

# SPSO Staff Survey Report 2016

**Published April 2017**

At SPSO, we recognise the importance of understanding employee views and we have an on-going commitment to ensure that we provide a supportive working environment and that everyone is clear about their responsibilities and has the necessary training and equipment to work in a productive and efficient manner. Our people are invited to feed back through a range of methods including one to ones, team meetings, performance reviews and informally throughout the year with any comments, concerns and suggestions for improvement.

We run a staff survey every year to ensure there is a regular, formal opportunity for people to express their views anonymously on a range of working and HR practices. The surveys also support actions and improvements relating to our Investors in People accreditation (IIP). Both our survey and IIP accreditation provide management with important information on engagement and satisfaction in the office and we use the feedback to benchmark for improvements. This report presents the findings of the 2016 survey and a summary of the IIP review, along with a benchmark against our last survey and publicly available surveys from other organisations. This year we will be creating a working group, consisting of staff volunteers and the HR Officer who will work collaboratively to develop an action plan.

## **Background and Purpose**

SPSO previously conducted staff surveys in 2007, 2008, 2014 and 2015. Following the 2014 survey we made a commitment to continue to survey on an annual basis. This allows us to regularly monitor engagement levels, benchmark against internal and external comparators and work towards continuous improvement of our people management practices. The annual staff survey for 2016 was therefore conducted over 3 weeks, from 9 to 30 November 2016.

## **Key findings**

The results of this year's survey were very positive. In 49 out of 63 questions (77%), staff engagement was over 70% and in 13 questions staff engagement was between 50% and 70%. Only 1 out of the 63 questions was rated below 50%. We have seen considerable improvements in our survey this year compared to 2015, and it is clear that the feedback from the survey is being used at all levels of the organisation to drive improvements.

## **Approach and Methodology**

We used the online questionnaire approach and it followed a similar format to previous surveys to be able to benchmark responses. The results of previous surveys returned some ambiguous responses to some of the questions making them difficult to interpret. We previously consulted with other ombudsman offices to develop the questions, making them more specific. This year we developed the survey further, removing some questions that were repetitive or not specific enough, replacing them with some new questions that are used in IIP surveys to align our survey more closely with the IIP review process (Appendix 1). We also introduced another response field 'not applicable' to improve the interpretation of results where a member of staff might feel that a question doesn't apply to their area of work.

The 9 survey sections consist of statements on which people are asked to rate their level of agreement (Likert scale) with open comments available under each section:

- Your Job (9 questions)
- Internal Communications (7 questions)
- External Customers (5 questions)
- Management (11 questions)
- Leadership (7 questions)
- Learning and Development (7 questions)
- Equality and Diversity (5 questions with one supplementary)
- Work-Life Balance (4 questions)
- Perceptions of SPSO (8 questions)

An email with a link to the online questionnaire was sent to 57 members of staff across all six teams. Reminder emails were sent out about any incomplete or unreturned surveys after week one, week two and on the morning the survey closed.

## **Benchmarking**

We carried out benchmarking of our results against our own SPSO 2015 survey, against the Scottish Government People Survey 2016 and against 2 other ombudsman surveys (the Local Government Ombudsman Survey 2015-16 and the Parliamentary and Health Service Ombudsman Survey 2016).

### *Internal benchmarking – 2015 survey*

We introduced 15 new questions this year that we identified from the IIP survey and wanted to align with our own, which meant that we weren't able to compare these questions to previous years. Of the remaining 48 questions where comparisons could be drawn (Appendix 3), we identified that:

- in 34 questions there was an improvement in staff engagement compared to 2015
- in 14 questions there was a drop of 12.6% or less in engagement compared to 2015

There are some natural fluctuations in the results which could be attributed to the new 'not applicable' field, which gives people an alternative option where a question does not relate to them/their role directly. There were also some questions where people selected the 'neither' option which makes interpretation of this field ambiguous.

In 11 questions we made a 10% or more improvement compared to 2015 and the themes of these questions include performance management and feedback, internal communications and engagement, relations with managers and the Senior Management Team (SMT), and health and wellbeing. There has also been a 15% improvement to the percentage of positive responses in the questions about resources and workloads this year.

There were 14 questions where we saw a decrease in the percentage of positive results compared to last year. The biggest drop in engagement was by 12.6% and related to people's sense of job security. There are some other themes emerging where engagement has dropped compared to the previous year and this includes a general sense of engagement in the organisation (e.g. goals/objectives, purpose, belonging) and feeling valued for the contributions at an individual level. These could be attributed to an increase in temporary contracts over the last year and the forthcoming change in Ombudsman this year.

To better understand these changes in engagement levels, we looked in more detail at the difference between the percentage of 'neither', 'strongly disagree/disagree' and 'not applicable' in each year. Most changes can be directly attributed to an increase in the number of 'neither' and 'not applicable' responses. 'Neither' responses indicate that people do not have an opinion on the subject. If the 'not applicable' responses are removed from

the overall percentage responses then this would increase the percentage in other fields. Therefore these fields, while important, do create ambiguity and make the interpretation of results difficult.

There are 3 questions where the drop in positive responses can be directly attributed to an increase in negative responses compared to 2015. These questions relate to job security, feeling committed to SPSO's goals and the sense of accomplishment that people feel in their individual roles.

*You said, we did*

In 2015, we identified 4 general themes for improvement and these related to 11 questions which scored below 70% positive. This year there have been improvements in scores in all of these questions that were identified, demonstrating that our people feel more engaged and that the survey results continue to be used at all levels of the organisation to drive improvements.

There was one field where the question was replaced this year by 3 more detailed questions that align directly with the IIP survey. Although we don't have a direct comparison for 'The senior management team communicates effectively with the rest of the organisation', we can see from these new questions that engagement is above 60%.

<b>You said (area improvement)</b>	<b>for</b>	<b>We did (improvement actions)</b>
<b>Resources</b>		<ul style="list-style-type: none"> <li>- Continued improvements to operational effectiveness with a focus on new measures to manage the volume and complexity of our caseload, including restructure of CR teams, introduction of new activity levels, and funds allocated to weekend overtime initiatives to reduce the holding bay.</li> <li>- New areas/projects successfully resourced with no impact on 'core' services, e.g. SWF, Learning and Improvement Unit, Social Work</li> <li>- Continued efficiencies in recruitment of external/new staff with 6.5 weeks' on average between advertising and offer</li> <li>- 27 out of 28 vacancies filled since April 2016</li> </ul>
<b>Engagement, Communication and Leadership</b>		<ul style="list-style-type: none"> <li>- Regular quarterly meetings with SMT and managers, aligned to progress against business objectives</li> <li>- Continued survey feedback to managers to address improvements at team level</li> <li>- Continued and regular SMT representation at team meetings, business planning sessions</li> <li>- Vision and values project</li> <li>- Customer feedback</li> </ul>
<b>Learning and Development</b>		<ul style="list-style-type: none"> <li>- 10 internal members of staff were promoted and seconded since April 2016</li> <li>- Learning and development programme delivered through range of Tuesday sessions and specific training courses</li> <li>- New 'Casework Matters' sessions delivered to share learning and knowledge from casework</li> <li>- New complaints handling induction course delivered to new starts, to be repeated in 2017</li> </ul>
<b>Health and Wellbeing</b>		<ul style="list-style-type: none"> <li>- Mindfulness programme with further/refresher programme available in 2017</li> </ul>

	- Social wellbeing developed with new interest groups being formed (book group, climate change group)
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### *External Benchmarking*

We also compared our results (Appendix 4) to the Scottish Government People Survey 2016, the Local Government Ombudsman Staff Survey 2015/16 and the Parliamentary and Health Service Ombudsman Employee Survey 2016, all of which were available on their respective organisational websites. While these organisations are much larger than SPSO, they have been selected as they provide context to our results in terms of employee engagement in the Scottish public sector (SG) and in similar service delivery environments (LGO and PHSO).

Where comparisons could be drawn, our own survey feedback has a higher positive engagement compared to the SG, LGO and PHSO surveys in 27 out of the 33 similar questions. Our own survey engagement levels were 10% higher than the other surveys across a range of themes including individual roles and the working environment, engagement and involvement, customer service, management and SMT relations, learning and development, equalities and positive perceptions of the organisation. One of the themes where we consistently out-performed the comparator surveys was in the questions relating to leadership, where the difference in engagement was between 28.4% and 63.1% in some of the questions.

There are 5 questions where our survey scores up to 15% less compared to one of the other surveys. The themes of these questions relate to recognition, engagement and a sense of belonging, learning, development and resources.

There is 1 question where we have scored less than 2 comparator surveys:

**SPSO: At the SPSO we have the resources we need to complete our work effectively**

LGO: I have the resources and relevant information to do my job effectively

PHSO: I have the equipment and resources I need to do my job properly

This has been an area identified for improvement in our previous surveys and while there is evidence of improvements in people’s engagement it is also important to note that the LGO and PHSO are much larger organisations and the context of resources in these organisations will be very different to those of SPSO.

### **Response Rate**

The return rate for the survey was 80.7% of the sample responding which was higher than the previous year (77% in 2015).

### **Survey Analysis**

In order to maintain privacy and ensure that comments could not be attributed to specific individuals, comments were collated for the senior management team (SMT) information and not shared beyond the SMT.

In previous years, the survey results have been presented as the percentage of positive results, however we have learned that a deeper analysis of the number of neutral and negative responses are equally important to gain an overall understanding of the levels of engagement. In this year’s analysis, we have therefore presented the results as the percentage positive (agree/strongly agree), neutral (neither agree nor disagree), negative (disagree/strongly disagree) and not applicable.

As with the 2014 and 2015 surveys, the nominal cut off has been applied to any scores below 70% positive as areas to consider for improvement. Any scores below 50% positive identify high priority issues. As with previous surveys, these nominal cut off points are setting a high standard for improvements.

## **Survey and Investors In People Findings**

In summary, the results of this year's survey were very positive, even more so than the 2015 results. In 49 out of 63 questions (77%), staff engagement was over 70% and in 13 questions staff engagement was between 50% and 70%. Only 1 out of the 63 questions was rated below 50%.

Shortly after the analysis of the survey results, we completed a review of our Investors in People (IIP) accreditation. This process involved detailed interviews with staff members who were selected by the assessor, representing the demographics of the office, taking account of roles, gender, working hours, length of service and trade union representatives. A desktop review of business planning and performance documents, the annual report and the SPSO website along with the 2016 staff survey results, were also considered.

We were awarded a Gold accreditation for IIP which is a significant achievement. IIP expect to award the Gold accreditation to the top 2% of organisations assessed. IIP Scotland have confirmed that at the time of SPSO's award, there were only 7 other public bodies in Scotland who have achieved a Gold award under the new framework.

The complete IIP findings were presented in a report, which can be accessed [here](#) but we are including a summary in this report against the staff survey outcomes below.

### *Your Job*

The feedback shows us that our people feel proud of the work they do, they find it interesting and they are encouraged to work autonomously with a good degree of control and decision-making. There is a shared understanding of the performance standards and what is expected.

Our people mostly feel that their contributions are valued (65.2%) and that their jobs are secure (67.4%) but these two questions scored slightly below 70% and will be considered further as an area for improvement.

The IIP feedback found that there is good structure to individual roles which ensures efficiency and effectiveness in our ability to deliver our services. Our people have a clear understanding of their roles and responsibilities within the organisational structure, with involvement in business planning. Reinforcing the survey feedback, our people feel empowered to carry out their roles.

### *Internal Relations*

It is generally felt that people have the opportunity to participate and collaborate and feed in to any decisions that might affect their work. The feedback also shows us that there are good working relationships across the organisation and that there is a good flow of communications.

The IIP review reinforced these views, finding that we have good mechanisms in place to consult with staff, gain feedback and engagement in the organisation. There is a combined

focus on successful outcomes and continuous improvement at all levels and we have strong internal communications during periods of change.

There has been an uplift of 20% in one related question, however there is still some work to do with around a quarter of respondents feeling that they are not kept informed about what the organisation is doing. We introduced a new question to this section so there is no benchmark against this question where around a quarter of respondents feel that the structure of their roles doesn't enable them to work well together. The IIP review teased out a bit more on this, finding that some people consider there to be an overlap in some parts of their roles and in our processes. These themes will be considered further as areas for improvement.

Some further feedback on internal communications in the IIP review showed that people value all staff meetings but recommends that we could improve the structure of these meetings with regard to time management. It was also found that there is an opportunity to enhance communication and collaboration across teams.

### *External Customers*

This theme scored over 70% in all questions, showing us that our people feel positively about the service that we deliver to customers, that we listen to our customers' needs and look for ways to adapt and improve our service. It is also felt that there is plenty of support in place to assist people who deal with difficult or sensitive customer relations.

The IIP findings tell us that overall our people have a good awareness of our key stakeholders and the importance of individual actions to ensure a high quality service can be provided to them.

### *Management*

Our people feel that managers behave consistently and with integrity, they encourage collaboration and strive to improve processes. Our people feel that their performance is managed well and that they are encouraged to achieve high standards of performance.

IIP reinforced these views, finding managers to be motivational, approachable, supportive and empowering people to carry out their roles. Where mistakes are identified, managers are found to be supportive, treating these as learning opportunities. The IIP review found that managers have adopted a coaching style, as modelled by senior managers, however an opportunity was identified to develop more consistency around these approaches.

A higher proportion (68.9%) of our people feel that there is consistent recognition when expectations are exceeded by individuals/teams but this question scored just below 70% and will be considered further as an area for improvement. The IIP feedback reinforces this view as some people felt that there could be more consistent recognition of high performance.

### *Leadership*

All scores in this theme have improved on the previous year. SPSO's leaders are viewed as being consistent, effective and they are trusted and respected. Our people are also satisfied with the general progress and direction of the office.

The majority of people feel that SPSO has a clear plan for the future, that our leaders clearly communicate the vision and objectives and that senior managers are open, responsive and motivational. The scores in each of these questions were between 60% and 70% and where

benchmarking data could be gathered, we score considerably higher than other organisations.

There is a consistently high proportion of 'neither agree nor disagree' responses in this section which suggests that people simply don't have an opinion on some of these questions. However because some questions scored below 70% they will be considered as part of our areas for improvement.

The IIP review perhaps offers further insight into people's views on leadership in the organisation. In this feedback, senior managers are considered to be open, transparent and are well respected. They provide clear aims, purpose and objectives, with regular opportunities to update staff on the direction and progress of the organisation and good communications and engagement strategies.

There was found to be a minority view that SMT could be more visible but it was unclear as to how this could be achieved in practice. While there is good cascading of information by SMT, the IIP review recommends an opportunity to review the consistency of the transfer of this information to the teams.

### *Learning and Development*

It is considered that the learning and development that people receive is relevant, that there are sufficient opportunities to develop skills and that there is support to apply learning in day-to-day work. Feedback is given in good time and it helps people to improve their performance.

The majority of people (69.8%) believe that SPSO is committed to developing them but this scored marginally below 70% and will be considered further as an area for improvement. This was another question that had a high proportion of 'neither' responses suggesting that people feel indifferently on this subject.

The IIP review found that there were a range of opportunities for self-directed learning and development, including performance reviews, one to ones, team meetings, away days, presentations, working groups, external visits and secondments. SPSO has robust, values based recruitment processes and vacancies are found to be widely promoted and advertised within the organisation.

### *Equal Opportunities and Diversity*

The feedback here shows that people at SPSO are respectful of individual differences and overall the working environment is viewed as being free from bullying and harassment. People know how to address concerns and have confidence that any issues would be acted upon.

The IIP feedback noted that people feel that there are a wide range of opportunities for self-directed development and our survey feedback identifies that the majority of people (69.8%) support the view that access to development and support is fairly managed. This question scored marginally below 70% (69.8%) and will be considered further as an area for improvement.

A small proportion (2.3%) do not feel that the work environment is free from bullying and harassment. As with previous surveys, it is a concern that anyone feels this way, therefore it has been identified as an area for improvement.

### *Work-Life Balance*

The general feeling is that there are good arrangements to support a work-life balance, with managers dealing fairly and consistently with applications. As an organisation, it is viewed that we take positive steps to support the health and wellbeing of our staff.

The IIP report describes SPSO as a “socially responsible employer” with positive people strategies and an engagement in external charities and environmental initiatives. It was identified that SPSO could do more to promote this activity.

Around two thirds of staff (62.8%) are comfortable with the amount of work that they are expected to do but the score was below 70% so this will be considered further as an area for improvement. This reinforces the IIP findings that while people feel engaged in their work, the increased workloads can have an impact on performance which is something that should be monitored.

### *Perceptions of SPSO*

Our people have a strong sense of pride and belonging at SPSO and it is viewed as an organisation that regularly looks for ways to improve. Our people feel committed to the organisation’s goals and are proud to work for the office. There is a strong sense of the core values and people are supported to demonstrate them in their day-to-day work.

The IIP review found that the recent work carried out on the vision and values has given people the sense of ownership of these strategic projects. Although it is still in the embedding stage, it has raised awareness of the importance of vision, values and behaviours. Overall it was found that SPSO has a strong focus on feedback and continuous improvement.

The majority of people (69.8%) believe that as an organisation we embrace change to create a sustainable future but this scored marginally below 70% and will be considered further as an area for improvement.

As we identify above, the key priority theme that has been identified is that our people do not feel that we have the resources we need to complete our work effectively. Although this question only scored 32% positive, this is still 15% higher than the responses to the same question the year before. As an organisation we have repeatedly requested an increase in resources over the past several years, and we set out in our strategic plan the steps we would have to take if those resources were not forthcoming.

## **Conclusions and Recommendations**

It has been encouraging to see that our people this year continue to have high levels of engagement across all themes of our people practices. There has been strong feedback in all general themes of the survey with 77% of the 63 questions scoring above 70%.

We have seen improvements in our survey this year, compared to 2015 and it is clear that the feedback from the survey is being used at all levels of the organisation to drive improvements.

There is some feedback that we will continue to improve upon in the coming year, although it is important to note that only 1 question scored less than 50% and we have still made a 15% improvement compared to our survey in 2015. We have presented the areas for improvement in the same 5 general themes that we used in our feedback of the 2015 survey and this is where we will focus our action planning.



## ***Resources***

Although the question relating to this theme is still below 70%, we have made improvements and the feedback this year shows us that people feel more comfortable with the amount of work they are expected to do. However the feedback also shows us that less than 50% of our people feel we have the resources we need to complete our work effectively so this continues to be an area for priority.

In the last year we have taken further positive steps to improve operational effectiveness and efficiencies. We have had an unusually high number of vacancies, only 25% of which have been due to natural turnover (resignations and retirements) and we continue to try and streamline recruitment processes as much as possible to bring the right people in to the office in good time. We secured funding for the new Learning and Improvement Unit and new areas of jurisdiction have been successfully recruited and integrated without impacting on our service delivery.

Another area identified for improvement is the way that roles are structured to ensure that we are working effectively together. As this was a new question, we don't have any previous benchmarking information, however it is clear that we need to consider further efficiencies in the way we work on an individual level to limit the amount of duplication to better understand individual roles and how they impact on one another in our wider organisational processes. Another consideration is that the physical layout of the SPSO office means that it can be difficult to interact with other teams and, given that over the next 18 months we will be working across two locations, this will pose a further challenge.

The feedback shows us that not only do we need to continue to use our physical and financial resources in the most effective and efficient way, we also need to ensure that we are working effectively and efficiently with each other.

## ***Engagement, Communication and Leadership***

A new question this year identified that recognition for team and individual efforts is an area that we could improve and this is linked to people's sense of feeling valued for the contributions they make. In the last year, we have shared positive feedback from the customer survey but it is clear from our survey and the IIP feedback that more needs to be done to recognise the efforts of individuals and teams and share this across the organisation. The public nature of the organisation means that we can't offer financial-related rewards and incentives but there appears to be more that we need could do to develop a culture of recognition at SPSO.

We are about to enter a period of change at SPSO with a new Ombudsman joining, expansion to our jurisdiction and headcount and a new office location, and the uncertainty is somewhat reflected in people's feedback where job security, communication of the organisational goals, vision and objectives are identified as areas for improvement. The way we react to change to create a sustainable future has also been identified as something we could improve. These were new questions that we introduced this year and combining this with the IIP feedback, it has been helpful to gain an insight into how people are feeling about the future and what we will need to focus on to clearly express the aims, objectives and goals of the organisation.

The IIP feedback also shows us that we could find ways to improve the ways that information is cascaded from SMT, ensuring there is more consistency of approach by managers.

While there may be apprehension about these changes, there have been some positive steps taken to improve confidence in the organisation's goals, through team business planning sessions and the vision and values work which has sought to strengthen the strategic input from everyone in the organisation, to confirm the culture and a shared sense of purpose. This is evidenced in our benchmarking against other organisations which show that engagement in SPSO's leadership out-performs that of other organisations. The IIP review identified that there is still some work to be carried out in our engagement initiatives, including the planned review of the competency and behavioural framework to align with our values and to embed in our performance management systems, as well as improving the structure of some of our internal meetings and communication and collaboration across teams.

Positive steps have been taken in the last year to improve SMT 'visibility' and the feedback suggests that further access to SMT would be welcomed. We introduced a new question to gauge how motivated people feel by SMT and while this has been identified as an area for improvement, it is important to note that a quarter of respondents feel indifferently about this question, rather than that they feel negatively. The feedback about senior management visibility was reinforced by a small minority of people participating in the IIP review so we will explore how this can be improved as part of our action planning.

### ***Learning and Development***

The organisation's commitment to individual development and access to opportunities to development have been identified as areas for improvement. Although this has improved compared to the survey in 2015, it continues to be difficult to create opportunities for development in an organisation with such a flat structure. Having said this, there have been 10 internal promotions and secondments this year and we continue to involve staff from across the organisation in strategic projects.

The IIP review identified the potential for further management and leadership development to ensure consistency of approach aligned to the organisational values.

### **Health and Wellbeing**

As with previous years, the feedback about work-life balance has been generally positive and we have made improvements compared to 2015. This continues to be an important area for improvement to ensure that while people are feeling under resource-related pressure, that we continue to support people to achieve a healthy work-life balance. Last year we ran a mindfulness programme and social groups have organically developed around special interests. In the coming year, we will focus on establishing these in policy and practice and commit further to supporting staff at work and personally.

There continues to be a small proportion of respondents who feel that the workplace is not free from bullying and harassment. We will therefore continue to focus on developing our policies, procedures and training for staff to ensure that we have a fair, equal workplace which is supportive and respectful to everyone who works here.

The IIP feedback shows us that while SPSO is a socially responsible employer and member of the community, there is an opportunity to promote our activities more widely.

## Appendix 1 – List of Survey Questions

Green indicates a new question developed from IIP surveys

### Section A – Your Job

- 1 My work gives me a feeling of personal accomplishment
- 2 My work is interesting and makes the best use of my skills and capabilities
- 3 I feel empowered to make decisions and act on them
- 4 I am encouraged to take initiative in my role
- 5 I understand the performance standards and what I am expected to achieve in my job
- 6 SPSO's success is reliant on all of us achieving our individual objectives
- 7 I feel that my contribution to the success of the SPSO is valued
- 8 My targets are ambitious but realistic
- 9 I feel my job is secure

### Section B – Internal Relations

- 10 I am kept well informed about what the organisation is doing
- 11 I can express my views and question any decisions that affect my work
- 12 I have the opportunity to contribute to how things are done at the SPSO
- 13 I feel comfortable communicating information to colleagues across the organisation
- 14 I have good working relationships with my colleagues
- 15 There is a good balance of verbal and written communications used in the SPSO
- 16 Our roles are structured to enable us to work well together

### Section C – External Customers

- 17 We listen to our customers rather than just telling them what they need
- 18 We act on the feedback we receive from external stakeholders
- 19 I feel there is plenty of support in place for me to deal with difficult customers
- 20 I have the opportunity to debrief following difficult conversations
- 21 I feel well supported when I am communicating difficult or sensitive issues

### Section D – Management

- 22 I feel motivated by my line manager
- 23 My manager behaves consistently with integrity
- 24 My manager encourages teamwork
- 25 My manager encourages collaboration with other teams
- 26 My manager strives to support and deliver better ways of working
- 27 My manager communicates effectively with me
- 28 Performance is managed in my team
- 29 I set my objectives with my manager
- 30 My performance is reviewed regularly
- 31 I am encouraged to achieve high performance
- 32 I/my team are consistently recognised when we exceed expectations

### Section E – Leadership

- 33 SPSO has a clear plan for the future to ensure our continued success
- 34 The senior management team clearly communicates the organisation's vision and objectives
- 35 I feel comfortable with the progress and direction of the organisation at the present time
- 36 The senior management team provide consistent and effective leadership
- 37 The senior management team are open and responsive
- 38 I trust and respect the senior management team at the SPSO
- 39 I feel motivated by our senior management team

### Section F – Learning and Development

- 40 The learning and development I receive is appropriate and relevant to my job
- 41 There are sufficient opportunities for me to receive learning and development to improve my skills
- 42 I receive regular, timely feedback on my performance
- 43 The feedback I receive helps me to improve my performance
- 44 I believe that the SPSO are committed to developing me
- 45 I am supported to apply any learning to my day to day work
- 46 SPSO invests in its people

### **Section G – Equal Opportunities and Diversity**

- 47 I think the SPSO respects individual differences (eg cultures, working styles, backgrounds, ideas)
- 48 I know how to seek support for concerns relating to bullying and harassment
- 49 I feel confident that the SPSO would act on any reports of bullying and harassment
- 50 Access to opportunities for development and support is fairly managed
- 51 My work environment is free from bullying and harassment
  - Supplementary Question (if disagree): Describe your experience and whether you reported the incident and if not, why not

### **Section H – Work-Life Balance**

- 52 I believe managers deal with applications for flexible working fairly and consistently
- 53 The flexible working arrangements in place allow me to balance my work and home life priorities
- 54 I believe that the SPSO takes positive steps to support my health and wellbeing
- 55 I am comfortable with the amount of work I am expected to do

### **Section I – Perceptions of SPSO**

- 56 I am proud to work for the SPSO
- 57 I would tell people that this is a good place to work
- 58 I feel a strong sense of belonging and purpose at the SPSO
- 59 I feel committed to the SPSO's goals
- 60 I know what the SPSO's core values are and I am supported to demonstrate these in my work
- 61 At the SPSO we have the resources we need to complete our work effectively
- 62 At the SPSO we regularly look for ways to improve
- 63 At SPSO we embrace change to create a sustainable future

### **Changes to questions:**

*I am comfortable changing the way I work if there are clear benefits in doing so*  
 Removed and replaced with new IIP question (I63) to assess perceptions of change and sustainability.

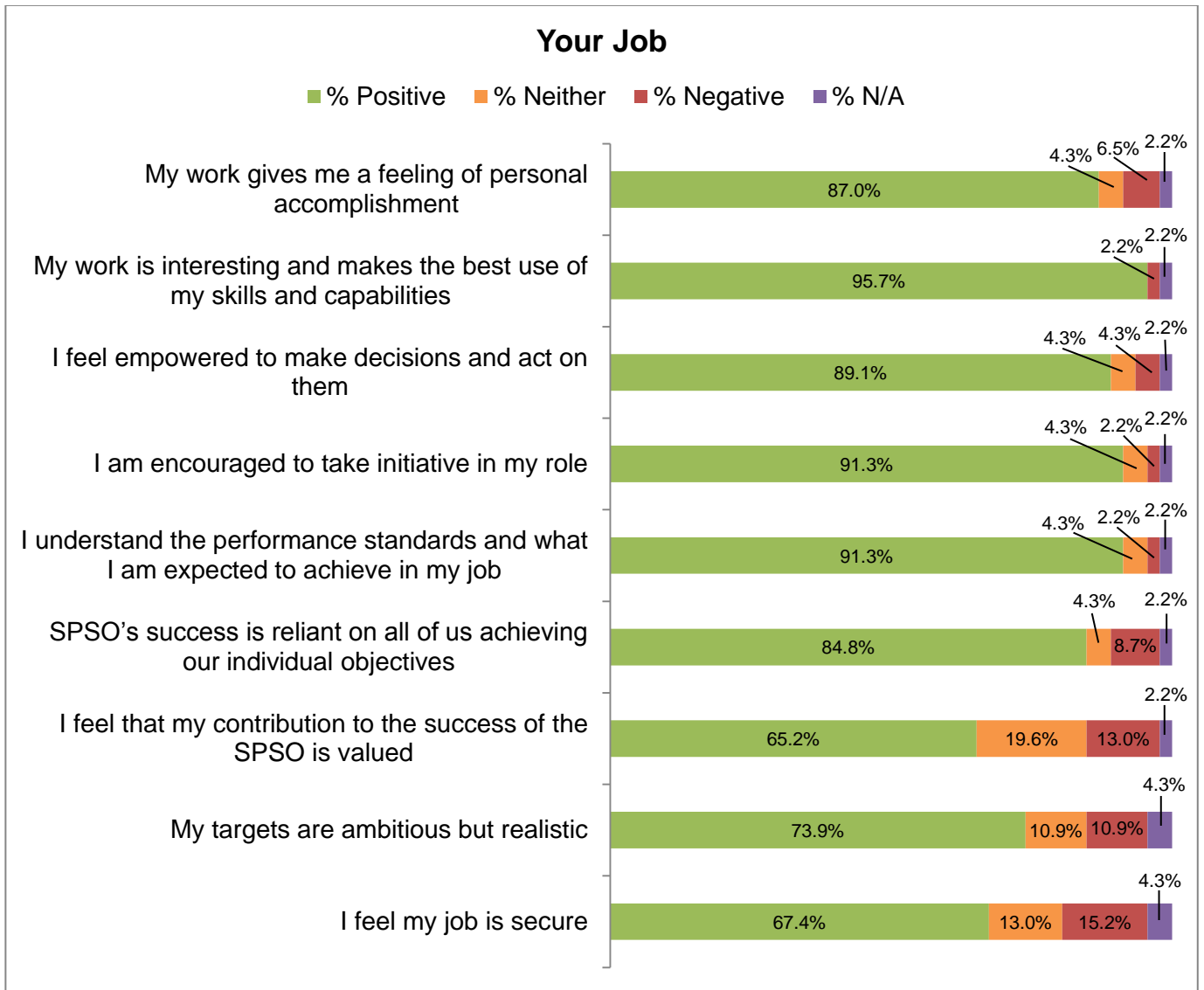
*I receive support and encouragement from colleagues*  
 Removed due to overlap with another question (B14).

*The senior management team communicates effectively with the rest of the organisation*  
 Changed wording and new IIP questions (E32, E38) added to more directly understand impact of SMT communications and engagement.

*At the SPSO we regularly look for ways to improve services to customers*  
 Changed wording to broaden the question to consider all approaches to improvement.

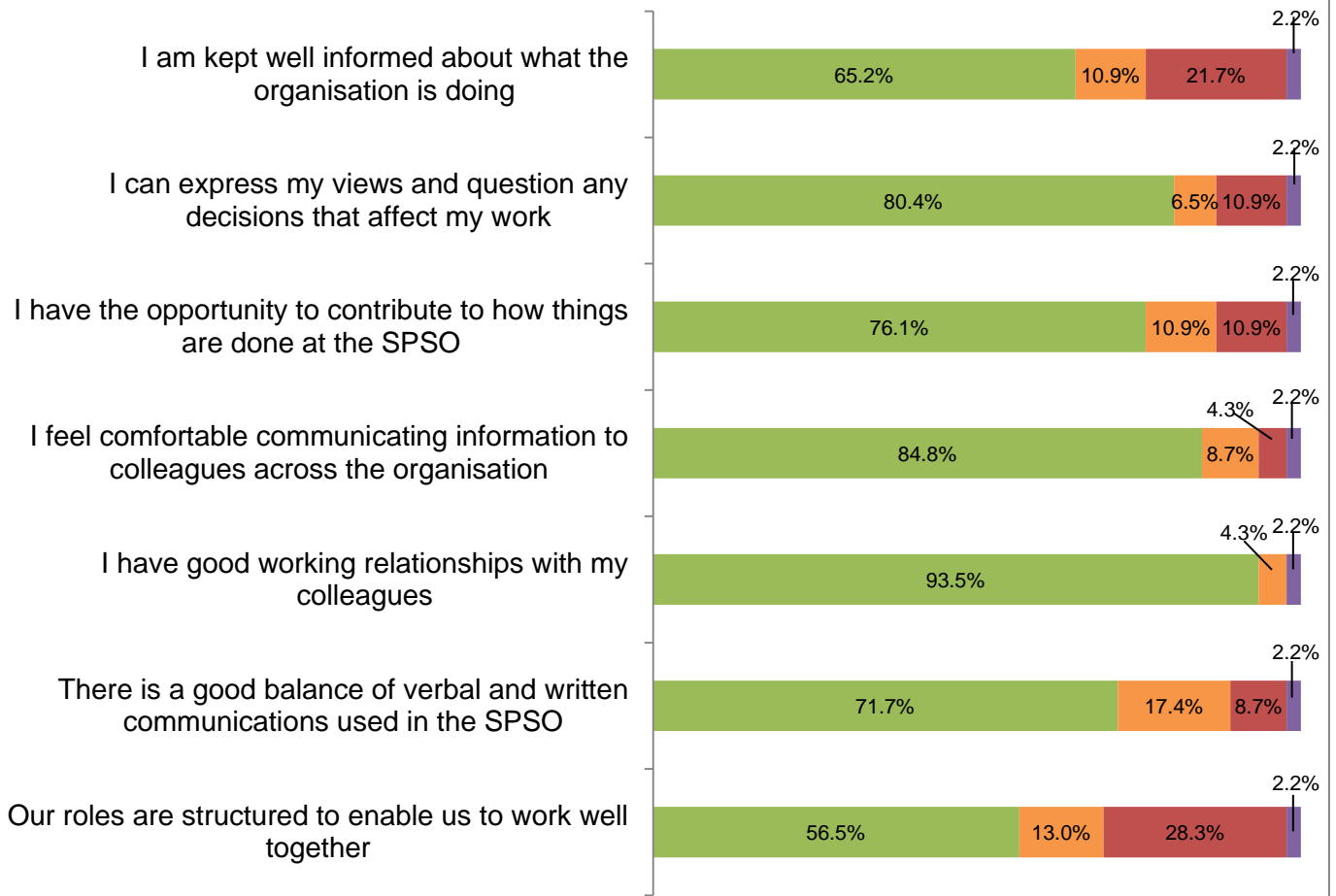
Some questions (I60, I61, I62) were moved from other sections to fit better with the theme.

## Appendix 2 – Survey Findings



## Internal Relations

■ % Positive   
 ■ % Neither   
 ■ % Negative   
 ■ % N/A



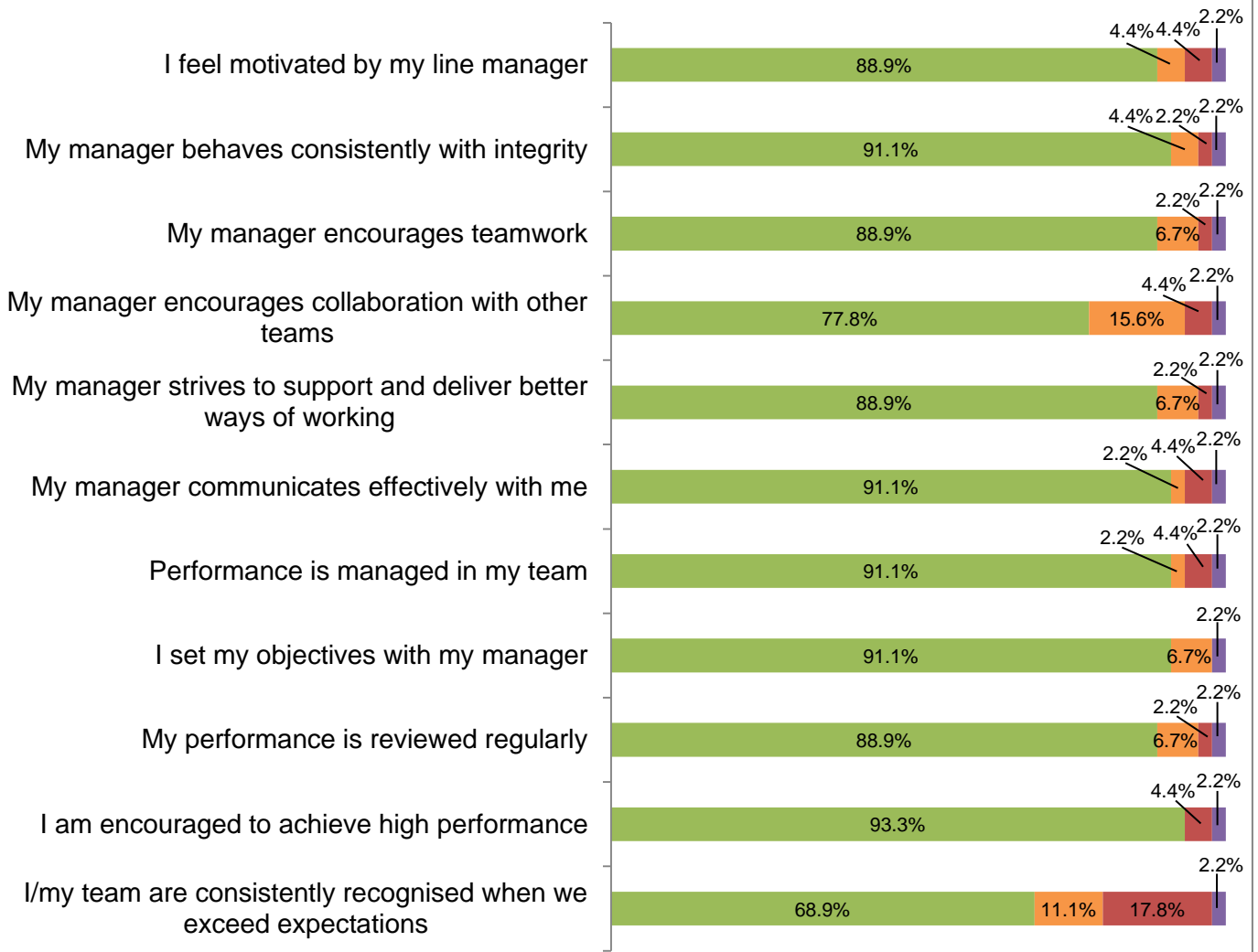
## External Customers

■ % Positive ■ % Neither ■ % Negative ■ % N/A



## Management

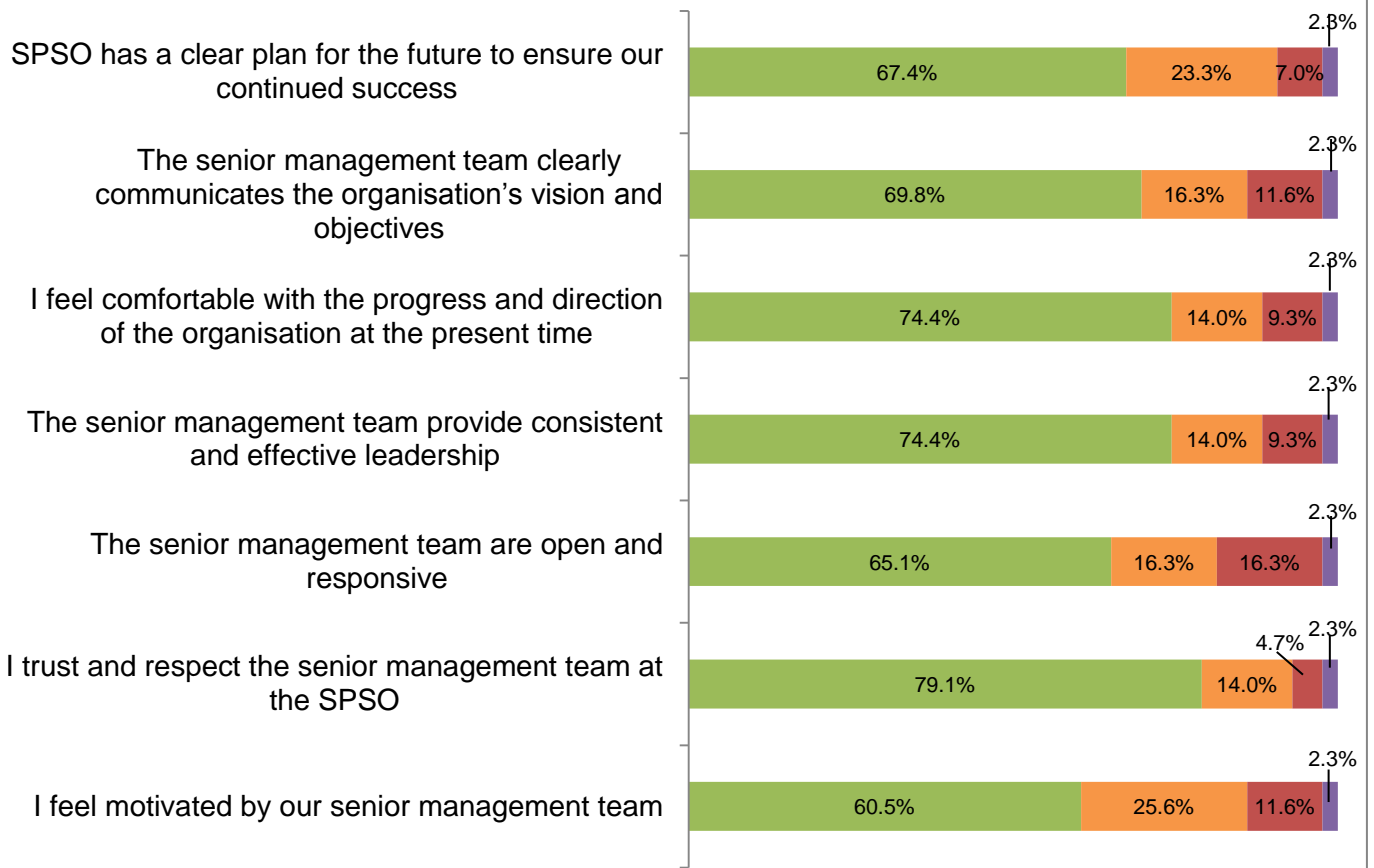
■ % Positive   
 ■ % Neither   
 ■ % Negative   
 ■ % N/A





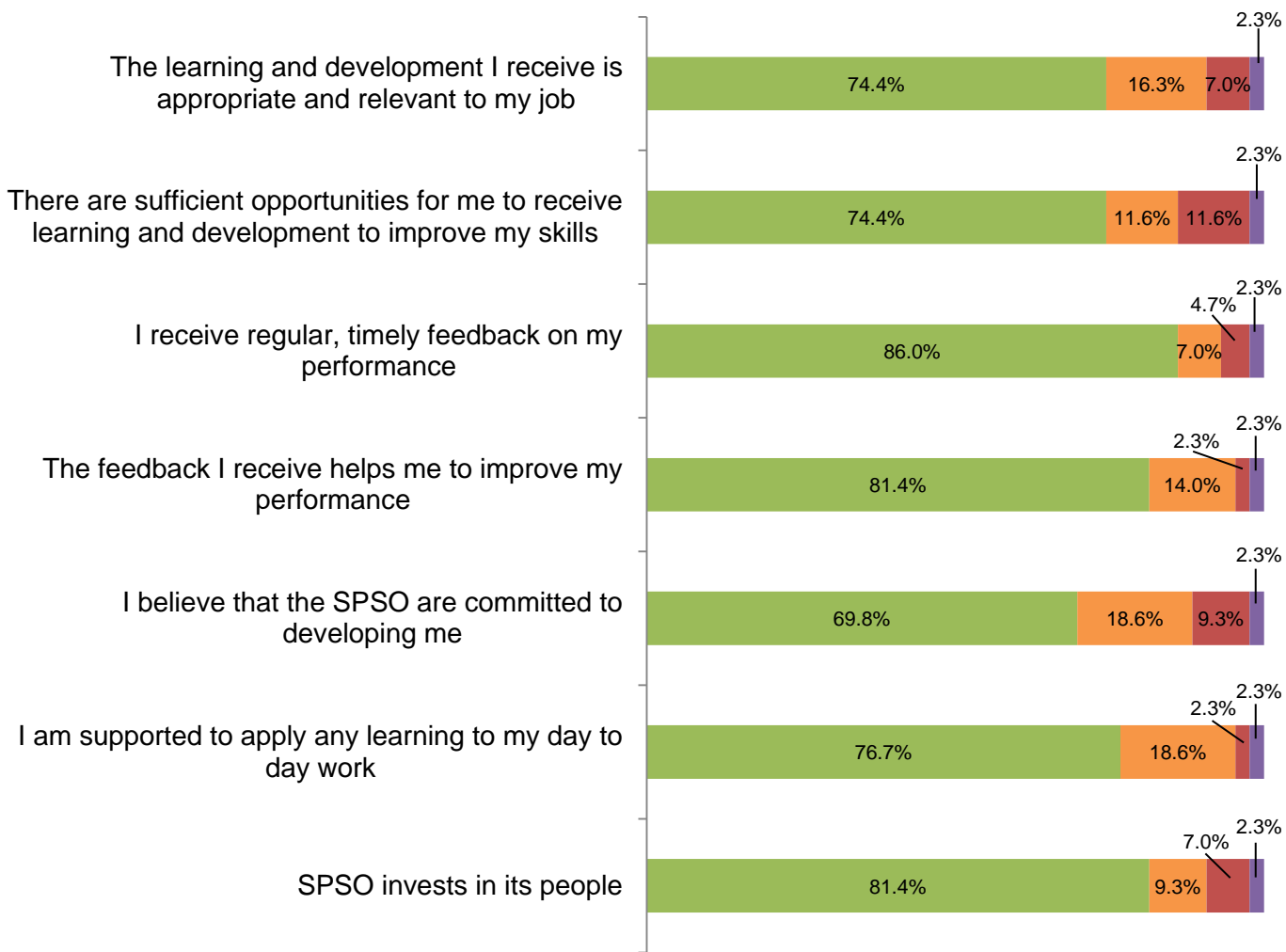
## Leadership

■ % Positive ■ % Neither ■ % Negative ■ % N/A



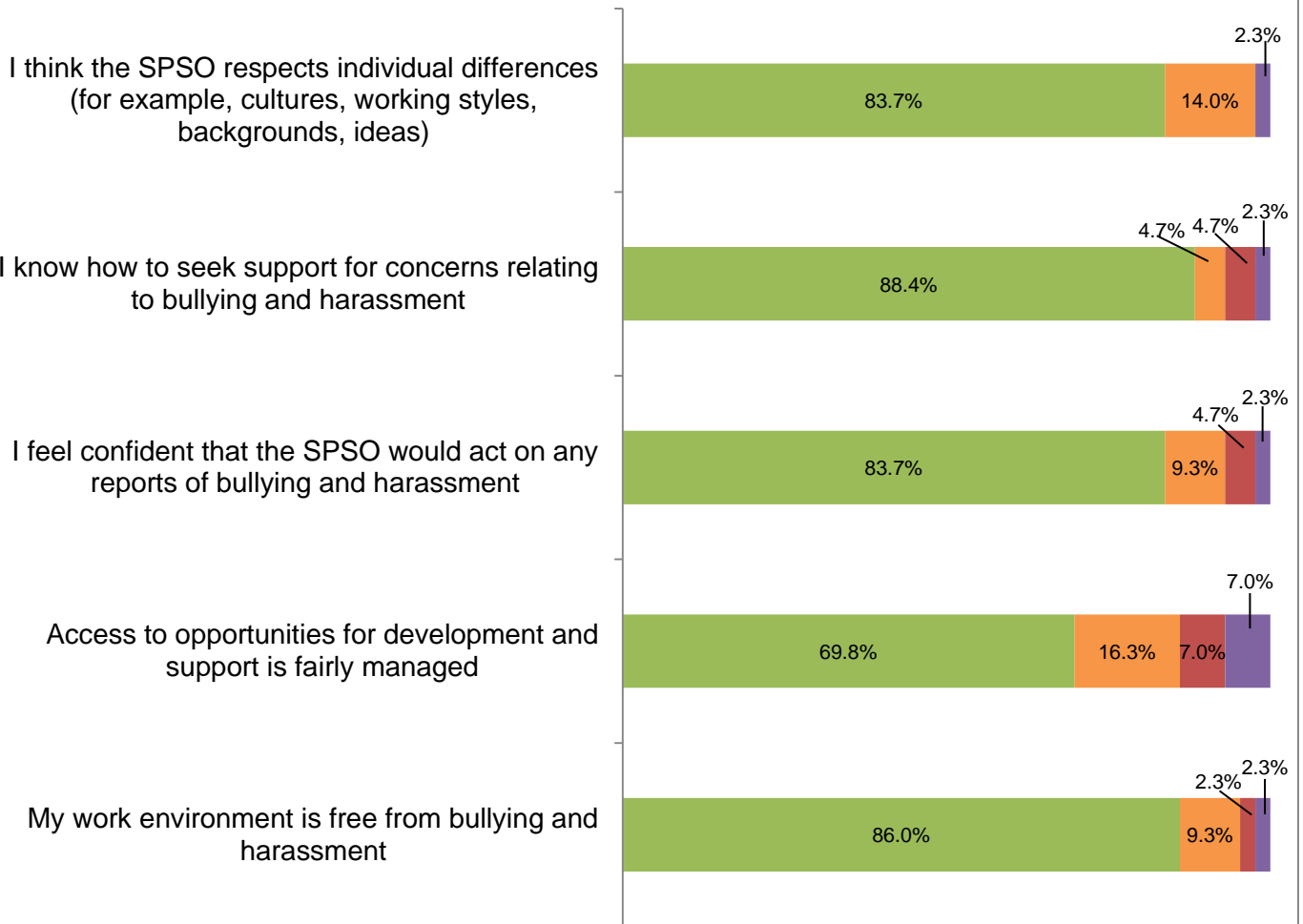
## Learning and Development

■ % Positive   
 ■ % Neither   
 ■ % Negative   
 ■ % N/A



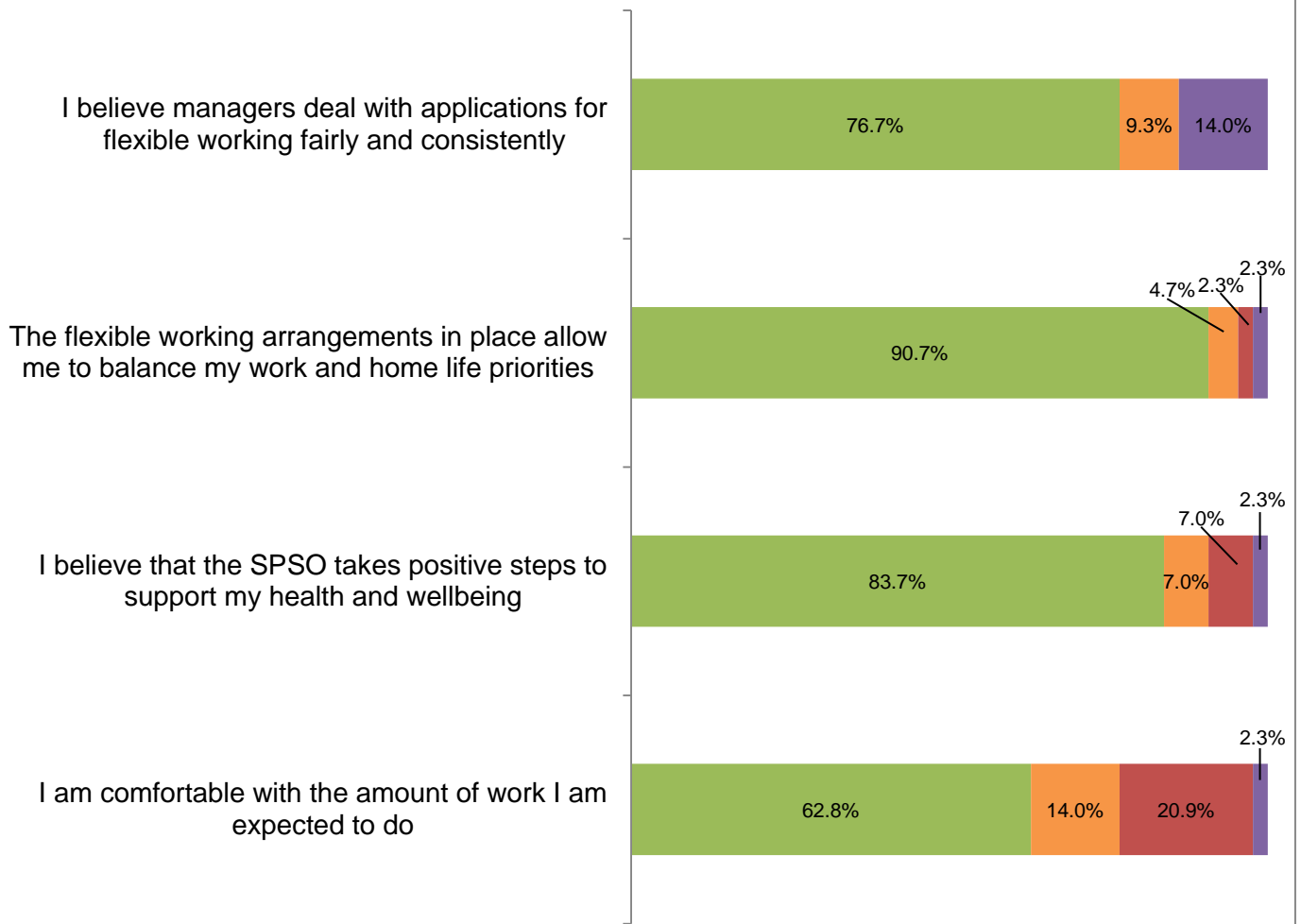
## Equal Opportunities and Diversity

■ % Positive ■ % Neither ■ % Negative ■ % N/A



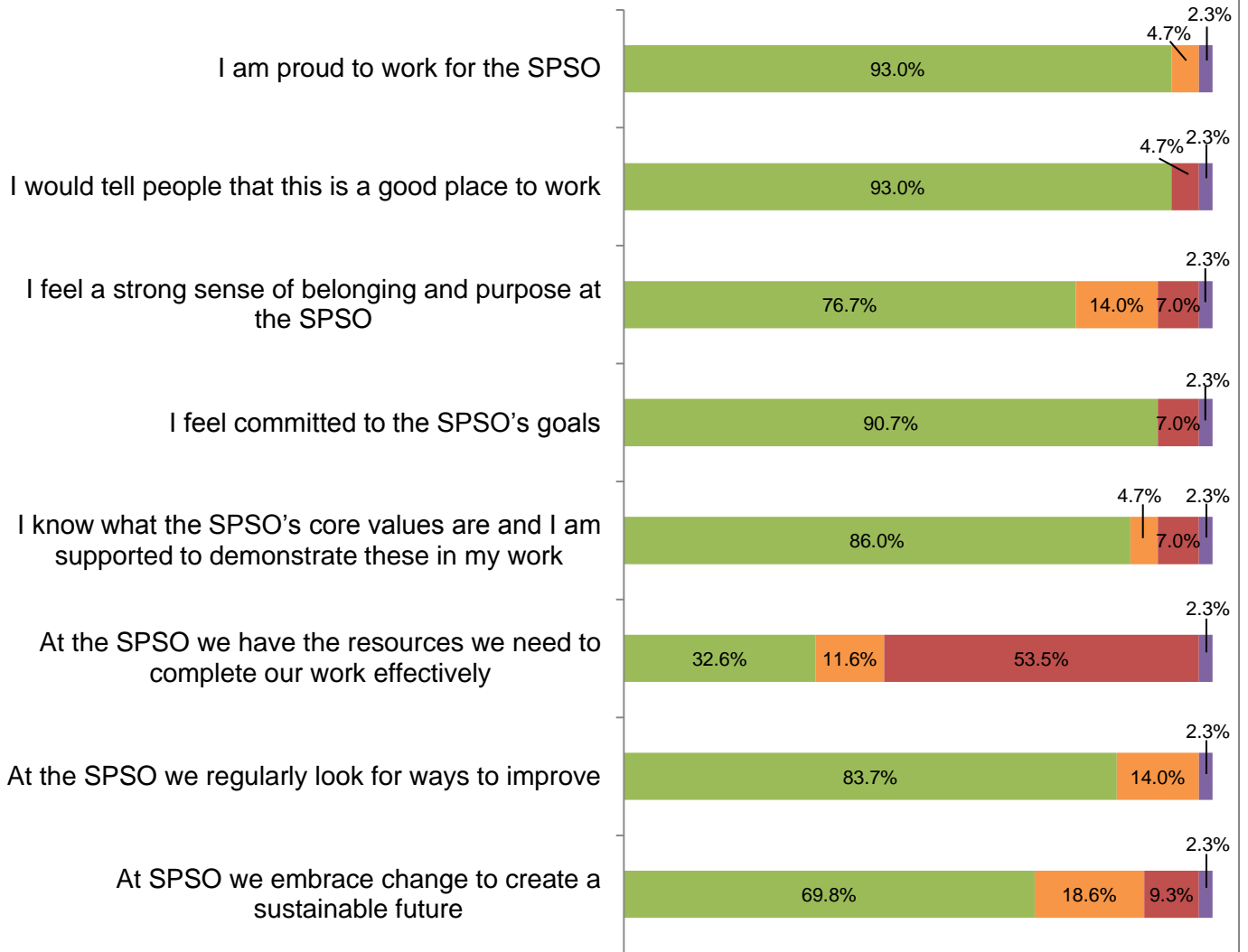
## Work-Life Balance

■ % Positive ■ % Neither ■ % Negative ■ % N/A



## Perceptions of SPSO

■ % Positive ■ % Neither ■ % Negative ■ % N/A



## Appendix 3 – Internal Benchmarking Data

Orange indicates an area identified for improvement in 2015

Green indicates an increase in the % of positive responses

Red indicates an increase in the % of negative responses

% Difference Compared to 2015	Agree	Neutral	Negative
<b>Section A - Your Job</b>			
My work gives me a feeling of personal accomplishment	-5.5%	-3.2%	+6.5%
I understand the performance standards and what I am expected to achieve in my job	+3.8%	-5.7%	-0.3%
I feel that my contribution to the success of the SPSO is valued	-12.3%	+7.1%	+3.0%
My targets are ambitious but realistic	+23.9%	-16.6%	-11.6%
I feel my job is secure	-12.6%	-2.0%	+10.2%
<b>Section B – Internal Relations</b>			
I am kept well informed about what the organisation is doing	+20.2%	-21.6%	-0.8%
I can express my views and question any decisions that affect my work	+2.9%	-3.5%	-1.6%
I have the opportunity to contribute to how things are done at the SPSO	+1.1%	-1.6%	-1.6%
I feel comfortable communicating information to colleagues across the organisation	-7.7%	+3.7%	+1.8%
I have good working relationships with my colleagues	-4.0%	+1.8%	0.0%
There is a good balance of verbal and written communications used in the SPSO	-0.8%	+4.9%	-6.3%
<b>Section C – External Customers</b>			
We listen to our customers rather than just telling them what they need	+6.6%	-8.2%	-2.8%
We act on the feedback we receive from external stakeholders	+4.8%	-6.6%	-2.5%
I feel there is plenty of support in place for me to deal with difficult customers	-6.1%	-4.1%	+3.7%
I have the opportunity to debrief following difficult conversations	+0.1%	-10.3%	+3.7%
I feel well supported when I am communicating difficult or sensitive issues	-6.4%	-1.6%	+1.5%
<b>Section D – Management</b>			
I feel motivated by my line manager	+16.4%	-15.6%	-3.1%
My manager behaves consistently with integrity	+6.1%	-5.6%	-2.8%
My manager encourages teamwork	+6.4%	-0.8%	-7.8%
My manager encourages collaboration with other teams	+5.3%	-1.9%	-5.6%
My manager strives to support and deliver better ways of working	+3.9%	-0.8%	-5.3%
My manager communicates effectively with me	+11.1%	-12.8%	-0.6%
Performance is managed in my team	+11.1%	-15.3%	+1.9%
<b>Section E – Leadership</b>			
I feel comfortable with the progress and direction of the organisation at the present time	+4.4%	-3.5%	-3.2%
The senior management team provide consistent and effective leadership	+6.9%	-3.5%	-5.7%
The senior management team are open and responsive	+15.1%	-6.2%	-11.2%
I trust and respect the senior management team at the SPSO	+6.6%	-8.5%	-0.3%
<b>Section F – Learning and Development</b>			
The learning and development I receive is appropriate and relevant to my job	+6.9%	-1.2%	-8.0%
There are sufficient opportunities for me to receive learning and development to improve my skills	+6.9%	-10.9%	+1.6%
I receive regular, timely feedback on my performance	+1.0%	-0.5%	-2.8%
The feedback I receive helps me to improve my performance	+11.4%	-6.0%	-7.7%
I believe that the SPSO are committed to developing me	+2.3%	-1.4%	-3.2%
I am supported to apply any learning to my day to day work	+4.2%	-6.4%	-0.2%

<b>Section G – Equal Opportunities and Diversity</b>			
I think the SPSO respects individual differences (for example, cultures, working styles, backgrounds, ideas)	-6.3%	+9.0%	-5.0%
I know how to seek support for concerns relating to bullying and harassment	+0.9%	-0.3%	-2.8%
I feel confident that the SPSO would act on any reports of bullying and harassment	+1.2%	-0.7%	-2.8%
Access to opportunities for development and support is fairly managed	+9.8%	-11.2%	-5.5%
My work environment is free from bullying and harassment	+1.0%	+1.8%	-5.2%
<b>Section H – Work-Life Balance</b>			
I believe managers deal with applications for flexible working fairly and consistently	-3.3%	-8.2%	-2.5%
The flexible working arrangements in place allow me to balance my work and home life priorities	+3.2%	-5.3%	-0.2%
I believe that the SPSO takes positive steps to support my health and wellbeing	+18.7%	-20.5%	-0.5%
I am comfortable with the amount of work I am expected to do	+15.3%	-8.5%	-9.1%
<b>Section I – Perceptions of SPSO</b>			
I am proud to work for the SPSO	-4.5%	+2.2%	0.0%
I would tell people that this is a good place to work	+15.5%	-17.5%	-0.3%
I feel a strong sense of belonging and purpose at the SPSO	-10.8%	+4.0%	+4.5%
I feel committed to the SPSO's goals	-9.3%	0.0%	+7.0%
I know what the SPSO's core values are and I am supported to demonstrate these in my work	-6.5%	+2.2%	+2.0%
At the SPSO we have the resources we need to complete our work effectively	+15.1%	-5.9%	-11.5%

## Appendix 4 – External Benchmarking Data

Percentage Positive Difference	SG	LGO	PHSO
<b>Section A - Your Job</b>			
My work gives me a feeling of personal accomplishment	+12.0%	+17.0%	+33.0%
My work is interesting and makes the best use of my skills and capabilities	+4.7%	+14.7%	+44.7%
I understand the performance standards and what I am expected to achieve in my job	+9.3%	-1.7%	
I feel that my contribution to the success of the SPSO is valued	-4.8%	+19.2%	+31.2%
<b>Section B – Internal Relations</b>			
I can express my views and question any decisions that affect my work			+45.4%
I have the opportunity to contribute to how things are done at the SPSO	+17.1%		
Our roles are structured to enable us to work well together			+44.5%
<b>Section C – External Customers</b>			
We listen to our customers rather than just telling them what they need			+48.1%
We act on the feedback we receive from external stakeholders			+43.8%
<b>Section D – Management</b>			
I feel motivated by my line manager	+17.9%		+20.9%
My manager communicates effectively with me			+12.1%
Performance is managed in my team	+52.1%	+22.1%	
My performance is reviewed regularly			+9.9%
<b>Section E – Leadership</b>			
SPSO has a clear plan for the future to ensure our continued success			+44.4%
The senior management team clearly communicates the organisation's vision and objectives		+46.8%	+50.8%
The senior management team provide consistent and effective leadership		+28.4%	
The senior management team are open and responsive		+5.1%	+46.1%
I trust and respect the senior management team at the SPSO			+63.1%
<b>Section F – Learning and Development</b>			
The learning and development I receive is appropriate and relevant to my job	+22.4%	-3.6%	+39.4%
There are sufficient opportunities for me to receive learning and development to improve my skills	+10.4%	+7.4%	+30.4%
I receive regular, timely feedback on my performance	+16.0%		
The feedback I receive helps me to improve my performance	+16.4%		
<b>Section G – Equal Opportunities and Diversity</b>			
I think the SPSO respects individual differences (for example, cultures, working styles, backgrounds, ideas)	+1.7%		+15.7%
Access to opportunities for development and support is fairly managed		+3.8%	
My work environment is free from bullying and harassment	+1.0%		
<b>Section H – Work-Life Balance</b>			
I believe managers deal with applications for flexible working fairly and consistently		+1.7%	
The flexible working arrangements in place allow me to balance my work and home life priorities	+17.7%	-4.3%	
<b>Section I – Perceptions of SPSO</b>			
I am proud to work for the SPSO	+32.0%		+41.0%
I would tell people that this is a good place to work	+32.0%		+56.0%
I feel a strong sense of belonging and purpose at the SPSO	+28.7%	-15.3%	+29.7%
I feel committed to the SPSO's goals	+46.7%		+66.7%
At the SPSO we have the resources we need to complete our work effectively		-49.4%	-25.4%
At the SPSO we regularly look for ways to improve	+1.7%		