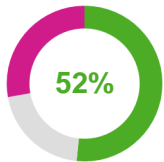


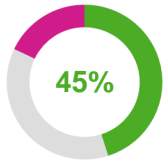


Taking action

■ % responding positively ■ % responding neutrally ■ % responding negatively



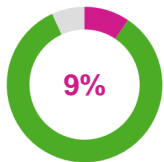
B52. I believe that Senior Managers in PHSO will take action on the results from this survey



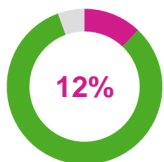
B53. Where I work, I think effective action has been taken on the results of the last survey

Discrimination, bullying and harassment

■ % responding Yes ■ % responding No ■ % responding Prefer not to say



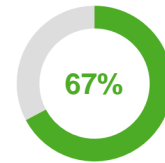
E01. Have you been discriminated against at work, in the past 12 months?



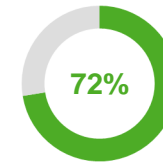
E03. Have you been bullied or harassed at work, in the past 12 months?

Wellbeing

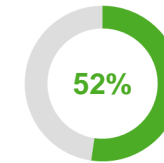
■ % responding positively to W01 - W03 ■ % responding negatively to W04



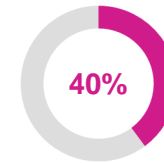
W01. Overall, how satisfied are you with your life nowadays?



W02. Overall, to what extent do you feel that the things you do in your life are worthwhile?

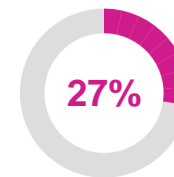


W03. Overall, how happy did you feel yesterday?

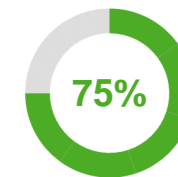


W04. Overall, how anxious did you feel yesterday?

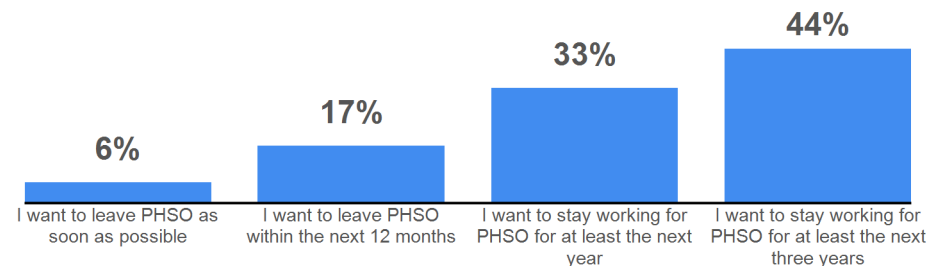
Proxy Stress Index










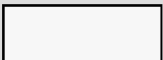





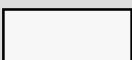

PERMA Index



Your plans for the future



Headline scores

Highest positive scoring questions	% Positive	Highest neutral scoring questions	% Neutral	Highest negative scoring questions	% Negative
B31 I have the skills I need to do my job effectively	 96%	B17 Poor performance is dealt with effectively in my team  37%		B59 I am aware of the Civil Service vision for 'A Brilliant Civil Service'  64%	
B09 My manager is considerate of my life outside work	 91%	B53 Where I work, I think effective action has been taken on the results of the last survey  37%		B23 There are opportunities for me to develop my career in PHSO  46%	
B01 I am interested in my work	 91%	B43 When changes are made in PHSO they are usually for the better  35%		B42 I feel that change is managed well in PHSO  39%	
B54 I am trusted to carry out my job effectively	 90%	B24 Learning and development activities I have completed while working for PHSO are helping me to develop my career  34%		B24 Learning and development activities I have completed while working for PHSO are helping me to develop my career  33%	
B18 The people in my team can be relied upon to help when things get difficult in my job	 90%	B22 Learning and development activities I have completed in the past 12 months have helped to improve my performance  28%		B35 I feel that my pay adequately reflects my performance  32%	

Please note that only questions B01-B60 are included in the above rankings

All questions by theme

◆ indicates statistically significant difference from comparison
^ indicates a variation in question wording from your previous survey

My work

77%

0

Difference
from
previous
survey



% Positive

Difference
from previous
survey

Difference
from CS2019

Difference
from CS High
Performers

B01 I am interested in my work



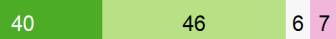
91%

-4 ◆

0

-2 ◆

B02 I am sufficiently challenged by my work



86%

+1

+5 ◆

+3 ◆

B03 My work gives me a sense of personal accomplishment



78%

0

0

-2 ◆

B04 I feel involved in the decisions that affect my work



59%

+3

0

-5 ◆

B05 I have a choice in deciding how I do my work



74%

-1

-4 ◆

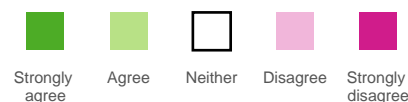
-8 ◆

Organisational objectives and purpose

85%

-5 ◆

Difference
from
previous
survey



B06 I have a clear understanding of PHSO's objectives



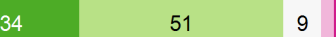
84%

-6 ◆

+2

-2 ◆

B07 I understand how my work contributes to PHSO's objectives



85%

-5 ◆

+1

-3 ◆

All questions by theme

◇ indicates statistically significant difference from comparison
^ indicates a variation in question wording from your previous survey

My manager

80%

+3

Difference
from
previous
survey



% Positive

Difference
from
previous
survey

Difference
from
CS2019

Difference
from CS High
Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2019	Difference from CS High Performers
B08	My manager motivates me to be more effective in my job	40	42	10	7		82%	+5 ◇	+10 ◇	+7 ◇
B09	My manager is considerate of my life outside work	62	30	6			91%	0	+5 ◇	+2 ◇
B10	My manager is open to my ideas	53	34	7			87%	+1	+4 ◇	+1
B11	My manager helps me to understand how I contribute to PHSO's objectives	36	41	16	6		77%	+2	+10 ◇	+5 ◇
B12	Overall, I have confidence in the decisions made by my manager	47	37	10			84%	+2	+8 ◇	+4 ◇
B13	My manager recognises when I have done my job well	50	39	7			89%	+1	+8 ◇	+5 ◇
B14	I receive regular feedback on my performance	43	45	7			88%	+9 ◇	+19 ◇	+16 ◇
B15	The feedback I receive helps me to improve my performance	37	40	14	7		77%	+3 ◇	+12 ◇	+9 ◇
B16	I think that my performance is evaluated fairly	36	42	14	6		78%	+2	+10 ◇	+6 ◇
B17	Poor performance is dealt with effectively in my team	15	30	37	12	5	45%	+1	+5 ◇	+2

All questions by theme

◇ indicates statistically significant difference from comparison
^ indicates a variation in question wording from your previous survey

		85%	+2	Difference from previous survey	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2019	Difference from CS High Performers
My team													
B18	The people in my team can be relied upon to help when things get difficult in my job	54	35	8	90%	-1	+3 ◇	+1					
B19	The people in my team work together to find ways to improve the service we provide	48	36	12	84%	+3	+2	-2					
B20	The people in my team are encouraged to come up with new and better ways of doing things	42	39	12	5	81%	+5 ◇	+4 ◇	+1				
Learning and development													
B21	I am able to access the right learning and development opportunities when I need to	16	45	22	11	5	61%	+7 ◇	-3 ◇	-10 ◇			
B22	Learning and development activities I have completed in the past 12 months have helped to improve my performance	14	39	28	15	52%	-3	-2	-7 ◇				
B23	There are opportunities for me to develop my career in PHSO	9	26	19	26	20	35%	-11 ◇	-16 ◇	-23 ◇			
B24	Learning and development activities I have completed while working for PHSO are helping me to develop my career	10	23	34	22	11	33%	-6 ◇	-17 ◇	-23 ◇			

All questions by theme

◇ indicates statistically significant difference from comparison
^ indicates a variation in question wording from your previous survey

Inclusion and fair treatment

80%

0

Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2019

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2019	Difference from CS High Performers
B25	I am treated fairly at work	32	49	11	5	5	81%	-2	0	-3 ◇
B26	I am treated with respect by the people I work with	39	50	7	7	7	89%	0	+3 ◇	+1
B27	I feel valued for the work I do	27	44	14	10	5	71%	+2	+2	-2
B28	I think that PHSO respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc.)	33	48	11	6	6	81%	-1	+3 ◇	-1

Resources and workload

73%

+2

Difference from previous survey



Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2019	Difference from CS High Performers
B29	I get the information I need to do my job well	17	54	15	12	6	71%	+3	0	-5 ◇
B30	I have clear work objectives	22	51	13	10	6	74%	-3	-2	-5 ◇
B31	I have the skills I need to do my job effectively	36	61	3	0	0	96%	+4 ◇	+7 ◇	+5 ◇
B32	I have the tools I need to do my job effectively	16	50	15	14	6	66%	+10 ◇	-7 ◇	-13 ◇
B33	I have an acceptable workload	12	44	19	19	6	57%	-1	-7 ◇	-11 ◇
B34	I achieve a good balance between my work life and my private life	23	50	18	7	2	73%	-3 ◇	+2	-3 ◇

All questions by theme

◇ indicates statistically significant difference from comparison
 ^ indicates a variation in question wording from your previous survey

Pay and benefits

58%

-9 ◇ Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2019

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2019	Difference from CS High Performers
B35 I feel that my pay adequately reflects my performance	14	38	16	23	9	52%	-12 ◇	+18 ◇	+11 ◇
B36 I am satisfied with the total benefits package	18	46	16	13	7	64%	-4 ◇	+25 ◇	+16 ◇
B37 Compared to people doing a similar job in other organisations I feel my pay is reasonable	19	40	17	16	8	59%	-10 ◇	+31 ◇	+23 ◇

Leadership and managing change

54%

-4 ◇ Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2019

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2019	Difference from CS High Performers
B38 Senior Managers in PHSO are sufficiently visible	21	50	14	12		70%	-8 ◇	+8 ◇	-2
B39 I believe the actions of Senior Managers are consistent with PHSO's values	14	34	21	19	12	48%	-8 ◇	-7 ◇	-16 ◇
B40 I believe that the Ombudsman and CEO have a clear vision for the future of PHSO	32	45	15	5		77%	-10 ◇	+27 ◇	+17 ◇
B41 Overall, I have confidence in the decisions made by PHSO's Senior Managers	15	36	27	13	10	50%	-10 ◇	-1	-12 ◇
B42 I feel that change is managed well in PHSO	10	30	21	28	11	40%	+2	+5 ◇	-6 ◇
B43 When changes are made in PHSO they are usually for the better	8	32	35	18	6	41%	0	+5 ◇	-3 ◇
B44 PHSO keeps me informed about matters that affect me	15	51	18	11	5	66%	-6 ◇	+6 ◇	-2
B45 I have the opportunity to contribute my views before decisions are made that affect me	10	36	23	22	9	46%	-3	+5 ◇	-5 ◇
B46 I think it is safe to challenge the way things are done in PHSO	13	37	24	17	9	50%	+2	0	-7 ◇

All questions by theme

◇ indicates statistically significant difference from comparison
^ indicates a variation in question wording from your previous survey

Engagement

The following five questions, measuring pride, advocacy, attachment, inspiration and motivation, are used to create your Employee Engagement Index score.

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2019	Difference from CS High Performers
B47 I am proud when I tell others I am part of PHSO	23	42	27	8	64%	-4 ◇	-2	-8 ◇	
B48 I would recommend PHSO as a great place to work	19	42	26	11	61%	-5 ◇	-1	-9 ◇	
B49 I feel a strong personal attachment to PHSO	20	33	27	16	53%	-5 ◇	0	-5 ◇	
B50 PHSO inspires me to do the best in my job	19	37	28	13	55%	-4 ◇	+3 ◇	-4 ◇	
B51 PHSO motivates me to help it achieve its objectives	16	39	28	12	55%	-2	+5 ◇	-1	

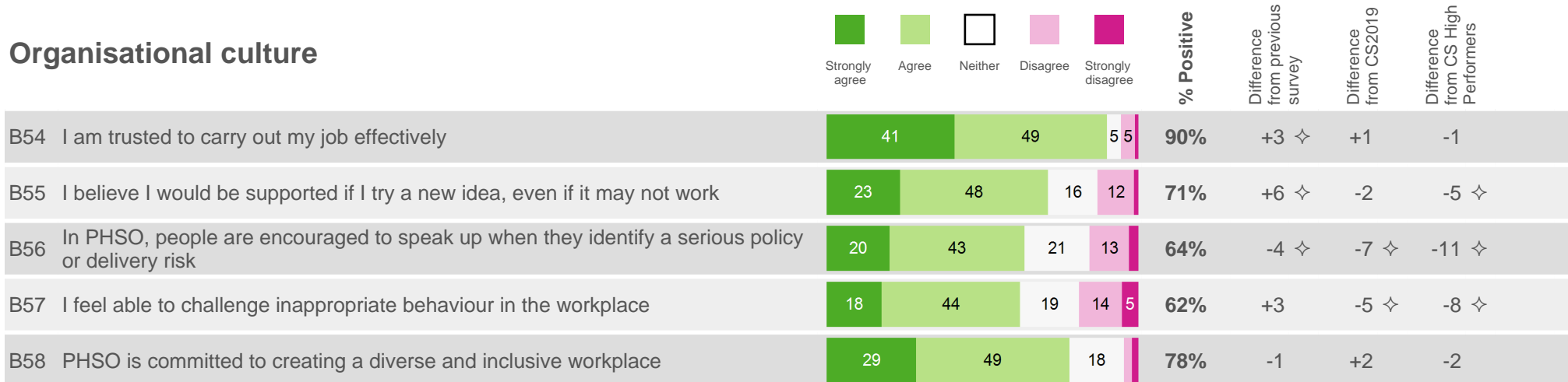
Taking action

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2019	Difference from CS High Performers
B52 I believe that Senior Managers in PHSO will take action on the results from this survey	14	38	21	18	9	52%	-11 ◇	+1	-8 ◇
B53 Where I work, I think effective action has been taken on the results of the last survey	14	31	37	10	8	45%	+4 ◇	+7 ◇	0

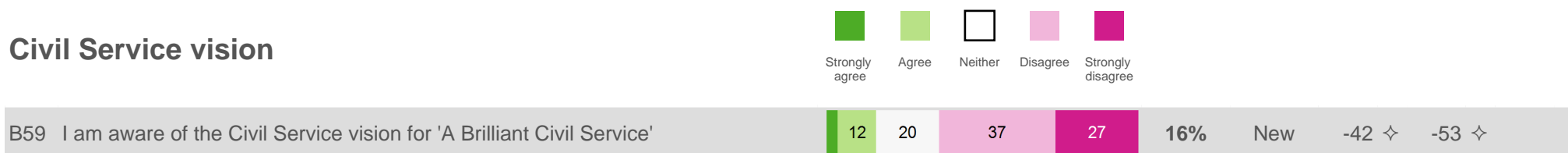
All questions by theme

◇ indicates statistically significant difference from comparison
^ indicates a variation in question wording from your previous survey

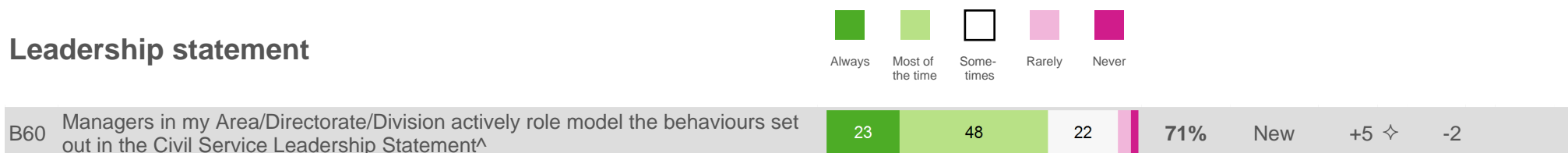
Organisational culture



Civil Service vision



Leadership statement



The % positive for this question is the proportion who selected either "Always" or "Most of the time".

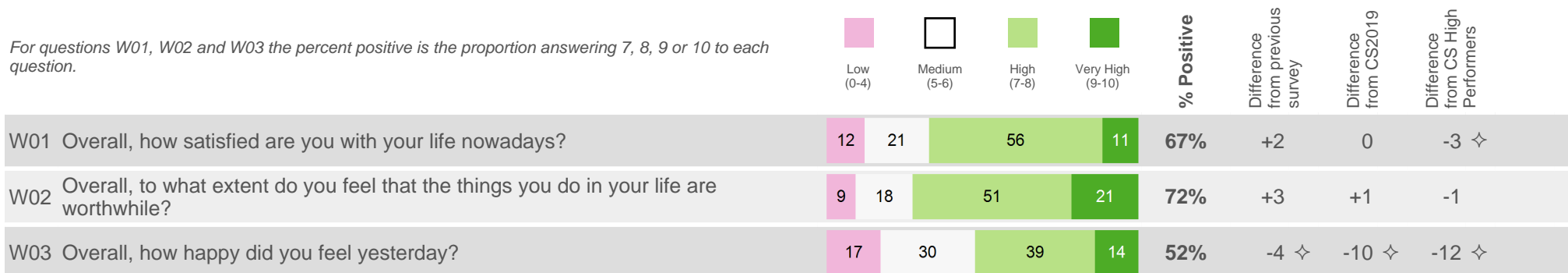
All questions by theme

◇ indicates statistically significant difference from comparison
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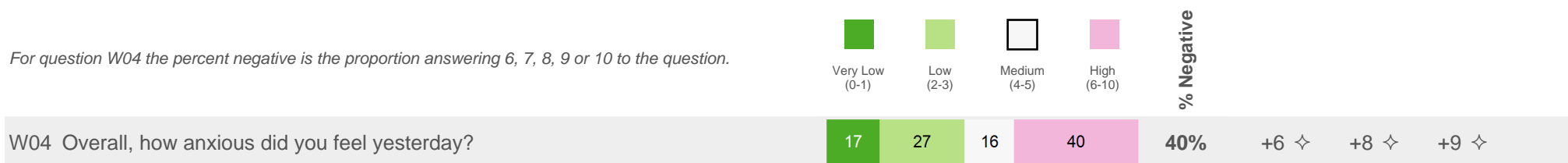
Wellbeing

The four wellbeing questions use a 11-point scale. The scale ranges from 0 to 10 for each question, where 0 is equivalent to 'not at all' (e.g. 'not at all satisfied' or 'not at all worthwhile') and where 10 is equivalent to 'completely' (e.g. 'completely satisfied' or 'completely anxious').

For questions W01, W02 and W03 the percent positive is the proportion answering 7, 8, 9 or 10 to each question.



For question W04 the percent negative is the proportion answering 6, 7, 8, 9 or 10 to the question.



All questions by theme

↗ indicates statistically significant difference from comparison
^ indicates a variation in question wording from your previous survey

Your plans for the future

C01. Which of the following statements most reflects your current thoughts about working for PHSO?

			Difference from previous survey	Difference from CS2019
I want to leave PHSO as soon as possible		6%	0	-1
I want to leave PHSO within the next 12 months		17%	+4 ↗	+2
I want to stay working for PHSO for at least the next year		33%	+1	0
I want to stay working for PHSO for at least the next three years		44%	-5	+1

The Civil Service Code

Differences are based on '% Yes' score




	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2019	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		63	37%	New	-55 ↗	-58 ↗
D02. Are you aware of how to raise a concern under the Civil Service Code?		81	19%	New	-47 ↗	-53 ↗
D03. Are you confident that if you raised a concern under the Civil Service Code in PHSO it would be investigated properly?		57	43%	New	-28 ↗	-33 ↗

All questions by theme

↗ indicates statistically significant difference from comparison
^ indicates a variation in question wording from your previous survey

Discrimination

E01. Have you been discriminated against at work, in the past 12 months?^

			Difference from previous survey	Difference from CS2019
Yes		9%	-1	-1
No		84%	0	+2 ↗
Prefer not to say		7%	+1	-1

Your survey included a question about whether the discrimination occurred in your organisation. These results have been suppressed in this report to protect respondents anonymity, but do feed into the overall Civil Service results.

For respondents who selected 'Yes' to E01.

E02. On which of the following grounds were you discriminated against?^
(multiple selection)

		Response Count
Age	--	
Caring responsibilities	--	
Disability	--	
Ethnic background	--	
Gender	--	
Gender reassignment or perceived gender	--	
Grade or responsibility level	--	
Main spoken/ 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	--	




Please note: Counts of fewer than ten responses are suppressed and replaced with '--'

All questions by theme

↗ indicates statistically significant difference from comparison
^ indicates a variation in question wording from your previous survey

Bullying and harassment

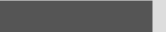
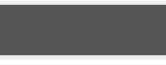
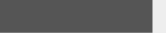




E03. Have you been bullied or harassed at work, in the past 12 months?^

			Difference from previous survey	Difference from CS2019
Yes		12%	-1	+1
No		82%	+1	0
Prefer not to say		6%	+1	-1

Your survey included a question about whether the bullying and/or harassment occurred in your organisation. These results have been suppressed in this report to protect respondents anonymity, but do feed into the overall Civil Service results.

For respondents who selected 'Yes' to E03.

E03A. How would you describe the nature of the bullying and/or harassment you experienced?^ (multiple selection)

		Response Count
Comments about my personal appearance	--	
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 aggression (e.g. shouting, swearing, making threats)	12	
Physical assault (e.g. object thrown at me, pushed, hit)	--	
Humiliated in front of team or others	11	
Negative Micromanagement (e.g. excessive control; made to feel incompetent)	16	
Removal of job responsibilities, unconstructive criticism, or impossible/changing expectations	11	
Treated less favourably to others	--	
Ignored, excluded, marginalised	14	
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	--	
Something else not listed here	11	
Prefer not to say	--	

Please note: Counts of fewer than ten responses are suppressed and replaced with '--'

All questions by theme

◇ indicates statistically significant difference from comparison
^ indicates a variation in question wording from your previous survey

Bullying and harassment

For respondents who selected 'Yes' to E03.
E04. Who bullied and/or harassed you?^ (multiple selection)

	Response Count	
A colleague in my Area/Directorate/Division	11	
A colleague in a different Area/Directorate/ Division of PHSO	--	
My manager	11	
Another senior member of staff in PHSO	11	
Someone I manage	--	
Someone working in a different Civil Service organisation	--	
Someone working for a non-Civil Service organisation	--	
A contractor	--	
A service user (e.g. customer, claimant, offender)	--	
A member of the public	--	
Someone else not listed here	--	
Prefer not to say	--	

Please note: Counts of fewer than ten responses are suppressed and replaced with '--'

For respondents who selected 'Yes' to E03.
E05. Did you report your experience of bullying and/or harassment?^

		Difference from previous survey	Difference from CS2019
Yes	38%	+2	-13 ◇
No	57%	+4	+15 ◇
Prefer not to say	5%	-5	-1

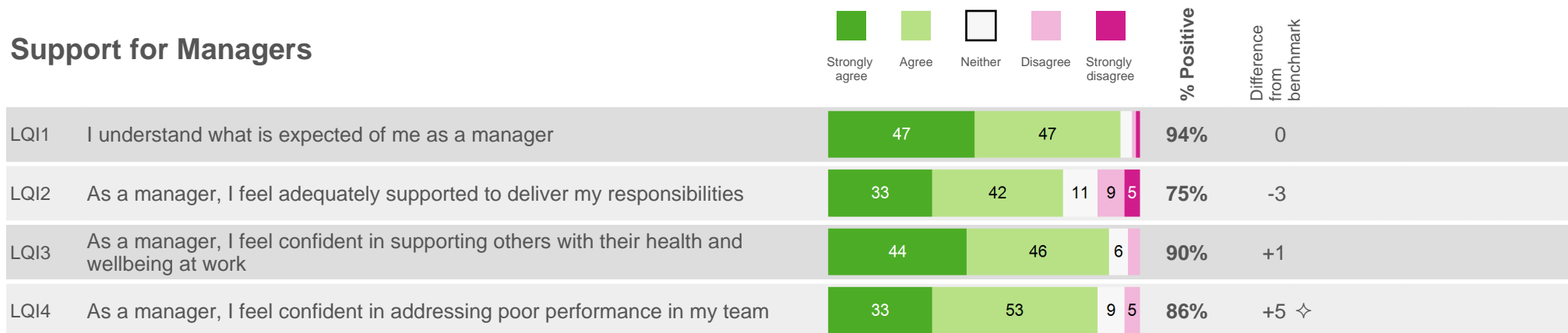
For respondents who selected 'Yes' to E03.
E06. How would you describe your situation now?^

		Difference from CS2019
Appropriate action was taken to address the behaviour I experienced		
Yes	15%	-1
No	65%	+2
Prefer not to say	21%	-1
The bullying and/or harassment has stopped		
Yes	44%	+6
No	35%	-2
Prefer not to say	21%	-3
The culture in my area allows this kind of behaviour to continue		
Yes	53%	-2
No	35%	+10
Prefer not to say	12%	-7
I felt like I was punished for reporting the incident		
Yes	11%	-6
No	69%	+14 ◇
Prefer not to say	20%	-7
I moved to another team or role to avoid the behaviour		
Yes	Results for this response have been suppressed as there are fewer than ten responses	
No	77%	+17 ◇
Prefer not to say	Results for this response have been suppressed as there are fewer than ten responses	

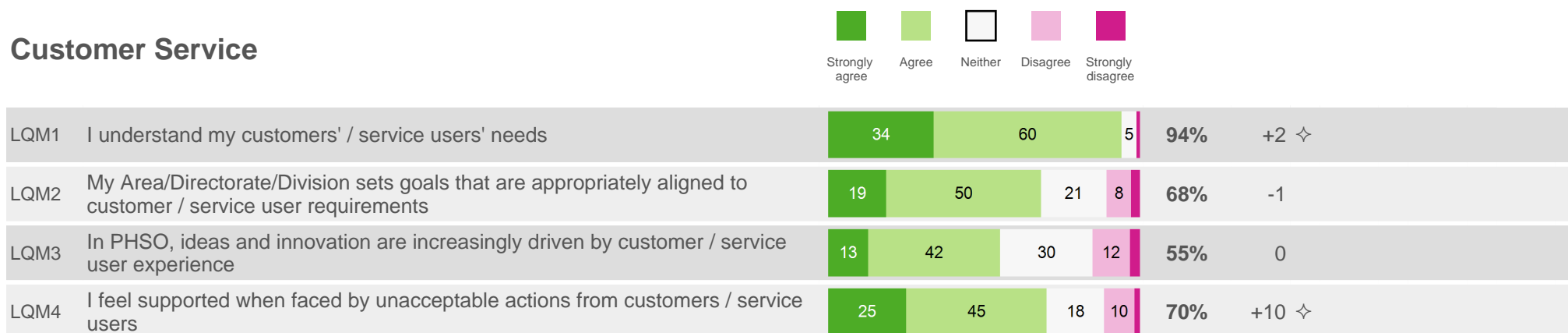
Additional questions selected by organisation

✦ indicates statistically significant difference from comparison

Support for Managers



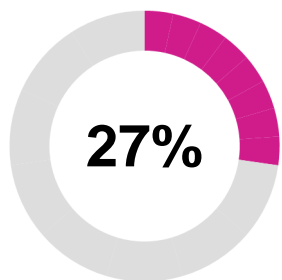
Customer Service



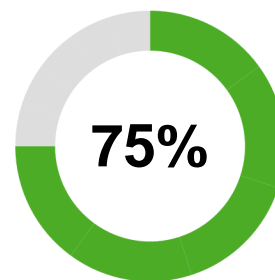
Please note that the benchmark for the questions on this page is the average score across the organisations that chose to include them in their survey, so it is not representative of the whole Civil Service.

Proxy Stress Index and PERMA Index

◇ indicates statistically significant difference from comparison
 ** this is a negatively phrased question where % positive is the proportion who selected "no"



Difference from previous survey	0
Difference from CS2019	-1 ◇
Difference from CS High Performers	+1 ◇



Difference from previous survey	0
Difference from CS2019	+1 ◇
Difference from CS High Performers	0

Proxy Stress Index

This index aligns to the Health and Safety Executive's stress management tool, using the 8 questions from the People Survey shown below. We calculate it in the same way as the Employee Engagement Index.

We have 'inverted' the final index so that it is a measure of conditions which can add to stress rather than alleviate stress, i.e. a higher index score represents a more stressful environment.

PERMA Index

This index measures the extent to which employees are 'flourishing' in the workplace around the 5 dimensions: Positive emotion, Engagement, Relationships, Meaning and Accomplishment.

The index is computed using the questions from the People Survey shown below and combining them in the same way as the Employee Engagement Index. A high score represents a greater proportion of employees agreeing with the statements below or rating the two wellbeing questions as high.

% positive

B05	I have a choice in deciding how I do my work	74%
B08	My manager motivates me to be more effective in my job	82%
B18	The people in my team can be relied upon to help when things get difficult in my job	90%
B26	I am treated with respect by the people I work with	89%
B30	I have clear work objectives	74%
B33	I have an acceptable workload	57%
B45	I have the opportunity to contribute my views before decisions are made that affect me	46%
E03	Have you been bullied or harassed at work, in the past 12 months?*	82%

% positive

B01	I am interested in my work	91%
B03	My work gives me a sense of personal accomplishment	78%
B18	The people in my team can be relied upon to help when things get difficult in my job	90%
W01	Overall, how satisfied are you with your life nowadays?	67%
W02	Overall, to what extent do you feel that the things you do in your life are worthwhile?	72%

Appendix

Glossary of key terms

% positive	The proportion who selected either "agree" or "strongly agree" for a question (or all questions within a theme in the case of Theme score % positive), unless otherwise indicated.
Previous survey	Comparisons to the previous survey relate to the results from the 2018 Civil Service People Survey. Where a question is flagged as changed since the last survey (^) comparisons should be treated with caution as changes to wording may affect how people respond to the question.
CS2019	The CS2019 benchmark is the median percent positive (unless otherwise indicated) across all Civil Service organisations that participated in the 2019 Civil Service People Survey, where data was not suppressed.
CS High Performers	For each question, unless otherwise indicated, this is the upper quartile score across all Civil Service organisations that took part in the 2019 Civil Service People Survey, where data was not suppressed. For question W04 and the Proxy Stress Index, we have used the lower quartile.
Difference from benchmark	For these questions, the benchmark is the median percent positive (unless otherwise indicated) across all Civil Service organisations that selected these questions for inclusion in their 2019 Civil Service People Survey, so it is not representative of the whole Civil Service.

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. For example, if your unrounded Engagement Index score is 75.43647583%, your organisation overall's score is 74.63572484% and the difference between the two is +0.800751%, in this report these scores would appear as 75%, 75% and +1.

Statistical significance: ✨

Statistical testing has been carried out to identify statistically significant differences between your results and a number of comparators. You can therefore be confident that the difference represents a real difference in opinion between the results. Please note that there needs to be 30 responses at question level, 20 responses at theme level and 10 responses at index level for statistical testing to be carried out on the corresponding scores. If you received a lower number of responses, then statistical significance testing won't have been conducted.

The employee engagement index

The survey includes five questions that make up the engagement index (B47-B51). The index score represents the average level of engagement in that unit and ranges from 0 to 100. An index score of 0 represents all respondents in that unit saying they strongly disagree to all five engagement questions and a score of 100 represents all respondents saying they strongly agree to all five engagement questions.

Confidentiality

The survey was carried out as part of the 2019 Civil Service People Survey, which is managed by the Cabinet Office on behalf of all participating organisations. The Cabinet Office commissioned ENGINE Transformation to carry out the survey. ENGINE Transformation is a member of the Market Research Society, and is bound by their strict code of conduct and confidentiality rules. These rules do not allow for the breakdown of the results to the extent where the anonymity of individuals may be compromised. Groups of fewer than 10 respondents will not be reported on, however their responses do contribute to the overall scores for the unit and organisation they belong to and the overall Civil Service results.

ENIGINE's Privacy Policy (<https://transformation.enginegroup.com/privacy-notice>) tells you how they keep personal data safe and who to contact to exercise your rights of control under the new GDPR regulations.

The Civil Service People Survey Privacy Notice can be found on GOV.UK (<https://www.gov.uk/government/publications/people-survey-privacy-information-notice/privacy-notice-civil-service-people-survey>)