

	Strongly Agree	No. of responses	Agree	No. of responses	% positive	2016-17	2016-17 difference	Neither Agree nor Disagree	No. of responses	%neutral	2016-17	2016-17 difference	Disagree	No. of responses	Strongly Disagree	No. of responses	% negative	2016-17	2016-17 difference	%Not Applicable	no. of responses	% not applicable	2016-17	2016-17 difference
Section A - Your Job (9 questions)																								
My work gives me a feeling of personal accomplishment	38.30%	23	53.30%	32	91.60%	87.00%	4.60%	1.70%	1	1.70%	4.3%	-2.65%	6.70%	4	0.00%	0	6.70%	6.5%	0.18%	0.00%	0	0.00%	2.2%	-2.17%
My work is interesting and makes the best use of my skills and capabilities	33.30%	20	55.00%	33	88.30%	95.70%	-7.40%	3.30%	2	3.30%	0.0%	3.30%	8.30%	5	0.00%	0	8.30%	2.2%	6.13%	0.00%	0	0.00%	2.2%	-2.17%
I feel empowered to make decisions and act on them	36.70%	22	46.70%	28	83.40%	89.10%	-5.70%	6.70%	4	6.70%	4.3%	-2.35%	8.30%	5	1.70%	1	10.00%	4.3%	5.65%	0.00%	0	0.00%	2.2%	-2.17%
I am encouraged to take initiative in my role	40.00%	24	46.70%	28	86.70%	91.30%	-4.60%	3.30%	2	3.30%	4.3%	-1.05%	8.30%	5	1.70%	1	10.00%	2.2%	7.83%	0.00%	0	0.00%	2.2%	-2.17%
I understand the performance standards and what I am expected to achieve in my job	45.00%	27	45.00%	27	90.00%	91.30%	-1.30%	1.70%	1	1.70%	4.3%	-2.65%	6.70%	4	1.70%	1	8.40%	2.2%	6.23%	0.00%	0	0.00%	2.2%	-2.17%
SPSO's success is reliant on all of us achieving our individual objectives	50.00%	30	40.00%	24	90.00%	84.80%	5.20%	6.70%	4	6.70%	4.3%	-2.35%	3.30%	2	0.00%	0	3.30%	8.7%	8.40%	0.00%	0	0.00%	2.2%	-2.17%
I feel that my contribution to the success of the SPSO is valued	36.70%	22	46.70%	28	83.40%	65.20%	18.20%	6.70%	4	6.70%	19.6%	-12.87%	6.70%	4	3.30%	2	10.00%	13.0%	-3.04%	0.00%	0	0.00%	2.2%	-2.17%
My targets are ambitious but realistic	25.00%	15	33.30%	20	58.30%	73.90%	-15.60%	11.70%	7	11.70%	10.9%	0.83%	23.30%	14	6.70%	4	30.00%	10.9%	19.13%	0.00%	0	0.00%	4.3%	-4.35%
I feel my job is secure	28.30%	17	41.70%	25	70.00%	67.40%	2.60%	15.09%	9	15.09%	13.0%	2.05%	10.00%	6	5.00%	3	15.00%	15.2%	-0.22%	0.00%	0	0.00%	4.3%	-4.35%
Section B - Internal Relations																								
I am kept well informed about what the organisation is doing	8.30%	5	70.00%	42	78.30%	65.20%	13.10%	10.00%	6	10.00%	10.9%	-0.87%	10.00%	6	1.70%	1	11.70%	21.7%	-10.04%	0.00%	0	0.00%	2.2%	-2.17%
I can express my views and question any decisions that affect my work	31.70%	19	53.30%	32	85.00%	80.40%	4.60%	3.30%	2	3.30%	6.5%	-3.22%	8.30%	5	3.30%	2	11.60%	10.9%	0.73%	0.00%	0	0.00%	2.2%	-2.17%
I have the opportunity to contribute to how things are done at the SPSO	26.70%	16	55.00%	33	81.70%	76.10%	5.60%	6.70%	4	6.70%	10.9%	-4.17%	10.00%	6	1.70%	1	11.70%	10.9%	0.83%	0.00%	0	0.00%	2.2%	-2.17%
I feel comfortable communicating information to colleagues across the organisation	28.30%	17	63.30%	38	91.60%	84.80%	6.80%	3.30%	2	3.30%	8.7%	-5.40%	5.00%	3	0.00%	0	5.00%	4.3%	0.65%	0.00%	0	0.00%	2.2%	-2.17%
I have good working relationships with my colleagues	48.30%	29	46.70%	28	95.00%	93.50%	1.50%	5.00%	3	5.00%	4.3%	0.65%	0.00%	0	0.00%	0	0.00%	0.0%	0.00%	0.00%	0	0.00%	2.2%	-2.17%
There is a good balance of verbal and written communications used in the SPSO	18.30%	11	56.70%	34	75.00%	71.70%	3.30%	10.00%	6	10.00%	17.4%	-7.39%	15.00%	9	0.00%	0	15.00%	8.7%	6.30%	0.00%	0	0.00%	2.2%	-2.17%
Our roles are structured to enable us to work well together	11.70%	7	33.30%	20	45.00%	56.50%	-11.50%	18.30%	11	18.30%	13.0%	5.26%	31.70%	19	5.00%	3	36.70%	28.3%	8.44%	0.00%	0	0.00%	2.2%	-2.17%
Section C - External customers																								
We listen to our customers rather than just telling them what they need	25.00%	15	42.00%	39	90.00%	89.10%	0.90%	10.00%	6	10.00%	4.3%	0.65%	1.70%	1	0.00%	0	3.30%	2.2%	1.13%	0.00%	1	1.70%	4.3%	-2.65%
We act on the feedback we receive from external stakeholders	20.00%	12	68.30%	41	88.30%	84.80%	3.50%	10.00%	6	10.00%	10.9%	-0.87%	1.70%	1	0.00%	0	1.70%	0.0%	1.70%	0.00%	0	0.00%	4.3%	-4.35%
I feel there is plenty of support in place for me to deal with difficult customers	25.00%	15	53.30%	32	78.30%	73.90%	4.40%	5.00%	3	5.00%	10.9%	-5.87%	6.70%	4	1.70%	1	8.40%	8.7%	-0.30%	8.30%	5	8.30%	6.5%	1.78%
I have the opportunity to debrief following difficult conversations	35.00%	21	48.30%	29	83.30%	82.60%	0.70%	3.30%	2	3.30%	2.2%	1.13%	6.70%	4	0.00%	0	6.70%	8.7%	-2.00%	6.70%	4	6.70%	6.5%	0.18%
I feel well supported when I am communicating difficult or sensitive issues	30.00%	18	55.00%	33	85.00%	76.10%	8.90%	3.30%	2	3.30%	10.9%	-7.57%	6.70%	4	1.70%	1	8.40%	6.5%	1.88%	3.30%	2	3.30%	6.5%	-3.22%
Section D - Management																								
I feel motivated by my line manager	54.20%	32	23.70%	14	77.90%	88.90%	-11.00%	10.20%	6	10.20%	4.4%	5.76%	11.90%	7	0.00%	0	11.90%	4.4%	7.46%	0.00%	0	0.00%	2.2%	-2.22%
My manager behaves consistently with integrity	62.70%	37	23.70%	14	86.40%	91.10%	-4.70%	6.80%	4	6.80%	4.4%	2.36%	6.80%	4	0.00%	0	6.80%	2.2%	4.58%	0.00%	0	0.00%	2.2%	-2.22%
My manager encourages teamwork	54.20%	32	33.90%	20	88.10%	88.90%	-0.80%	8.50%	5	8.50%	6.7%	1.83%	3.40%	2	0.00%	0	3.40%	2.2%	1.18%	0.00%	0	0.00%	2.2%	-2.22%
My manager encourages collaboration with other teams	37.30%	22	35.60%	21	72.90%	77.80%	-4.90%	13.60%	8	13.60%	15.6%	-1.96%	11.90%	7	0.00%	0	11.90%	4.4%	7.46%	1.70%	1	1.70%	2.2%	-0.52%
My manager strives to support and deliver better ways of working	54.20%	32	37.30%	22	91.50%	88.90%	2.60%	5.10%	3	5.10%	6.7%	-1.57%	3.40%	2	0.00%	0	3.40%	2.2%	1.18%	0.00%	0	0.00%	2.2%	-2.22%
My manager communicates effectively with me	48.30%	29	46.70%	14	83.00%	91.10%	-8.10%	10.20%	6	10.20%	2.2%	7.98%	10.20%	6	0.00%	0	6.80%	4.4%	2.36%	0.00%	0	0.00%	2.2%	-2.22%
Performance is managed in my team	42.40%	25	35.60%	21	78.00%	91.10%	-13.10%	12.00%	12	20.30%	2.2%	18.08%	1.70%	1	0.00%	0	1.70%	4.4%	-2.74%	0.00%	0	0.00%	2.2%	-2.22%
I set my objectives with my manager	52.50%	31	39.00%	23	91.50%	91.10%	0.40%	6.80%	4	6.80%	6.7%	0.13%	1.70%	1	0.00%	0	1.70%	0.0%	1.70%	0.00%	0	0.00%	2.2%	-2.22%
My performance is reviewed regularly	55.90%	33	37.30%	22	93.20%	88.90%	4.30%	5.10%	3	5.10%	6.7%	-1.57%	1.70%	1	0.00%	0	1.70%	2.2%	-0.52%	0.00%	0	0.00%	2.2%	-2.22%
I am encouraged to achieve high performance	59.30%	35	28.80%	17	88.10%	93.30%	-5.20%	8.50%	5	8.50%	0.0%	8.50%	3.40%	2	0.00%	0	3.40%	4.4%	-1.04%	0.00%	0	0.00%	2.2%	-2.22%
I/my team are consistently recognised when we exceed expectations	40.70%	24	32.20%	19	72.90%	68.90%	4.00%	13.60%	8	13.60%	11.1%	2.49%	11.90%	7	1.70%	1	13.60%	17.8%	-4.18%	0.00%	0	0.00%	2.2%	-2.22%
Section E - Leadership																								
SPSO has a clear plan for the future to ensure our continued success	13.60%	8	64.40%	38	78.00%	67.40%	10.60%	15.30%	9	15.30%	23.3%	-7.96%	6.80%	4	0.00%	0	6.80%	7.0%	-0.18%	0.00%	0	0.00%	2.3%	-2.33%
The senior management team clearly communicates the organisation's vision and objectives	10.20%	6	67.80%	40	78.00%	69.80%	8.20%	11.90%	7	11.90%	16.3%	-4.38%	5.10%	3	5.10%	3	10.20%	11.6%	-1.43%	0.00%	0	0.00%	2.3%	-2.33%
I feel comfortable with the progress and direction of the organisation at the present time	11.90%	7	66.10%	39	78.00%	74.40%	3.60%	15.90%	10	16.90%	14.0%	2.95%	5.10%	3	0.00%	0	5.10%	9.3%	-4.20%	0.00%	0	0.00%	2.3%	-2.33%
The senior management team provide consistent and effective leadership	13.60%	8	62.70%	37	76.30%	74.40%	1.90%	10.20%	6	10.20%	14.0%	-3.75%	13.60%	8	0.00%	0	13.60%	9.3%	4.30%	0.00%	0	0.00%	2.3%	-2.33%
The senior management team are open and responsive	22.00%	13	54.20%	32	76.20%	65.10%	11.10%	13.60%	8	13.60%	16.3%	-2.68%	8.50%	5	1.70%	1	10.20%	16.3%	-6.08%	0.00%	0	0.00%	2.3%	-2.33%
I trust and respect the senior management team at the SPSO	35.60%	21	47.50%	28	83.10%	79.10%	4.00%	15.30%	9	15.30%	14.0%	1.35%	1.70%	1	0.00%	0	1.70%	4.7%	-2.95%	0.00%	0	0.00%	2.3%	-2.33%
I feel motivated by our senior management team	25.40%	15	40.70%	24	66.10%	60.50%	5.60%	22.00%	13	22.00%	25.6%	-3.58%	11.90%	7	0.00%	0	11.90%	11.6%	0.27%	0.00%	0	0.00%	2.3%	-2.33%
Section F - Learning and development																								
The learning and development I receive is appropriate and relevant to my job	20.30%	12	62.70%	37	83.00%	74.40%	8.60%	5.10%	3	5.10%	16.3%	-11.18%	6.80%	4	3.40%	2	10.20%	7.0%	3.22%	1.70%	1	1.70%	2.3%	-0.63%
There are sufficient opportunities for me to receive learning and development to improve my skills	20.30%	12	52.50%	31	72.80%	74.40%	-1.60%	10.20%	6	10.20%	11.6%	-1.43%	11.90%	7	5.10%	3	17.00%	11.6%	5.37%	0.00%	0	0.00%	2.3%	-2.33%
I receive regular, timely feedback on my performance	33.90%	20	50.80%	30	84.70%	86.00%	-1.30%	6.80%	4	6.80%	7.0%	-0.18%	8.50%	5	0.00%	0	8.50%	4.7%	3.85%	0.00%	0	0.00%	2.3%	-2.33%
The feedback I receive helps me to improve my performance	33.90%	20	52.50%	31	86.40%	81.40%	5.00%	6.80%	4	6.80%	14.0%	-7.15%	5.10%	3	1.70%	1	6.80%	2.3%	4.47%	0.00%	0	0.00%	2.3%	-2.33%
I believe that the SPSO are committed to developing me	27.10%	16	50.80%	30	77.90%	69.80%	8.10%	13.60%	8	13.60%	18.6%	-5.00%	8.50%	5	0.00%	0	8.50%	9.3%	-0.80%	0.00%	0	0.00%	2.3%	-2.33%
I am supported to apply any learning to my day to day work	30.50%	18	50.80%	30	81.30%	76.70%	4.60%	13.60%	8	13.60%	18.6%	-5.00%	5.10%	3	0.00%	0	5.10%	2.3%	2.77%	0.00%	0	0.00%	2.3%	-2.33%
SPSO invests in its people	33.90%	20	45.80%	27	79.70%	81.40%	-1.70%	10.20%	6	10.20%	9.3%	0.90%	10.20%	6	0.00%	0	10.20%	7.0%	3.22%	0.00%	0	0.00%	2.3%	-2.33%
Section G - Equalities and diversity																								
I think the SPSO respects individual differences (for example, cultures, working styles, backgrounds, ideas)	40.70%	24	50.80%	30	91.50%	83.70%	7.80%	16.80%	10	16.80%	14.0%	-2.80%	1.70%	1	0.00%	0	1.70%	0.0%	1.70%	0.00%	0	0.00%	2.3%	-2.33%
I know how to seek support for concerns relating to bullying and harassment	33.90%	20	61.00%	36	94.90%	88.40%	6.50%	3.40%	2															