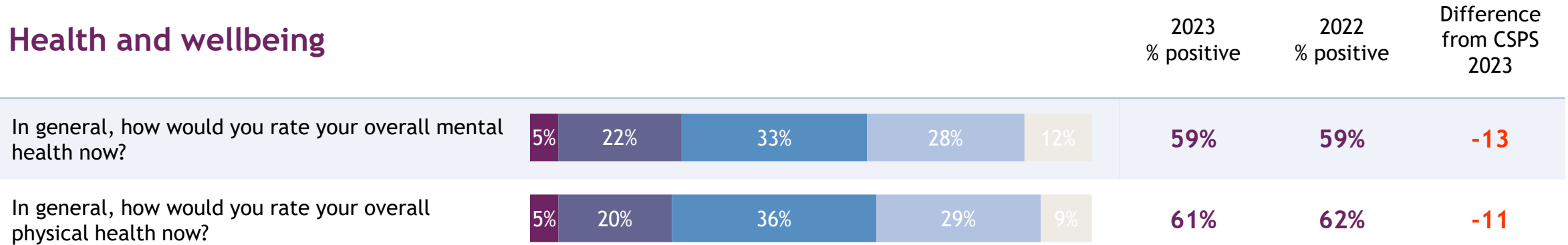


2023 % high anxiety (6-10)	2022 % high anxiety (6-10)	2023 % high anxiety (6-10) CSPA
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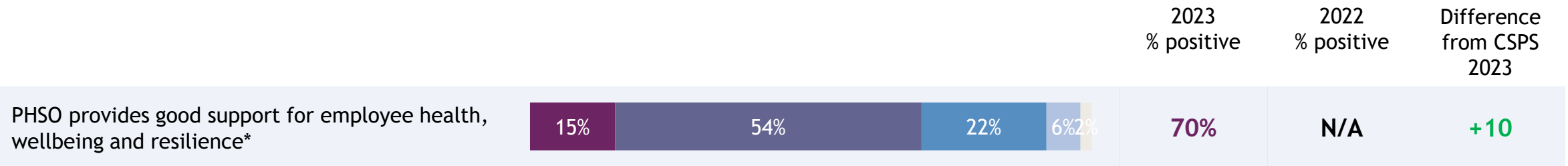


Questions by theme

Health and wellbeing



● Excellent
 ● Very good
 ● Good
 ● Fair
 ● Poor



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

*New question added for 2023. Does not have comparator scores in previous surveys.

Questions by theme

Health and wellbeing

		% positive	Difference from previous survey	Difference from CSPS 2023
I feel comfortable discussing my personal wellbeing with my manager**		84%	N/A	N/A
I feel comfortable discussing any work-related stress with my manager**		82%	N/A	N/A
My manager supports me to ensure I have the workplace adjustments I need to reduce the barriers I face due to my conditions or illnesses* (All colleagues with a condition/illness)		83%	-1	N/A

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

**New question for 2023. Does not have a comparator score in the previous survey or in the CSPA.





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

Questions by theme

**Do you have a current workplace adjustment passport?
(All colleagues with a condition/illness)**

% yes
2023

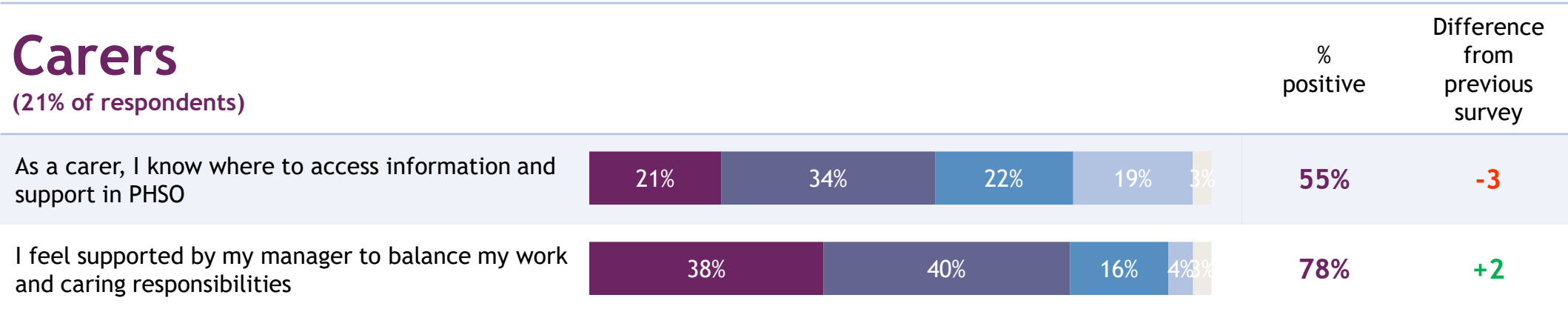
% yes
2022

Yes, and it helps me to get appropriate workplace adjustments and support in place		22%	13%
Yes, but it doesn't help me to get appropriate workplace adjustments and support in place		4%	2%
No, I do not have a passport		56%	61%
I do not know what that is		17%	24%

Questions by theme

Carers





(21% of respondents)



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

Questions by theme

Future intentions

		% yes 2023	% yes 2022	% yes CSPS 2023
I want to leave PHSO as soon as possible		6%	4%	7%
I want to leave PHSO within the next 12 months		14%	10%	15%
I want to stay working at PHSO for at least the next year		34%	32%	36%
I want to stay working for PHSO for at least the next three years		46%	54%	42%

Questions by theme

Future intentions - reasons staff wish to leave PHSO immediately or within the next 12 months’*	% 2023	Difference from CSPS 2023
End of my current contract or loan	2%	-2
A promotion or career progression in a different organisation**	52%	N/A
For a better pay and benefit package	49%	-1
For more interesting work	30%	+/-0
Due to unmanageable workload	17%	-1
For a better work-life balance	26%	+6
Lack of inclusion and fair treatment	14%	+/-0
Don't like the organisational culture	31%	+6
Due to poor line management	11%	-6
Due to poor leadership	26%	-2
Personal circumstances (for example, caring responsibilities, ill health)	11%	+4
Retiring	2%	-4
Just want a change	26%	+9
Other	14%	+6

*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 CSPS 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](#).