

2024/25 Staff Survey Feedback Report

Survey background and purpose

We are committed to running a staff survey **annually** and this is our tenth annual survey.

Our surveys help 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 provides a regular, formal opportunity for people to **express their views anonymously** on a range of working and HR practices over and above other established methods of feedback that are part of our everyday work such as one to ones, team meetings, performance reviews and through working groups and consultations.

The staff survey sits alongside our commitment to maintaining **our Investors In People (IIP) status**, and the questions asked in the survey have been chosen to mirror those asked through the formal IIP questionnaire process. We also ask some questions on staff engagement related particular areas of our work, culture and environment.

Both our survey and the IIP accreditation process provide us with key information on **engagement and satisfaction** in the office and we use the feedback to drive continuous improvement and form the basis of an **action plan to target areas for improvement**.

This report sets out the findings of the 2024/25 survey along with a benchmark against our last survey and publicly available surveys from other relevant organisations.



Setting the scene – Approach and methodology



- As with previous surveys, an **online questionnaire approach** was used, **using the same questions** we have asked before in order to be able to benchmark responses.
- There were **10 survey themes** consisting of 87 questions and statements on which people are asked to provide their responses.
- This year we revised some of the questions in the Equal Opportunities Diversity section to consider sexual harassment in the workplace. Unfortunately there was an error in the final survey that was issued that removed some questions under Equal Opportunities and Diversity. For benchmarking purposes, we have used an average figure from the previous 2 years to fill the gaps in this year's results and will ensure that these questions are included in the next survey.
- The majority of statements continued to offer **six different rating options based on a Likert scale** (strongly agree, agree, neither agree nor disagree, disagree, strongly disagree, not applicable).
- Some questions offered five semantic scale response options (e.g. a scale of excellent to poor, never to always, significantly positive to significantly negative and not applicable options).
- Some questions asked for **simple responses** (yes/no) or a **multiple choice** selection.
- As with previous surveys, staff were able to add free text comments under each theme.

Setting the scene – Survey analysis



Like we've done in previous 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.

Again, in line with our approach to **additional comments** in previous years, these have been analysed and summarised in order to identify key themes as well as maintain privacy and ensure that comments could not be attributed to specific individuals.

The results have been analysed and **presented against the 2023/24 and 2022/23 results** to identify significant shifts in scores, in particular for those categories falling below the 70% positive benchmark.

Benchmarking data wasn't collected as part of this year's survey reporting. This was due to limited public availability of comparable data.

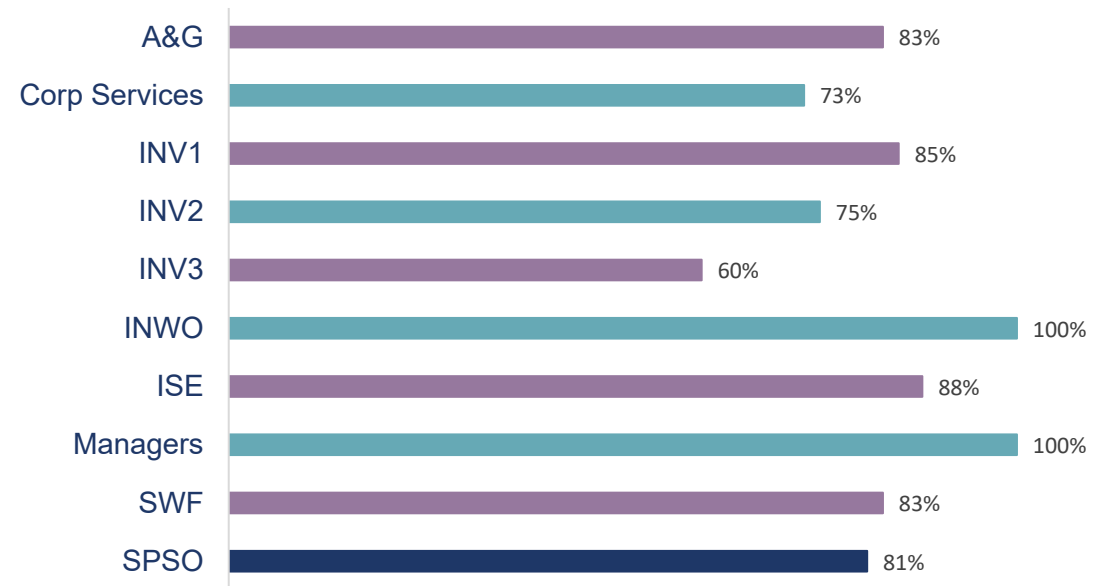


Setting the scene – Response rates



- 81% of staff responded to the survey. This includes 78% who fully completed and 3% who partially completed the survey.
- This was the same as the response rate for 2023/24 (81%) and higher than the response rate for 2022/23 (75%).

Response Rate by Team
(Fully and Partially Completed)



Note: The survey was sent to all SPSO staff (including those on parental leave and long term absence) apart from those involved in survey design, analysis and action planning (Leadership Team, HR Manager)

Headline results – Survey Themes



	2024/25	2023/24	2022/23
Your Job	86%	83%	83%
Internal Relations	90%	84%	83%
External Customers	79%	73%	78%
Management	91%	88%	88%
Leadership	88%	86%	89%
Learning and Development	83%	80%	84%
Equal Opportunities and Diversity	87%*	81%	84%
Perceptions of SPSO	88%	83%	88%
Corporate Social Responsibility	84%	80%	80%
Health and Wellbeing	94%	91%	92%

Note: This table shows the average levels of engagement for each survey theme

- Health and Wellbeing was the theme that people were most engaged in this year with an average engagement of 94%.
- On average, we have scored over 80% positive in all but one area (external customers) of the survey this year.
- All themes showed an increase compared to 2023/24
- The average percentage of negative responses didn't exceed 10% in any of the survey themes.



* Some questions about Equal Opportunities and Diversity were based on an average of the results from previous surveys

Headline Results – Areas where we scored well



A note on the figures shown in this chart

For ease of reading, results have been rounded to the nearest whole number. As such, in some instances, trend figures presented in this report do not match the rounded figures of the scores that are being compared.

	2024/25	2023/24	Trend	2022/23	Trend
I understand the performance standards and what I am expected to achieve in my job	98%	95%	↑ 3%	97%	↑ 2%
My work environment is free from sexual harassment	98%	-	-	-	-
I set objectives with my line manager	97%	97%	0%	93%	↑ 4%
I am aware of the health and wellbeing initiatives available to me	97%	93%	↑ 3%	95%	↑ 2%
My line manager behaves consistently with integrity	97%	87%	↑ 10%	93%	↑ 4%
At the SPSO we regularly look for ways to improve	97%	95%	↑ 2%	95%	0%



We scored 90% and above in **52% of questions** and we scored 70% and above in **96% of questions** which demonstrates a very high level of engagement in our survey this year

Engagement in questions about **your job, equal opportunities and diversity, management, health and wellbeing and perceptions of SPSO** saw some of the highest scores in this year's survey.



Headline Results – Areas where we didn't score as well



This year's survey delivered some of the most positive results we have seen with only 3 questions scoring below 70% positive and no questions scoring below 50% positive

A note on the figures shown in this chart

For ease of reading, results have been rounded to the nearest whole number. As such, in some instances, trend figures presented in this report do not match the rounded figures of the scores that are being compared.

	2024/25	2023/24	Trend	2022/23	Trend
At the SPSO we have the people resources we need to complete our work effectively	50%	54%	↓ 4%	68%	↓ 18%
Participating in CSR activities allows me to grow and develop professionally	50%	48%	↑ 2%	47%	↑ 3%
I have dedicated time at work to contribute to SPSO's CSR initiative	69%	48%	↑ 22%	42	↑ 27%

The areas where feedback scored lowest related to having the **people resources** to complete our work effectively and having the **opportunity to contribute** and **enable personal development through** csr.

Feedback about having the time to contribute to csr initiatives, although scoring below 70%, did show improvements compared to previous surveys.



Headline Results – Most improved



Survey Theme	Question	2024/25	Increase since last year	2023/24
CSR	I have dedicated time at work to contribute to SPSO's CSR initiatives	69%	↑ 22%	48%
L&D	There are sufficient opportunities for me to receive learning and development to improve my skills	79%	↑ 13%	66%
Your Job	I feel that my contribution to the success of SPSO is valued	94%	↑ 12%	82%
Perceptions of SPSO	I feel a strong sense of belonging and purpose at the SPSO	85%	↑ 12%	75%
Perceptions of SPSO	SPSO's values guide the way we work and make decisions	95%	↑ 12%	84%

Feedback improved in 72% of questions compared to the previous year's survey.

Only 15% of questions dropped in engagement since last year and this was no more than 5% lower than engagement last year.



A closer look at each theme – Your job

86%



People feel **secure** in their jobs, understand **what is expected** and they recognise how their own performance translates into the **success of the organisation**. Overall they enjoy the level of **autonomy** they have, they are **empowered** to make decisions and take initiative, work is **interesting** and they feel **valued** for what they contribute. People feel **supported** in balancing their work and personal lives.

	2024/25	2023/24	2022/23
My work gives me a feeling of personal accomplishment	87%	85%	77%
My work is interesting and makes the best use of my skills and capabilities	83%	82%	77%
I feel empowered to make decisions and act on them	87%	88%	89%
I am encouraged to take initiative in my role	87%	88%	89%
I understand the performance standards and what I am expected to achieve in my job	98%	95%	97%
SPSO's success is reliant on all of us achieving our individual objectives	89%	94%	95%
I feel that my contribution to the success of the SPSO is valued	94%	82%	84%
My targets are ambitious but realistic	73%	*69%	74%
I am able to find information when I need it	75%	71%	75%
I am comfortable with the amount of work I am expected to do	78%	*69%	74%
I am supported in balancing my work and personal life	90%	86%	89%
I feel my job is secure	90%	91%	84%

There were no areas scoring below 70% in this theme.

Compared to the last 2 years of surveys, engagement in this section remained similar overall. There was one question where there was a 5% decrease in engagement – these is related to SPSO's success being reliant on all of us achieving our objectives.

↑ 3% on average compared to 2023/24

↑ 3% on average compared to 2022/23

A closer look at each theme – Internal relations

90%



People are well **informed**, feel confident **expressing views and communicating across the organisation**, **challenging decisions** and **contributing** to how things are done. There is a good **balance and range of communication methods** and people feel **that roles and environment are structured well** to enable team working and **good working relationships with colleagues**.

	2024/25	2023/24	2022/23
I am kept well informed about what the organisation is doing	90%	92%	92%
I can express my views and question any decisions that affect my work	95%	86%	89%
I have the opportunity to contribute to how things are done at the SPSO	92%	88%	87%
I feel comfortable communicating information to colleagues across the organisation	94%	88%	89%
I have good working relationships with my colleagues	95%	89%	89%
There is a good balance of verbal, written and email communication used in the SPSO	94%	86%	82%
Our roles are structured to enable us to work well together	79%	72%	75%
Our physical environment is structured to enable us to work well together	81%	72%	*66%

There were no areas scoring below 70% in this theme. There was an increase in positive responses and a decrease in negative responses to this question compared to the last 2 surveys. Neutral responses to this question decreased to 6%.

Feedback under this theme remained consistently high and with a higher level of engagement to that of previous surveys in all but one question. The biggest increase in positive feedback was that the environment is structured to enable us to work well together and that people can express views and question decisions that affect their work.

↑ 6% on average compared to 2023/24

↑ 7% on average compared to 2022/23

A closer look at each theme – External customers

79%



People feel positively about how we engage with and **listen** to our customers, that we **act on feedback** and that they are **supported to communicate difficult or sensitive issues** and **opportunities to debrief** after difficult conversations.

	2024/25	2023/24	2022/23
We listen to our customers rather than just telling them what they need	79%	73%	81%
We act on the feedback we receive from external stakeholders	78%	*69%	76%
I feel there are effective support mechanisms in place for me to deal with difficult customers	79%	70%	81%
I have the opportunity to debrief following difficult conversations	81%	73%	75%
I feel well supported when I am communicating difficult or sensitive issues	79%	77%	76%

There were no areas scoring below 70% in this theme.

Negative responses in this section were all below 10% and around 16% of all other responses were a mix of neutral and not applicable.

↑ 7% on average compared to 2023/24

↑ 1% on average compared to 2022/23

A closer look at each theme – Management

91%



Managers **communicate** well with their teams, they provide effective support for **health and wellbeing** and they strive to make **improvements**. People have confidence in their line managers – they are **consistent** and have **integrity**, they are **motivational**, encourage **teamwork** and **collaboration** and they **recognise** the efforts of the team. Approaches to **setting objectives**, and encouraging **high levels of performance** were also viewed positively.

	2024/25	2023/24	2022/23
I feel motivated by my line manager	89%	84%	86%
My line manager behaves consistently with integrity	97%	87%	93%
My line manager communicates effectively with me	94%	84%	86%
My manager supports me in my health and wellbeing	94%	92%	88%
My line manager encourages teamwork	94%	89%	91%
My line manager encourages collaboration with other teams	85%	87%	83%
My line manager strives to support and deliver better ways of working	92%	89%	90%
I/my team are consistently recognised when we exceed expectations	82%	77%	79%
Performance is managed in my team	85%	79%	81%
I set my objectives with my line manager	97%	97%	93%
My performance is reviewed regularly	95%	98%	95%
I am encouraged to achieve high performance	92%	94%	91%

There were no areas scoring below 70% in this theme.

Responses this year were higher than previous surveys.

↑ 3% on average compared to 2023/24

↑ 3% on average compared to 2022/23

A closer look at each theme – Leadership

88%



People feel they are kept **informed** and that LT clearly communicate the **vision, objectives, progress and direction** of the organisation. Overall people feel that LT are **open, responsive and motivational**, provide **consistent and effective** leadership and feel **motivated** by the leadership team.

	2024/25	2023/24	2022/23
SPSO has a clear plan for the future to ensure our continued success	82%	79%	81%
The leadership team communicates the organisation's vision and objectives clearly	90%	90%	90%
I feel comfortable with the progress and direction of the organisation at the present time	84%	87%	86%
The leadership team communicate effectively, keeping me informed about decisions and progress	94%	90%	93%
The leadership team are open and responsive	89%	90%	90%
The leadership team provide consistent and effective leadership	94%	87%	93%
I trust and respect the leadership team at the SPSO	92%	90%	91%
I feel motivated by our leadership team	82%	74%	84%

There were no areas scoring below 70% in this theme.

The biggest increases were around feeling motivated by the leadership team and the leadership team providing consistent and effective leadership.

↑ 2% on average compared to 2023/24

No change on average compared to 2022/23

A closer look at each theme – Learning and Development

83%



People feel that SPSO is **committed** to and **invests** in developing staff and that there is good **support to apply learning** in their roles. **Regular, constructive feedback that helps improve performance** was also rated positively. Having **sufficient opportunities** for employees to received learning and development was the most improved question in this year’s survey compared to previous years.

	2024/25	2023/24	2022/23
The learning and development I receive is appropriate and relevant to my job	84%	82%	88%
There are sufficient opportunities for me to receive learning and development to improve my skills	79%	*66%	75%
I believe that the SPSO are committed to developing me	77%	79%	79%
SPSO invests in its people	81%	79%	77%
I receive regular, timely feedback on my performance	94%	90%	93%
The feedback I receive helps me to improve my performance	85%	90%	89%
I am supported to apply any learning to my day to day work	85%	84%	86%
Learning and development activities I have completed in the past 12 months have helped improve my performance	77%	*68%	-

There were no areas scoring below 70% in this theme.

Responses were broadly similar to the last two years however there was over 10% increase in two questions.

↑ 3% on average compared to 2023/24

↓ 1% on average compared to 2022/23

A closer look at each theme – Equal Opportunities and Diversity

87%



People generally feel that SPSO is an **inclusive** and **respectful** workplace with **robust policies** to deal with any concerns. People feel that **the workplace is free from bullying and harassment and sexual harassment**. People also feel positively that they know how to seek support for concerns relating to bullying and harassment and sexual harassment.

	2024/25	2023/24	2022/23
I think the SPSO respects individual differences (for example, cultures, working styles, backgrounds, ideas)	84%	84%	84%
I know how to seek support for concerns relating to bullying and harassment	94%	92%	89%
I know how to seek support for concerns relating to sexual harassment	94%	-	-
I feel confident that the SPSO would act on any reports of bullying and harassment	83% *	82%	84%
Access to opportunities for development and support is fairly managed	77% *	75%	79%
I believe managers deal with applications for flexible working fairly and consistently	74% *	69%	79%
My work environment is free from bullying and harassment	90%	75%	79%
My work environment is free from sexual harassment	98%	-	-

There were no areas scoring below 70% in this theme.

* 3 questions were omitted from this year's survey in error so in order to give a more accurate average of engagement for this theme, we have used the results from the previous 2 surveys to calculate an average score for these questions.

10% of respondents do not feel that SPSO is free from bullying and harassment and 2% of respondents do not feel that SPSO is free from sexual harassment. We analysed the comments about equal opportunities and diversity to add context to this feedback. Although no specific examples were shared, 1 comment related to staff not having confidence that complaints of bullying and harassment by some managers would be dealt with appropriately.

↑ 11% on average compared to 2023/24

↑ 8% on average compared to 2022/23

A closer look at each theme – Perceptions of SPSO

88%



People continue to feel a strong sense of **commitment** to SPSO, our goals and our values. Perceptions are that this is an organisation that regularly tries to find ways to **improve**. There was a lower proportion of neutral responses in this section compared to last year, only three questions scored over 10% neutral. People are proud to work for SPSO.

	2024/25	2023/24	2022/23
I am proud to work for the SPSO	90%	87%	84%
I would tell people that this is a good place to work	89%	90%	91%
I feel a strong sense of belonging and purpose at the SPSO	85%	74%	81%
I feel committed to the SPSO's goals	94%	90%	93%
I share the SPSO's values	95%	89%	93%
My day-to-day behaviour reflects SPSO's values	95%	89%	93%
SPSO's values guide the way we work and make decisions	95%	84%	89%
We challenge behaviours that are not in line with our values	82%	74%	81%
At the SPSO we have the physical resources we need to complete our work effectively	89%	79%	89%
At the SPSO we have the people resources we need to complete our work effectively	*50%	*54%	*68%
At the SPSO we regularly look for ways to improve	97%	95%	96%
At SPSO we embrace change to create a sustainable future	92%	87%	93%

One area scored lower than 70% - **people resources**, this was also 4% lower than last year. Whether respondents would tell people that this is a good place to work also fell by 1% this year.

↑ 5% on average compared to 2023/24

No change on average compared to 2022/23

A closer look at each theme – Corporate Social Responsibility

84%



Overall, people feel that SPSO’s CSR activities are **important** and that as an organisation, we are **contributing responsibly** in particular to campaigns and projects that support the **wellbeing of society** and towards **environmental protection**. People also feel **encouraged to take up causes** that promote csr.

	2024/25	2023/24	2022/23
Working for an organisation with similar ethical views to my own is important to me	90%	90%	93%
I have dedicated time at work to contribute to SPSO’s CSR initiatives	*69%	*48%	*42%
Participating in CSR activities allows me to grow and develop professionally	*50%	*48%	*47%
SPSO contributes to campaigns and projects that promote the wellbeing of society	85%	87%	89%
At SPSO we implement initiatives that minimise our impact on the environment	95%	90%	86%
We are encouraged to suggest ways that SPSO could support community causes and/or charities	92%	90%	93%
I am aware of SPSO’s climate change objectives	89%	93%	89%
We are encouraged to suggest ways that SPSO could support environmental causes and/or climate change initiatives	92%	90%	93%
SPSO contributes to campaigns and projects that promote environmental protection and sustainability	92%	89%	89%

Two area scored below 70% this year which were having the dedicated time to contribute to SPSO’s CSR initiatives and that participating in CSR activities allows people to grow and develop. However, despite being below 70%, having dedicated time to contribute to SPSO’s CSR initiatives showed a 22% improvement from last year.

↑ 4% on average compared to 2023/24

↑ 4% on average compared to 2022/23

A closer look at each theme – Health and Wellbeing



This was the highest scoring theme in the survey this year.

People feel that health and wellbeing is **part of our culture**, it is **promoted** well in the organisation and there is a **good awareness of the initiatives available**. The feedback shows that SPSO is a workplace where **we are committed to wellbeing**, we **support each other** to achieve positive health and wellbeing.

	2024/25	2023/24	2022/23
Health and wellbeing is effectively promoted	95%	95%	93%
Health and wellbeing is part of our culture	95%	90%	95%
The SPSO is committed to supporting my health and wellbeing	94%	90%	93%
People help and support each other at SPSO	95%	92%	93%
I am supported in my health and wellbeing	89%	87%	86%
I am aware of the health and wellbeing initiatives available to me	97%	93%	95%

There were no areas scoring below 70% in this theme.

Compared to last year, engagement in this section increased slightly.

↑ 3% on average compared to 2023/24

↑ 2% on average compared to 2022/23

A closer look at each theme – Most useful initiatives for wellbeing



97% flexi-time policy



60% healthy living allowance



50% flexible working arrangements



23% information, via Teams and OneNote document



13% Employee assistance programme



31% calendar of wellbeing initiatives



5% cycle to work scheme

A closer look at each theme – Health and Wellbeing (supplementary questions)



- **82%** responded **positively** about their current mental health (↓ 1% since 2023/24)
- **13%** of people rated their mental health as **fair**
- **5%** rated their mental health as currently **poor**



- **85%** responded **positively** about their current physical health (↑ 10% since 2023/24)
- **10%** of people rated their physical health as **fair**
- **5%** rated their current physical health as **poor**

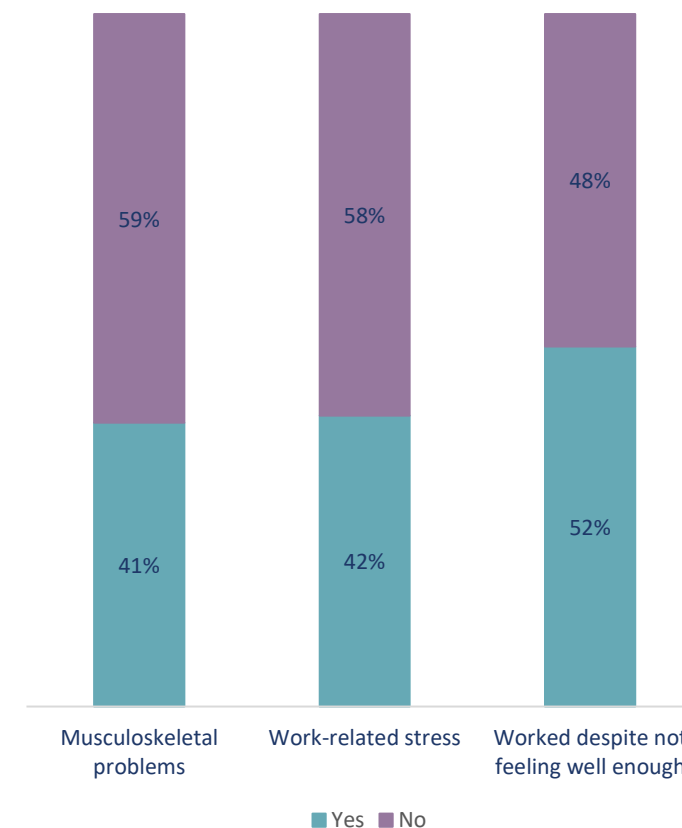


- **87%** responded **positively** about their financial wellbeing (↑ 7% since 2023/24)
- **11%** of people rated their financial wellbeing as **fair**
- **2%** of people rated their financial wellbeing as **poor**



- **87%** responded **positively** about their social wellbeing (↑ 2% since 2023/24)
- **11%** of people rated their social wellbeing as **fair**
- **12%** of people rated their social wellbeing as **poor**

In the last 12 months people have reported experiencing...



Headline Results – Insight from comments



77 comments were made in the survey, (25 less than in 2023/24). Comments were broad and covered a range of topics with the following themes most commented on:



13% workload, resources, capacity



29% management and leadership style, approach, support, change management



17% I&d opportunity, relevance, support, time



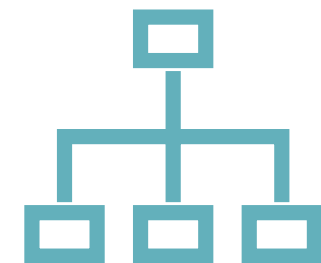
11% wellbeing, work-life balance, flexibility



4% communications (style, methods)



12% Information sharing, communications collaboration and relationships



3% people resources

Insight from comments



There is not enough variety of tasks, responsibilities in a CR role

Increasing volumes within a small team means extra resource would be welcome if possible

Workload, resources, capacity, processes

While I believe we have the correct ethos, our extremely limited financial flexibility now feels like a hindrance to being truly open to develop our staff and allow us to work flexibly, because we have such limited capacity.

We clearly require more resources, in terms of people, but I understand this is a funding issue and note the difficult economic climate public services are operating in.



Objectives can be influenced by others beyond manager or team.

Performance, standards, targets

The variation in performance means that I don't consider that SPSO's success is reliant on all of us achieving our individual objectives - realistically, there are people massively overachieving who are carrying others. Targets are low, and do not encourage me to work at my best performance

I think the people resources are there in terms of numbers but performance is inconsistent. In an ideal world, with everyone performing at the same level, we would have no unallocated pool.

Insight from comments



I feel very supported by my manager. I am consistently acknowledged for my work and actively encouraged to develop in my career. My manager also checks in on my health and wellbeing,

I am encouraged to achieve high performance, but in a way that is demoralising, stress inducing, and focused on blame.

Management and leadership style, approach, support



I feel supported and motivated by my manager in every aspect of my work

Wellbeing, work-life balance

Whilst there are a lot of resources shared with us through the wellbeing group, I think more could be done to help staff (particularly caseworkers) to deal with stress/challenging situations (e.g. dealing with difficult calls). We had this in the past ... and we have very little of this now. I feel this is more of a need for this given we predominately WFH. This may be covered in induction but should be revisited regularly.

I have an excellent work/life balance which is down to the support of my colleagues and manager

Hybrid working has transformed my work / life balance, so negative stress overall is much less than it was before hybrid working.

Insight from comments



Communications style, methods

Communication about things affecting staff is really great and has much improved. This year with the upcoming new ombudsman there has been potential for a lot of disquiet and worry but I have been confident that we would be informed as soon as possible of any changes which has been appreciated.

Learning and Development

I have been really pleased with my learning and development opportunities this year. They have been really tailored to my role and feel like my skills have improved

The only reason I disagree with 'There are sufficient opportunities for me to receive learning and development to improve my skills' is because there's no time to do any extra training

Teamworking, collaboration

I would like to see the peer support groups

Cross team working is valued and supported

Office workspace, environment

I do not think offering all staff car parking spaces (some who are traveling extremely short local distances) is sustainable.

In this year's survey, people shared a number of suggestions and ideas about what they thought could make a difference to working life at SPSO. These have been collated by the HR team and fed back to the appropriate business areas and working groups.



Conclusions



Engagement in the survey remained the same on average compared to the last survey. 81% is generally a good response rate and we are thankful to those that contribute their views. We hope to improve this response rate next year and encourage as many people as possible to participate.

We saw an improvement in 72% of questions compared to last year. We saw far fewer questions scoring between 50-70% this year compared to last year (4% of questions this year compared to 8% last year). There were no questions which scores below 50% this year compared with 2% last year.

Feedback shows that people have high levels of engagement across all areas of the survey. **Health and wellbeing** was the highest scoring theme with, on average, over 94% positive responses. All other themes in the survey scored over 80% apart from one, **external customers**, which was still extremely high with 79% positive scores.

The areas that people have expressed dissatisfaction have been around **resources and capacity**, in particular, the impact that work pressures have on people's ability to take up **opportunities for csr**. People seemed to also be less satisfied with **targets** being ambitious and realistic. People also felt that it wasn't easy to **find information** when they needed it. There was some feedback about the impact that hybrid working has on our **work relationships** both **socially** and **connecting** people and providing opportunities to **collaborate** and **share knowledge**.



Improvement planning



The following questions and themes scored below 70% and are the focus for improvement planning:

Survey Theme	Question	2024/25
Perceptions of SPSO	At the SPSO we have the people resources we need to complete our work effectively	50%
CSR	Participating in CSR activities allows me to grow and develop professionally	50%
CSR	I have dedicated time at work to contribute to SPSO's CSR initiatives	69%

We combine feedback from the staff survey with feedback and recommendations from the IIP reviews which feed into our HR business planning processes.

Taking account of the feedback shared in this year's survey, we will focus our improvement planning on the following areas:

- ❖ Supporting people to undertake **CSR and L&D** activities which will help **professional development and growth**.
- ❖ Continuing to maximise our **people resources** and **efficiencies** in the ways that we work.

Technical Guidance



Please bear in mind when reading this report:

- **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, where a figure of 69.64% has been returned in the raw data, in this report it will appear as 70% and this will be identified as an area for improvement.
- **Theme scores** | Scores for each individual theme are arrived at by calculating the average percentage of positive responses to the theme's constituent questions.
- **Comparison to historical results** | This year we created 23 questions which were not comparable to previous survey results. For tables that include data for historical survey results, 'N/A' indicates that a comparable question was not included in the survey.
- **Percentages** | Unless otherwise stated, question score percentages shown in this report relate to the proportion of employees providing a positive response.
- **Anonymity** | We have maintained anonymity of the feedback by removing any references to individuals and teams due to the small numbers in some teams which could identify individuals.

2024/25 Staff Survey Detailed Results

Your Job



Internal Relations



External Customers



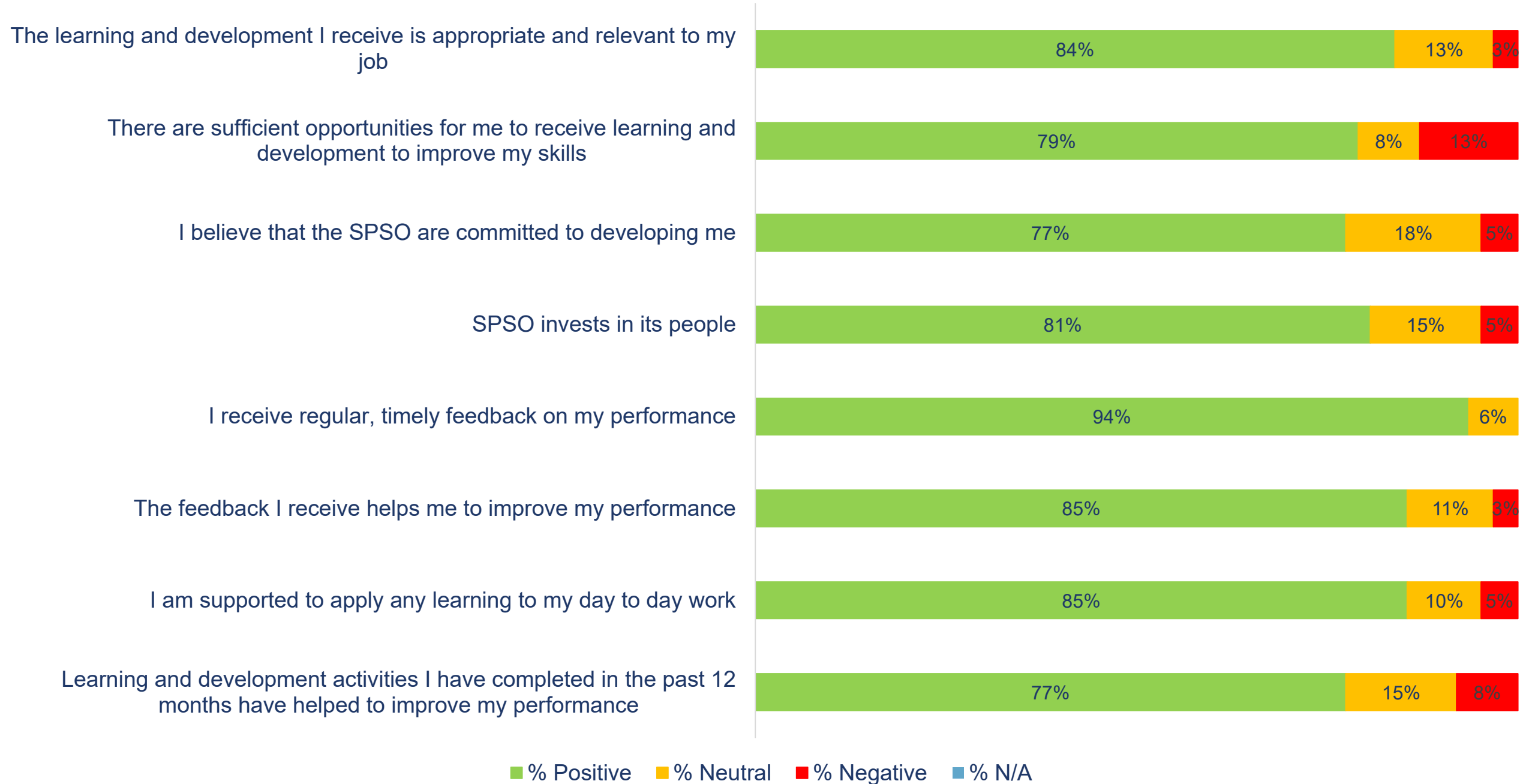
Management



Leadership



Learning and Development



Equal Opportunities and Diversity

I think the SPSO respects individual differences (for example, cultures, working styles, backgrounds, ideas)



I know how to seek support for concerns relating to bullying and harassment



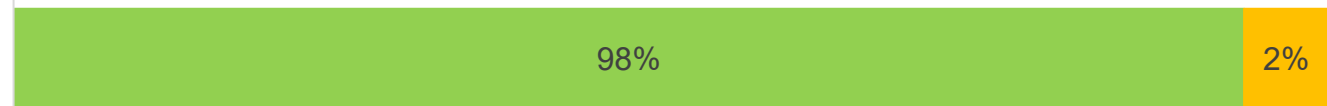
I know how to seek support for concerns relating to sexual harassment



My work environment is free from bullying and harassment

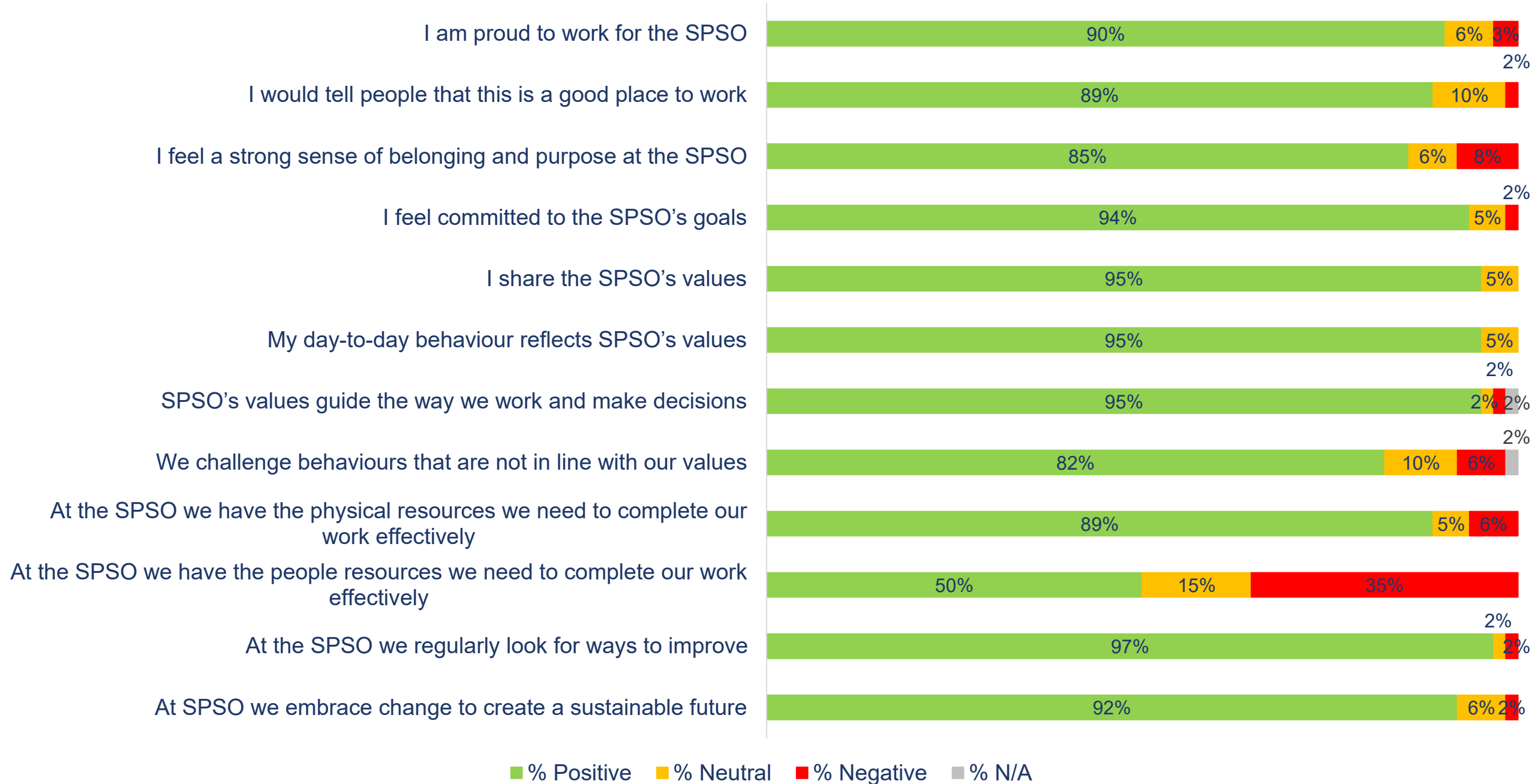


My work environment is free from sexual harassment

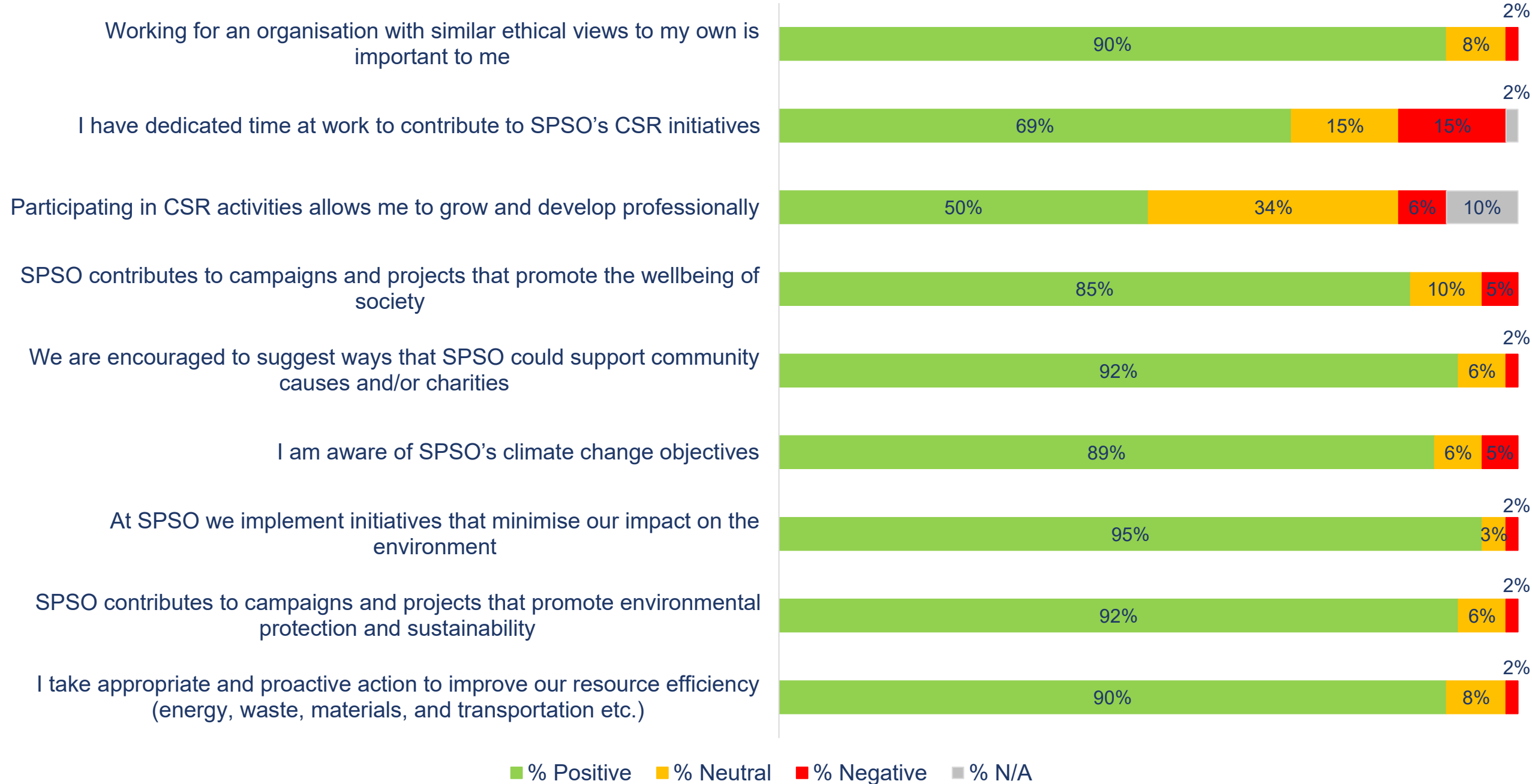


■ % Positive ■ % Neutral ■ % Negative ■ % N/A

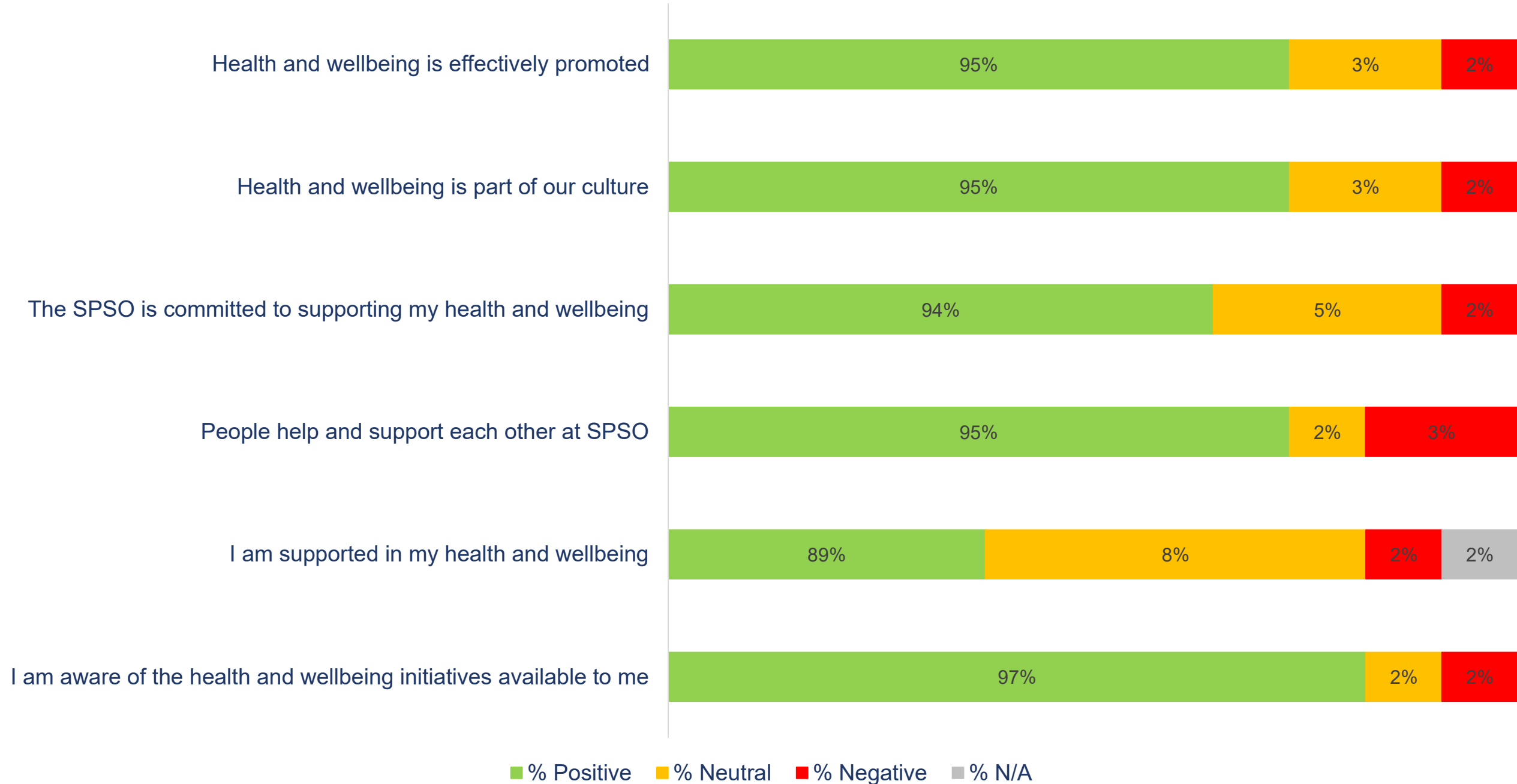
Perceptions of SPSO



Corporate Social Responsibility



Health and Wellbeing



**SCOTTISH
PUBLIC
SERVICES
OMBUDSMAN**



People Centred | Improvement Focused