

2023 staff survey: the results

March 2024

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Staff survey 2023: PHSO results

Response rate: 83%

Number of responses: 487

Engagement index: 68%

Largest improvement since 2022*

Statement	% 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*

Statement	% 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 pages 4 to 6) only.

Headline scores

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

Engagement index: 68%

Comparison:

- CSPS 2023: 64% (+4)
- Staff Survey 2022: 71% (-3)

My work: 81%

Comparison:

- CSPS 2023: 78% (+3)
- Staff Survey 2022: 82% (-1)

Organisational objectives: 86%

Comparison:

- CSPS 2023: 84% (+2)
- Staff Survey 2022: 88% (-2)

My manager: 90%

Comparison:

- CSPS 2023: 78% (+12)
- Staff Survey 2022: 88% (+2)

My team: 90%

Comparison:

- CSPS 2023: 83% (+7)
- Staff Survey 2022: 89% (+1)

Learning and development*: 53%

Comparison:

- CSPS 2023: 56% (-3)
- Staff Survey 2022: 64% (-11)

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

Inclusion and fair treatment: 84%

Comparison:

- CSPS 2023: 81% (+3)
- Staff Survey 2022: 85% (-1)

Resources and workload: 82%

Comparison:

- CSPS 2023: 75% (+7)
- Staff Survey 2022: 82% (+/-0)

Pay and benefits: 50%

Comparison:

- CSPS 2023: 32% (+18)
- Staff Survey 2022: 53% (-3)

Leadership and managing change: 56%**

Comparison:

- CSPS 2023: 52% (+4)
- Staff Survey 2022: 64% (-8)

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

Other theme scores

Taking action*: 48%

Comparison:

- *Not directly comparable to CSPA or no comparison available
- Staff Survey 2022: 51% (-3)

Organisational culture*: 79%

Comparison:

- *Not directly comparable to CSPA or no comparison available
- Staff Survey 2022: 81% (-2)

Support for managers*: 91%

Comparison:

- *Not directly comparable to CSPA or no comparison available
- Staff Survey 2022: 91% (+/-0)

Intentions to stay for at least one year: 81%

Comparison:

- CSPA 2023: 78% (+3)
- Staff Survey 2022: 86% (-5)

Satisfaction with life nowadays:** 58%

Comparison:

- CSPS 2023: 67% (-9)
- Staff Survey 2022: 60% (-2)

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

Anxiety*:** 38%

Comparison:

- CSPS 2023: 35%
- Staff Survey 2022: 34%

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

Discrimination experienced: 8% (experienced discrimination)

Comparison:

- CSPS 2023: 7%
- Staff Survey 2022: 6%

Bullying & harassment experienced: 7% (experienced bullying & harassment)

Comparison:

- CSPS 2023: 8%
- Staff Survey 2022: 7%

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?

Statement	% 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?

Statement	% 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 pages 4 to 6) only.

Comparing our results to CSPA*

Where PHSO compares most positively

Questions higher than CSPA benchmark	PHSO (% positive)	Difference from CSPA (% 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 CSPA benchmark	PHSO (% positive)	Difference from CSPA (% 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

*Includes questions from headline scores (i.e. themes listed on pages 4 to 6) only.

Questions by theme

My work

81% (-1 difference from previous survey)

Statement	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% positive	Difference from previous survey	Difference from CS 2023
I am interested in my work	45%	48%	3%	3%	0%	93%	-1	+3
I am sufficiently challenged by my work	45%	44%	5%	4%	1%	90%	+1	+7
My work gives me a sense of personal accomplishment	32%	47%	12%	7%	1%	80%	-3	+2
I feel involved in the decisions that affect my work	19%	45%	18%	15%	4%	63%	-3	+2
I have a choice in deciding how I do my work	31%	50%	10%	8%	2%	80%	+1	+/-0

Organisational objectives and purpose

86% (-2 difference from previous survey)

Statement	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% positive	Difference from previous survey	Difference from CS 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

My manager

90% (+2 difference from previous survey)

Statement	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% positive	Difference from previous survey	Difference from CS 2023
My manager motivates me to be more effective in my job	50%	39%	7%	4%	1%	89%	+2	+12
My manager is considerate of my life outside work	72%	23%	3%	5%	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%	3%	1%	91%	+1	+10

Statement	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% positive	Difference from previous survey	Difference from CS 2023
My manager recognises when I have done my job well	58%	36%	2%	3%	1%	94%	+4	+11
I receive regular feedback on my performance	53%	35%	8%	3%	0%	88%	+1	+15
The feedback I receive helps me to improve my performance	48%	38%	9%	4%	1%	86%	+4	+17
I think that my performance is evaluated fairly	46%	39%	9%	5%	1%	85%	+1	+12

My team

90% (+1 difference from previous survey)

Statement	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% positive	Difference from previous survey	Difference from CS 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%	1%	87%	-1	+9

Learning and development (career and personal development)

53% (-11 difference from previous survey)

Statement	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% positive	Difference from previous survey	Difference from CS 2023
I am able to access the right learning and development opportunities for my current role when I need to	21%	47%	15%	15%	3%	68%	-9	+1
Learning and development activities I have completed in the past 12 months have helped me improve my performance	19%	35%	29%	13%	3%	54%	-9	+2
The experience I have gained while working for PHSO is beneficial for my personal development*	31%	48%	15%	5%	1%	79%	-4	N/A
The experience I have gained while working for PHSO is beneficial for my career development (whether at PHSO or elsewhere)*	30%	46%	18%	5%	1%	76%	-5	N/A
There are opportunities for me to develop my career in PHSO	10%	26%	28%	25%	12%	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)**	18%	37%	28%	13%	3%	55%	-5	+4

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

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

Inclusion and fair treatment

84% (-1 difference from previous survey)

Statement	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% positive	Difference from previous survey	Difference from CS 2023
I am treated fairly at work	42%	46%	6%	4%	1%	88%	+1	+4
I am treated with respect by the people I work with	49%	42%	5%	3%	1%	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

Resources and workload

82% (+/-0 difference from previous survey)

Statement	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% positive	Difference from previous survey	Difference from CS 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%	0%	89%	+6	+11
I have the skills I need to do my job effectively	41%	54%	4%	1%	0%	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%	0%	90%	+2	N/A

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

Pay and benefits

50% (-3 difference from previous survey)

Statement	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% positive	Difference from previous survey	Difference from CS 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
I am fully aware of the benefits available in PHSO in addition to pay*	30%	57%	9%	3%	1%	87%	N/A	+17

	Always	Often	Sometimes	Hardly ever	Never	% positive	Difference from previous survey	Difference from CS 2023
Over the last 12 months money worries have affected my ability to do my job*	6%	16%	33%	21%	24%	45%	N/A	-11

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

Leadership and managing change

56% (-8 difference from previous survey)

Statement	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% positive	Difference from previous survey	Difference from CS 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
I believe the actions of Assistant Directors are consistent with PHSO's values*	16%	45%	29%	6%	3%	62%	-6	N/A
I believe that the Ombudsman and CEO have a clear vision for the future of PHSO	22%	45%	22%	8%	3%	67%	-13	+25
Overall, I have confidence in the decisions made by the Executive Team*	9%	35%	35%	17%	4%	45%	-13	N/A
Overall, I have confidence in the decisions made by Assistant Directors*	10%	45%	32%	10%	3%	55%	-3	N/A
I feel that change is managed well in PHSO	6%	30%	30%	23%	12%	35%	-7	+1

Statement	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% positive	Difference from previous survey	Difference from CS 2023
When changes are made in PHSO they are usually for the better	5%	28%	42%	19%	6%	33%	-15	-1
PHSO keeps me informed about matters that affect me	11%	50%	21%	13%	6%	60%	-8	-4
I have the opportunity to contribute my views before decisions are made that affect me	7%	38%	29%	19%	7%	45%	-6	+5
I think it is safe to challenge the way things are done in PHSO	10%	45%	25%	13%	6%	55%	-5	+4

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.

Engagement

68% (-3 difference from previous survey)

Statement	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% positive	Difference from previous survey	Difference from CS 2023
I am proud when I tell others I am part of PHSO	26%	43%	25%	5%	1%	69%	-2	+4
I would recommend PHSO as a great place to work	27%	45%	19%	7%	2%	72%	-5	+10
I feel a strong personal attachment to PHSO	24%	29%	30%	14%	3%	53%	-4	+3
PHSO inspires me to do the best in my job	21%	41%	26%	9%	3%	62%	-2	+8
PHSO motivates me to help it achieve its objectives	22%	37%	28%	9%	3%	59%	-2	+7

Statement	Often or always	Some of the time	Occasionally	Hardly ever	Never	% Often always or some of the time	Difference from previous survey	Difference from CS 2023
I consider how my work impacts upon the public in the course of carrying out my duties*	65%	23%	9%	2%	1%	88%	-1	+2

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

Taking action

48% (-3 difference from previous survey)

Statement	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% positive	Difference from previous survey	Difference from CS 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 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.

Organisational culture

79% (-2 difference from previous survey)

Statement	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% positive	Difference from previous survey	Difference from CS 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
I feel safe to speak up about anything that concerns me in my organisation**	23%	46%	16%	10%	5%	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*	25%	34%	14%	17%	10%	59%	-4	-24
My manager trusts me to do my job effectively, even if I am not working from the same location as them**	67%	30%	1%	0%	1%	97%	+1	+3

Statement	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% positive	Difference from previous survey	Difference from CS 2023
When working from home, my colleagues are good at keeping in touch formally and informally*	61%	32%	5%	1%	1%	93%	+2	N/A

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

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

Support for managers

91% (+/-0 difference from previous survey)

Statement	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% positive	Difference from previous survey	Difference from CS 2023
I understand what is expected of me as a manager*	41%	55%	2%	2%	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

Statement	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% positive	Difference from previous survey	Difference from CS 2023
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%	1%	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 this question does not have a comparator score in the CSPS.

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

Safe to challenge

Statement	Yes	No	Prefer not to say	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 CSPS and in the overall score for Safe to Challenge

Safe to challenge

61% (+/-0 difference from previous survey)

Statement	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% positive	Difference from previous survey	Difference from CS 2023
I make a point of tackling bullying, harassment and other inappropriate behaviours when I see it happening around me*	21%	41%	34%	3%	0%	62%	-6	N/A
I feel comfortable speaking to those more senior than me about their actions and impact*	14%	36%	23%	22%	6%	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*	13%	33%	27%	22%	6%	46%	+4	N/A
If I see or experience any form of wrongdoing in PHSO, I know how to raise a concern*	25%	60%	9%	5%	1%	85%	+4	N/A

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

Discrimination, bullying and harassment

Statement	Yes	No	Prefer not to say	% yes (PHSO 2023)	% yes (PHSO 2022)	% yes (CSPS 2021)
Have you been discriminated against at work, in the past 12 months?	8%	86%	6%	8%	6%	7%
Have you been bullied or harassed at work, in the past 12 months?	7%	88%	5%	7%	7%	8%

Discrimination grounds

On which of the following grounds were you discriminated against?	Number of responses
Age	-
Caring responsibilities	-
Disability	14
Ethnic background	-
Gender	-
Grade of responsibility level	-
Mental health	-
Pay	-
Pregnancy, maternity or paternity	-
Religion or belief	-
Sexual orientation	-
Social or educational background	-
Working location	-
Working pattern	-
Any other grounds	-
Prefer not to say	-

Answers with number of responses less than 10 have been suppressed and shown as ‘-’ (Base: 39)

Nature of the bullying and/or harassment

How would you describe the nature of the bullying and/or harassment you experienced?	Number of responses
Negative micromanagement (e.g. excessive control; made to feel incompetent)	17
Ignored, excluded, marginalised	13
Treated less favourably to others	12
Humiliated in front of team or others	18
Intimidation or verbal aggression (e.g. shouting, swearing, making threats)	13
Removal of job responsibilities, unconstructive criticism, or impossible/changing expectations	10
Spreading gossip or making false accusations about me	-
Undermining or taking credit for my work	-
Disclosure of personal/sensitive information to colleagues without my consent	-
Something else not listed here	-
Comments about my personal appearance or accent	-
Denied time off for family or caring responsibilities	-
Sexual harassment (e.g. sexual comments or jokes, unwelcome sexual advances, touching or assault)	-
Prefer not to say	-

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

Who was the perpetrator of this discrimination? Who bullied and/or harassed you?	Perpetrator of discrimination	Perpetrator of bullying/harassment
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	-	-

Answers with number of responses lower than 10 have been suppressed and shown as '-' (Base: 39) (Base: 36)

Bullying and harassment additional questions

Did you report your experience?

- Yes: 56%
- No: 28%
- Prefer not to say: 17%

How did you report your experience?

- Raised a formal complaint: -

- Reported in another way, through less formal means: 16
- Confided in someone (e.g. a colleague): -
- In another way: -

Answers with number of responses lower than 10 have been suppressed, as shown by '-' (Base: 20)

Why did you not report your experience? (No options were selected by 10 or more staff. Base: 10)

- I felt I might jeopardise my job: -
- I did not want to be seen as a troublemaker: -
- I did not believe that corrective action would be taken: -
- I did not know how to report it or who to speak to: -
- The behaviour stopped before I could report it: -
- I did not report it for another reason: -

Was appropriate action taken to address the behaviour you experienced?

- Yes: 20%
- No: 80%

Has the bullying and/or harassment stopped?

- Yes: 50%
- No: 17%
- Prefer not to say: 33%

Personal wellbeing

Statement	9-10 (Completely)	7-8	5-6	0-4 (Not at all)	% positive (7-10)	Difference from previous survey	Difference from CS 2023
Overall, how satisfied are you with your life nowadays?	13%	45%	28%	14%	58%	-2	-9
Overall, to what extent do you feel that the things you do with your life are worthwhile?	20%	49%	21%	10%	69%	+3	-1
Overall, how happy did you feel yesterday?	18%	40%	25%	17%	58%	+1	-3

Statement	9-10 (Completely)	7-8	5-6	0-4 (Not at all)	% high anxiety (6-10)	2022 % high anxiety (6-10)	2023 % high anxiety (6-10) CSPA
Overall, how anxious did you feel yesterday?	6%	20%	24%	50%	38%	34%	35%

Health and wellbeing

Statement	Excellent	Very good	Good	Fair	Poor	2023 % positive	2022 % positive	Difference from CSPA 2023
In general, how would you rate your overall mental health now?	5%	22%	33%	28%	12%	59%	59%	-13

Statement	Excellent	Very good	Good	Fair	Poor	2023 % positive	2022 % positive	Difference from CSPA 2023
In general, how would you rate your overall physical health now?	5%	20%	36%	29%	9%	61%	62%	-11

Statement	Strongly Agree	Agree	Neither	Disagree	Strongly disagree	2023 % positive	2022 % positive	Difference from CSPA 2023
PHSO provides good support for employee health, wellbeing and resilience*	15%	54%	22%	6%	2%	70%	N/A	+10

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

Statement	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% positive	Difference from previous survey	Difference from CSPA 2023
I feel comfortable discussing my personal wellbeing with my manager**	40%	44%	8%	7%	1%	84%	N/A	N/A
I feel comfortable discussing any work-related stress with my manager**	36%	46%	9%	7%	1%	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* (<i>All colleagues with a condition/illness</i>)	47%	36%	15%	2%	1%	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

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

Statement	% 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%

Carers

(21% of respondents)

Statement	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% positive	Difference from previous survey
As a carer, I know where to access information and support in PHSO	21%	34%	22%	19%	3%	55%	-3
I feel supported by my manager to balance my work and caring responsibilities	38%	40%	16%	4%	3%	78%	+2

Future intentions

Statement	% 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%

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

Future intentions - reasons staff wish to leave PHSO immediately or within the next 12 months’*	% 2023	Difference from CSPS 2023
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 PHSO 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](#),