

SPSO Staff Survey Report May 2014

Introduction

SPSO has an ongoing commitment to all employees to ensure that it provides a supportive working environment and that all staff are clear in their responsibilities and have the necessary training and equipment to work in both a productive and efficient manner. In order to achieve this, staff have the opportunity to express their opinions on a range of working and HR practices considered important in gauging staff satisfaction. This report will summarise the findings and present recommendations for improvement.

Background and Purpose

SPSO embarked on its 3rd staff survey in 2014 as a means of gathering staff views and for benchmarking improvements in people management practices. This took place in conjunction with SPSO's re-accreditation as an Investor in People (IIP) and as part of the organisation's commitment to organisational development and people management.

Approach and Methodology

Similar to previous SPSO staff surveys, the online questionnaire approach was used. The survey was developed using the same questions to benchmark responses, with additional areas for investigation that were identified through learning and development activities.

The survey was divided into 9 sections consisting of statements where staff were asked to rate their level of agreement (Likert scale) with a section for open comments available at the end of each section (Appendix 1 details the survey questions):

- Your Job (8 questions)
- Internal Communications (5 questions)
- External Customers (7 questions)
- Management (4 questions)
- Leadership (4 questions)
- Learning and Development (6 questions)
- Equality and Diversity (3 questions)
- Work-Life Balance (3 questions)
- Perceptions of SPSO (4 questions)

An email with a link to the online questionnaire was sent to 50 members of staff on 14 February 2014, across all six teams. Staff were asked to complete the online survey by midday on 7 March 2014 allowing three weeks for completion. Reminder emails were sent out to any incomplete or unsubmitted surveys after week one, week two and the day before the deadline.

The survey was anonymised by team allowing for a targeted analysis of the results and the specific areas for improvement. As there were some enquiries about confidentiality of responses, it was agreed that comments received would not be published to maintain staff confidentiality and privacy.

Response Rate

The return rate for the survey was high with 96% of the sample responding. The results of the staff survey detailing the percentage of positive responses can be found in Appendix 2.

Executive Summary

The results of the 2014 survey and IIP findings were generally very positive, indicating high levels of job satisfaction, engagement and commitment from SPSO staff. Overall, engagement levels at SPSO are comparably better than they were in 2008. Using the Scottish Government 2013 survey as an external benchmark, generally staff views are more positive than those expressed in the Scottish Government 2013 survey.

In particular, individual roles are clearly defined and staff understand their responsibilities and what is expected of them. SPSO staff feel a strong sense of achievement and personal accomplishment and are committed to changing their working practices to improve organisational effectiveness. They enjoy autonomy in their roles and feel supported by robust performance management systems.

SPSO staff feel a strong sense of commitment, loyalty and pride in the organisation and the work that we carry out. There is the opportunity to contribute to business planning, working groups and projects and we project strong vision, values and service standards to our customers. The organisation and the people in it are committed to service improvement and we listen to and act on feedback from our customers.

The direction of the organisation is perceived to be appropriately guided by leaders who drive improvements providing a good balance of direction and autonomy. They are viewed as motivational, inspirational, open, approachable and acknowledge and praise the work of the staff at SPSO. Managers are viewed as approachable and supportive, they communicate well with staff and encourage team-working and knowledge-sharing. Furthermore, the organisational culture is one that supports open communication, consultation and knowledge-sharing with colleagues and is a positive environment to express views and to participate and contribute ideas.

SPSO is viewed as an organisation that supports equal opportunities and diversity of the workforce. The organisation is viewed as being committed to supporting learning and development, it is accessible and there are sufficient and relevant opportunities to learn, with regular feedback on performance. Staff also feel that they can achieve work-life balance with good policies and practices which are fairly and consistently managed.

The results of this year's survey were more positive than previous years so the nominal cut off points were set as below 70% for areas for improvement with less than 50% to identify high priority issues (compared to 60% previously). These were analysed further, along with the IIP findings to form the basis of areas for improvement and proposals to the senior management team.

Recurring themes of dissatisfaction among some SPSO staff were the lack of organisational resources and linked to this, uncomfortably high workloads, as well as some frustration with IT systems and overly ambitious performance measures. There is a sense of inconsistency in management approaches, particularly around feedback, support and recognition, with a defensive style and a lack of cohesive cross-organisational team-work being noted by some individuals. It is also worth noting that concern was flagged in relation to reporting bullying/harassment, as some staff were worried that this could not be done without it having a negative impact on them. Given the seriousness of this, further investigation was immediately carried out and this showed that the concern was about a lack of awareness of the reporting mechanisms, rather than actual experience of bullying/harassment. The recommendations therefore identify this as an area for improvement through raising awareness and a focus on providing a safe and supportive environment for reporting.

While the staff survey indicates that staff feel positively about organisational values, the IIP report recommends that we review our internal values. Some of the perceived inconsistencies in working practices, performance management, and team working suggest that there is an opportunity to consider how internal values would help ensure consistent working practices.

There are some criticisms of the communication methods used and the visibility and accessibility of the senior management team, with a preference for more verbal communication through staff meetings, consultations and open forums to discuss operational issues. The survey also shows that there are mixed feelings about the levels of support available to manage the expectations of difficult customers or to communicate sensitive issues.

This report offers an evaluation of SPSO staff engagement, exploring opportunities to improve areas of dissatisfaction, with recommendations and proposals to the senior management team.

Analysis of Results

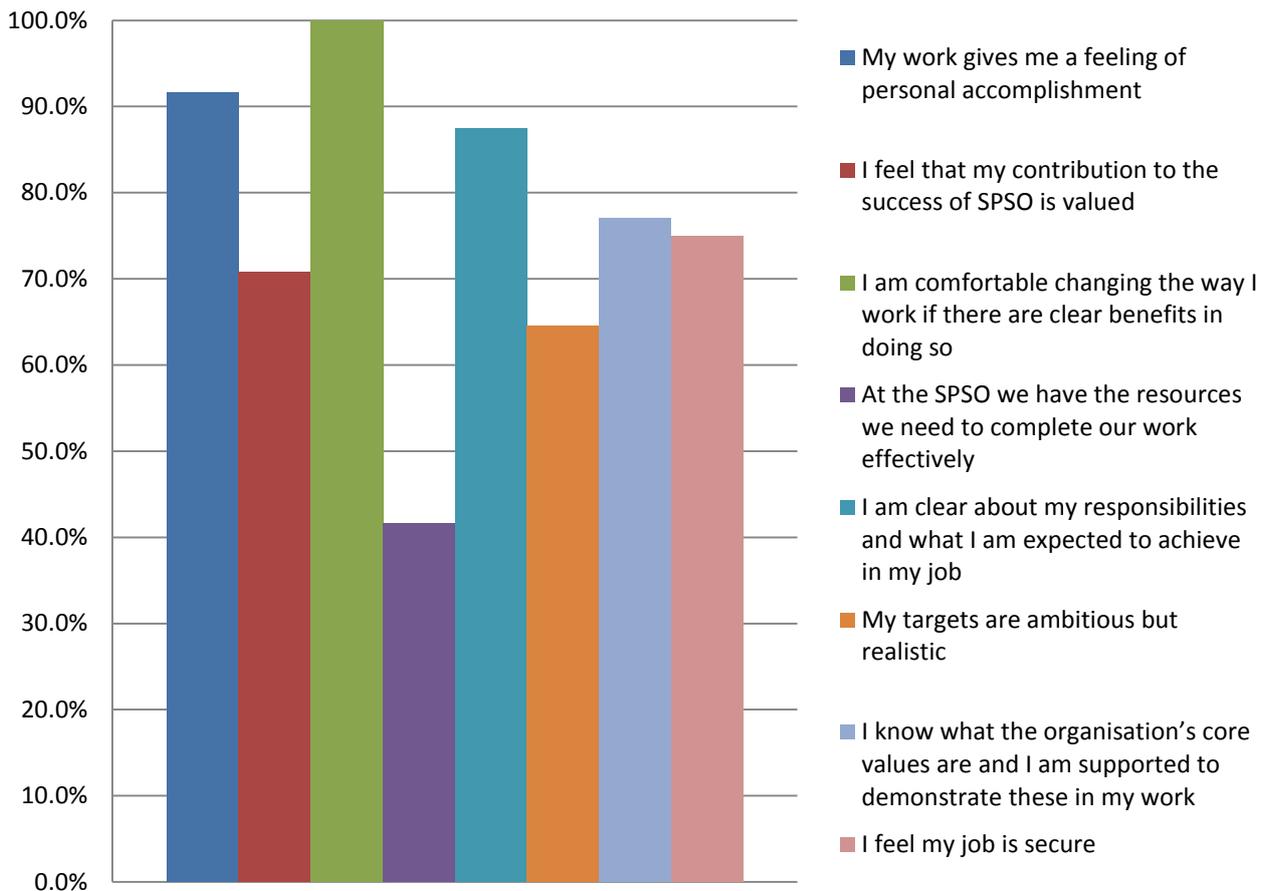
The percentage of positive responses, that is the number of staff who agreed and strongly agreed to each of the questions, has been used to analyse the results and determine staff satisfaction and engagement. The nominal cut off points were set as below 70% for areas for improvement and less than 50% to identify high priority issues. Where possible, results of this year's survey refer to the findings from the IIP report. Comparisons have been drawn from engagement levels in the 2008 SPSO staff survey and the Scottish Government 2013 survey.

Your Job

There are high levels of satisfaction in this section, with a strong understanding of individual responsibilities and expectations (87.5%). Staff feel achievement and personal accomplishment in their roles (91.7%) and it is encouraging to see that all staff answering the survey are comfortable changing the way that they work if there are clear benefits to them doing so. This reflects findings from the IIP survey where staff interviewed appreciated the level of involvement in working groups and business planning.

Organisational resources are an area of dissatisfaction, with only 41.67% believing that they have the resources needed to carry out work effectively. Combined with this, only two thirds of staff feel satisfied with personal targets. The lower levels of satisfaction in these areas could be attributed to pressures around increasing levels of work across the organisation.

Your Job



The findings in the IIP survey indicate that staff have a clear understanding of performance measures (and are involved in business planning), and of the importance of their roles to achieve business objectives. It is inferred that staff accept the performance indicators in place, but think that there could be greater analysis and positive action to help achieve them.

Appendix 2 details the survey responses, with comparisons drawn against the SPSO 2008 staff survey, and the Scottish Government 2013 survey. This demonstrates that engagement levels about staff roles and responsibilities have increased and where comparable, SPSO staff respond much more positively than those in the Scottish Government.

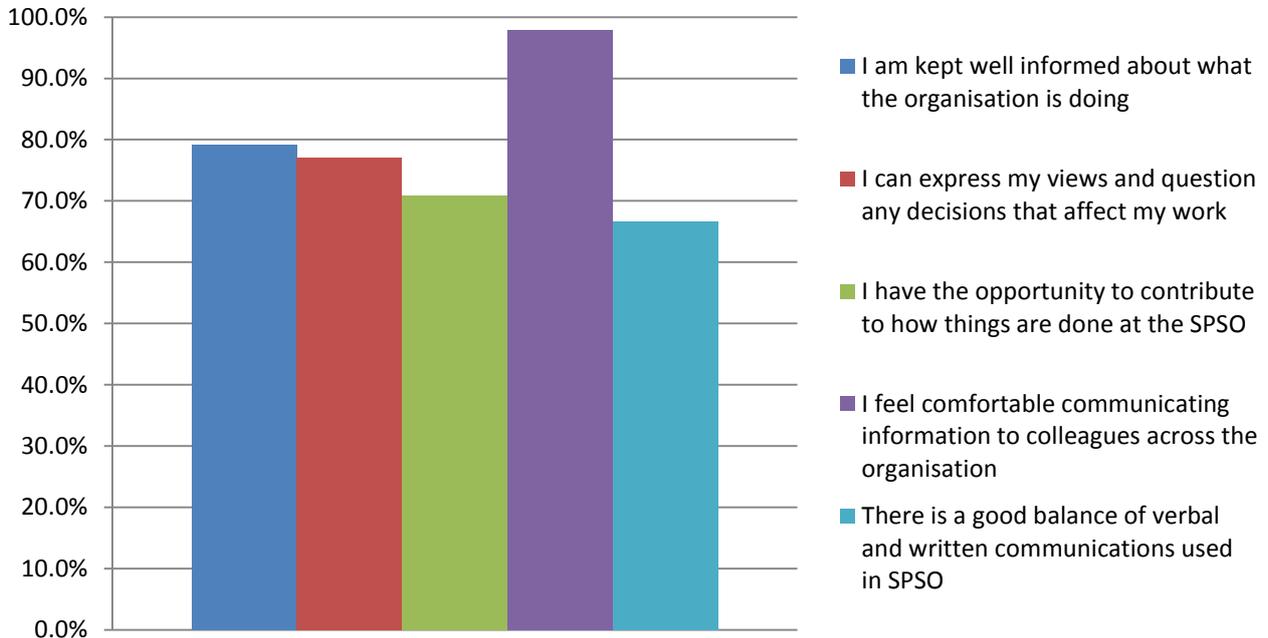
Satisfaction around resourcing, however, scored lower than both the 2008 survey and the Scottish Government 2013 survey. This could be attributed to operational developments since 2008. Complaint numbers have grown annually (2953 in 2008-2009 to 4120 in 2012-2013), our jurisdiction has extended to prisons and water complaints and in some areas the complexity of complaints has increased. These activities have increased the work pressures on staff which is evidenced by the lower satisfaction levels.

The staff of the Scottish Government feel more positively about organisational values compared to SPSO staff. This is linked to the IIP findings which demonstrated that, although the service values are communicated externally, there could be more activity in promoting these internally, which would lead to consistency of approaches by leaders and managers, thus improving organisational performance. This is further explored in the conclusions and recommendations.

Internal Communication

Generally, staff are satisfied with internal approaches to communications, with over three quarters feeling comfortable with the amount of information communicated to them and with the environment being one which supports internal communication and knowledge-sharing with colleagues (97.9%). Staff feel comfortable in expressing their views and opinions (77.1%) and feel that they have the opportunity to contribute to working practices (70.8%). Again this is a reflection of the IIP findings, where it was generally perceived that communication methods and staff consultations fosters staff engagement.

Internal Communication



Improvements could be made to the styles of internal communication as the survey demonstrates that only two thirds of staff believe there is a good balance of verbal and written communications. The IIP findings also highlighted a need to move away from email-based communication towards staff forums and consultations such as the all-staff meetings. The IIP findings highlighted that staff feel engaged through regular staff meetings but that the frequency of these has suffered due to work pressures.

It is encouraging to see (Appendix 2) that SPSO staff are more satisfied with internal communications processes compared to the 2008 survey and that they feel informed and can comfortably share views and

express opinions. SPSO staff satisfaction is also considerably higher than in the Scottish Government 2013 survey, emphasising the idea that our current methods are working but could always be improved further.

External Customers

The survey demonstrates that the culture of SPSO is one that is committed to service improvement both through individual (89.6%) and team (87.5%) approaches. This reinforces the work of our service improvement group and confirms that staff are dedicated to listening to customers (72.9%) and acting on feedback received (70.8%). Around two thirds of staff feel supported when dealing with difficult customers (68.8%), after difficult conversations (72.9%) and when they are required to communicate difficult or sensitive information (68.8%).



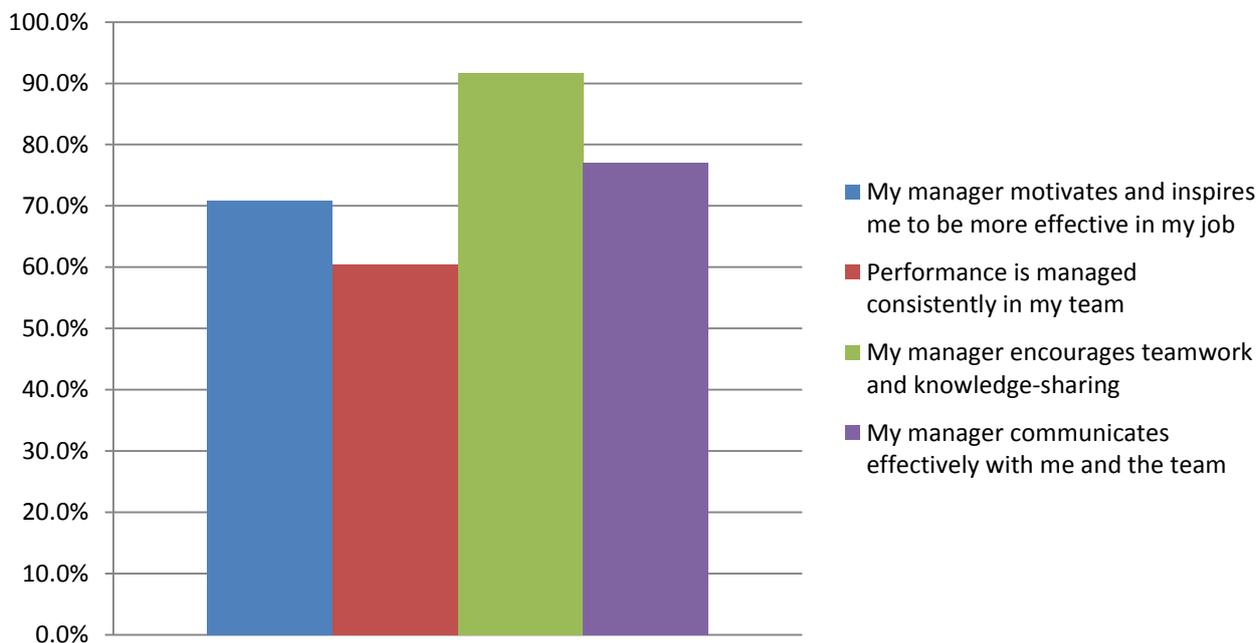
Although references to external customers are generally positive, it is interesting to note that responses from the 2008 survey (Appendix 2) are at a similar percentage of positivity, indicating that there has not been a great deal of improvement to staff attitudes in this area. Although the Scottish Government survey shows that their staff feel more supported than SPSO staff when their jobs become difficult, that survey covers a wide variety of roles across the Scottish Government and does not necessarily reflect the inherently difficult customer-facing work that SPSO staff carry out. It is, therefore, important that we explore further ways to support staff in this challenging working environment.

Management

A high percentage of staff believe that managers encourage teamwork and knowledge-sharing (91.7%) and over three quarters feel that their manager communicates effectively with them and the rest of their team. 70.8% of staff surveyed view their manager as motivational and inspirational, encouraging them to be more effective in their own roles. There are, however, perceived inconsistencies in the management of

performance within teams, with only 60.4% of staff agreeing that there are regular and fair approaches made by managers.

Management



The IIP survey gives further insight into staff attitudes towards management approaches. It was understood from staff that were interviewed that managers generally demonstrate good practices and are viewed as supportive and approachable, communicate and engage with their teams and are committed to developing staff. However some comments alluded to defensiveness and inconsistencies in support and team-working, albeit with an acknowledgement that these inconsistencies could be a result of the pressures of work that managers themselves face.

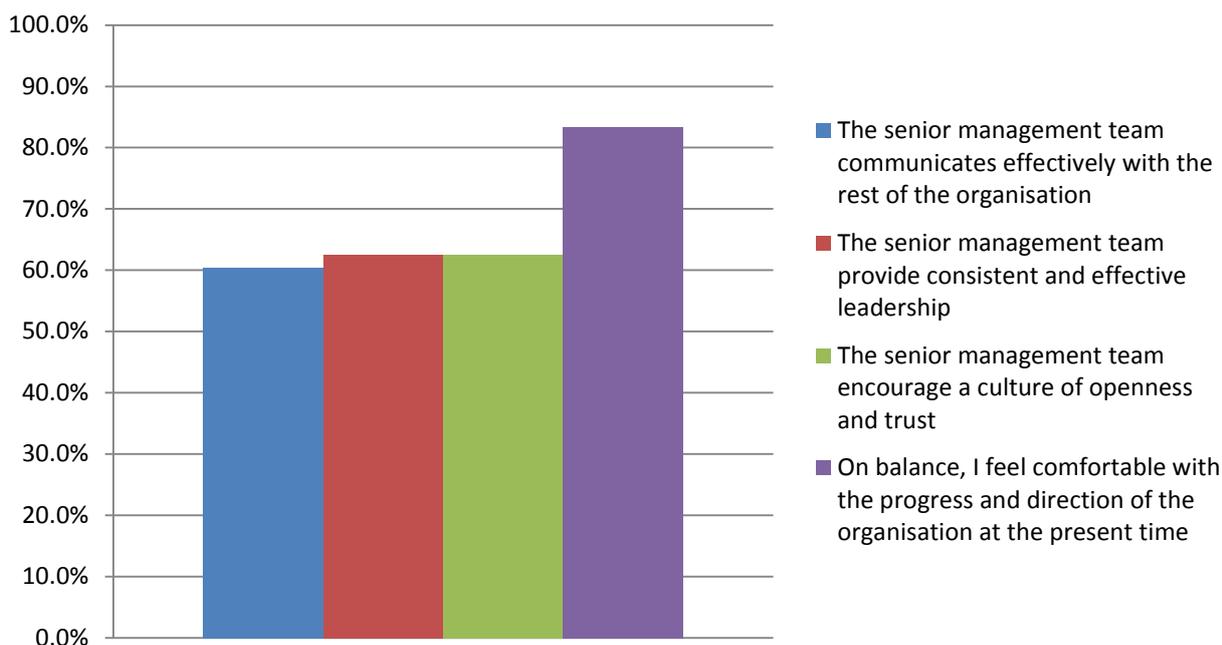
In light of this, it is useful to consider the last SPSO survey from 2008 and the results of the Scottish Government 2013 survey (Appendix 2). There are clear improvements and higher levels of satisfaction from staff this year, in particular around performance management. The conclusions and recommendations of the report look at how we might further improve management effectiveness.

Leadership

There is a strong sense of engagement with the strategy and direction of the organisation, with 83.3% of staff feeling comfortable with progress in this area. This is linked to the first section, where staff felt positively about change for the benefit of their role and the organisation. However less than two thirds of staff responded positively about the consistency, visibility and communication from the SMT. The IIP findings also picked up on this, where staff surveyed commented on the limited visibility and accessibility of the senior management team.

The IIP survey suggested that staff would welcome more communication from and access to the senior management team, and referred to all-staff meetings as a suitable opportunity to improve this contact. Despite the feedback in the IIP report, this year's survey does demonstrate improved engagement with the leadership of the organisation, compared to the 2008 survey where less than half of staff responded positively in this section (Appendix 2).

Leadership



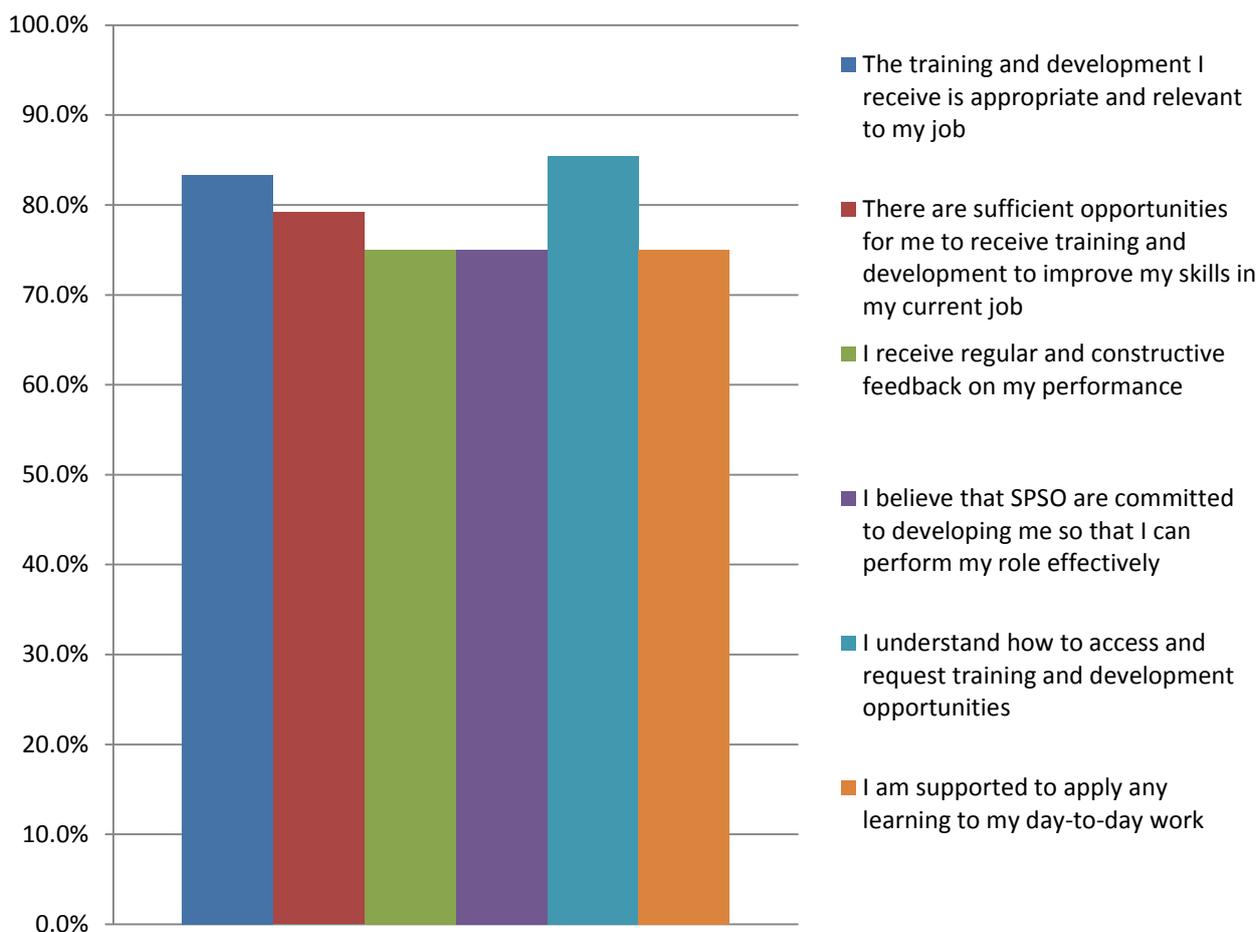
Learning and Development

There is significant progress in staff attitudes to learning and development compared to previous years. 85.4% of staff understand processes for accessing learning and development opportunities and believe that they are suitable and relevant to their roles (83.3%), with sufficient opportunities (79.2%). Three quarters of staff surveyed feel that they receive regular and constructive feedback on performance, that SPSO are committed to their development and are supported to apply their learning activities to their day-to-day work.

In the IIP findings, staff interviewed were, on the whole, very positive about learning and development and that the organisational culture encourages activities to support development.

This is a marked improvement on the 2008 survey (Appendix 2) where only around half of staff surveyed felt positively about learning and development activities and support. It is also encouraging to see that staff at SPSO feel more engaged in this area compared to those surveyed for the Scottish Government. Nevertheless, further improvements to learning and development opportunities are discussed in the next section.

Learning and Development



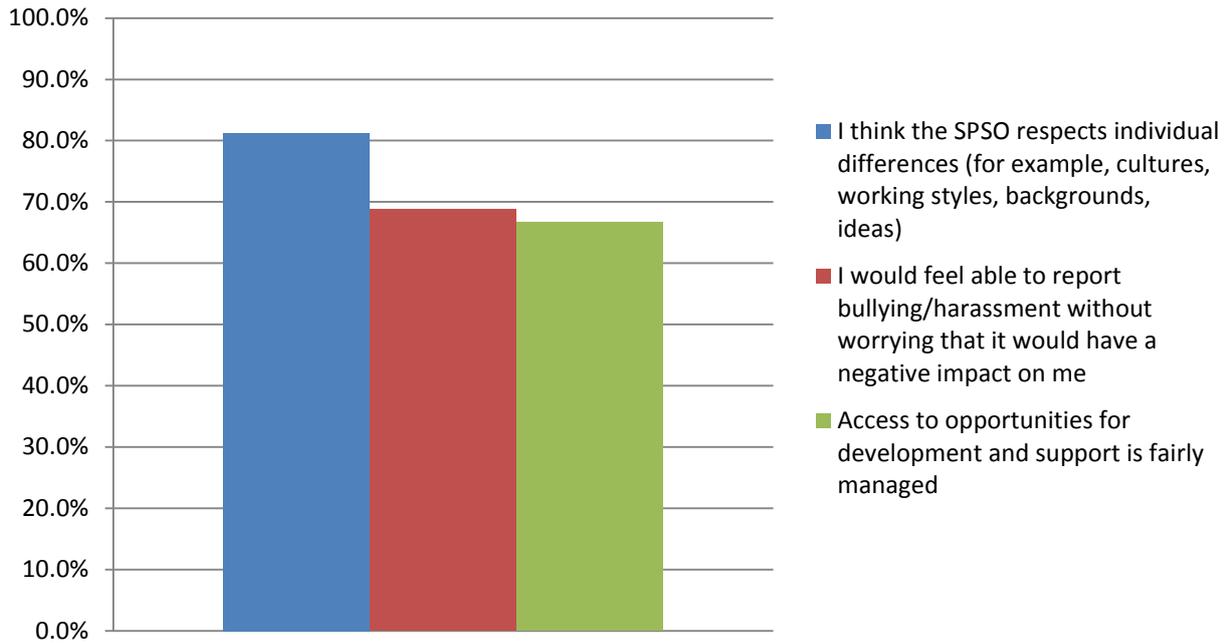
Equal Opportunities and Diversity

SPSO is perceived to be an organisation that respects individual differences, supporting equal opportunities and the diversity of our workforce (81.3%). However there is further consideration to be given to creating a safe, supportive environment where staff are clear about how to, and feel that they can, report bullying and harassment without fear of negative consequences (68.8%).

Although two thirds of staff feel positively about the opportunities to access support and development any dissatisfaction arising from this could be attributed to the flat internal structure of the organisation.

This year, staff felt comparatively less satisfied about equal opportunities and diversity compared to 2008 and the Scottish Government 2013 surveys (Appendix 2). It is important that the organisation encourages a supportive environment. It is also important that staff feel there are opportunities to develop their skills and that this is done fairly and consistently across the organisation, despite any internal structural limitations. Approaches to these issues are explored further in the next section of the report.

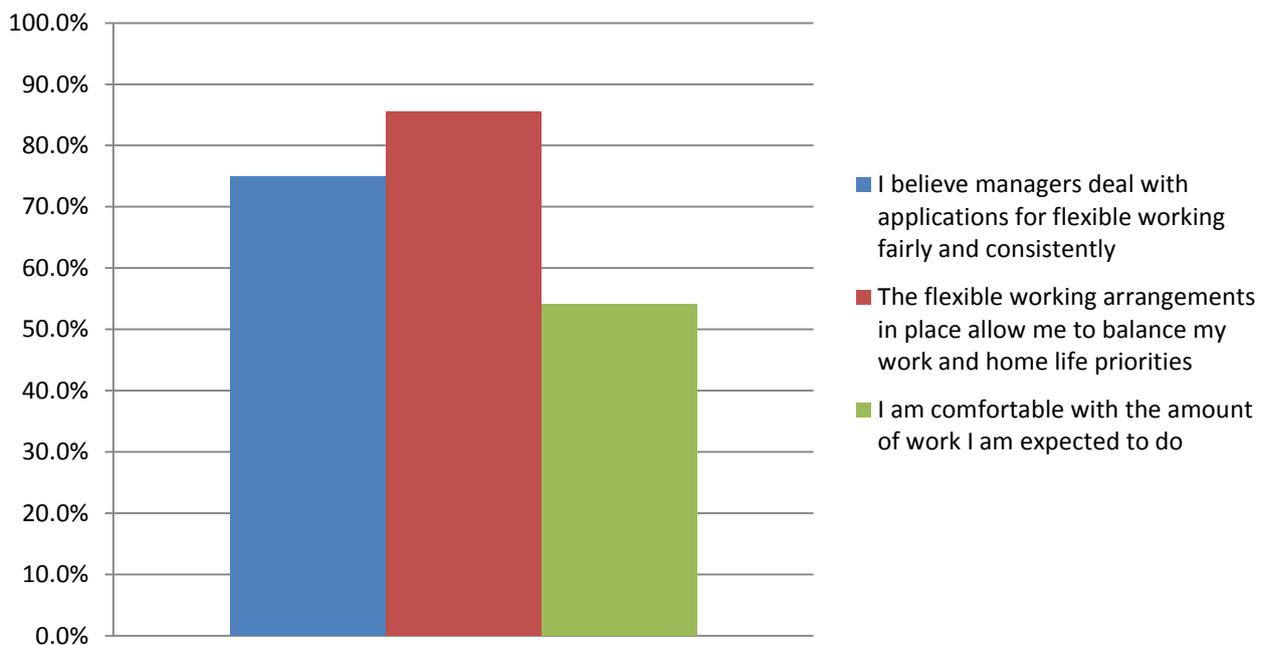
Equal Opportunities and Diversity



Work-Life Balance

It is encouraging to learn that a high proportion of staff (85.4%) respond positively to flexible working arrangements and feel that they are able to achieve a satisfactory work-life balance. Further to this, two thirds of staff believe that managers approach requests for flexible working in a fair and consistent manner. Concerns about the high volumes of work are raised again in this section with only 54.2% feeling comfortable with the amount of work they are expected to do.

Work-Life Balance



There is a general positivity about the flexible working arrangements in place but perhaps some anxiety around increasing workloads and the ability to achieve and sustain a good work-life balance. This can be linked to responses earlier in the survey concerning work volumes and resources.

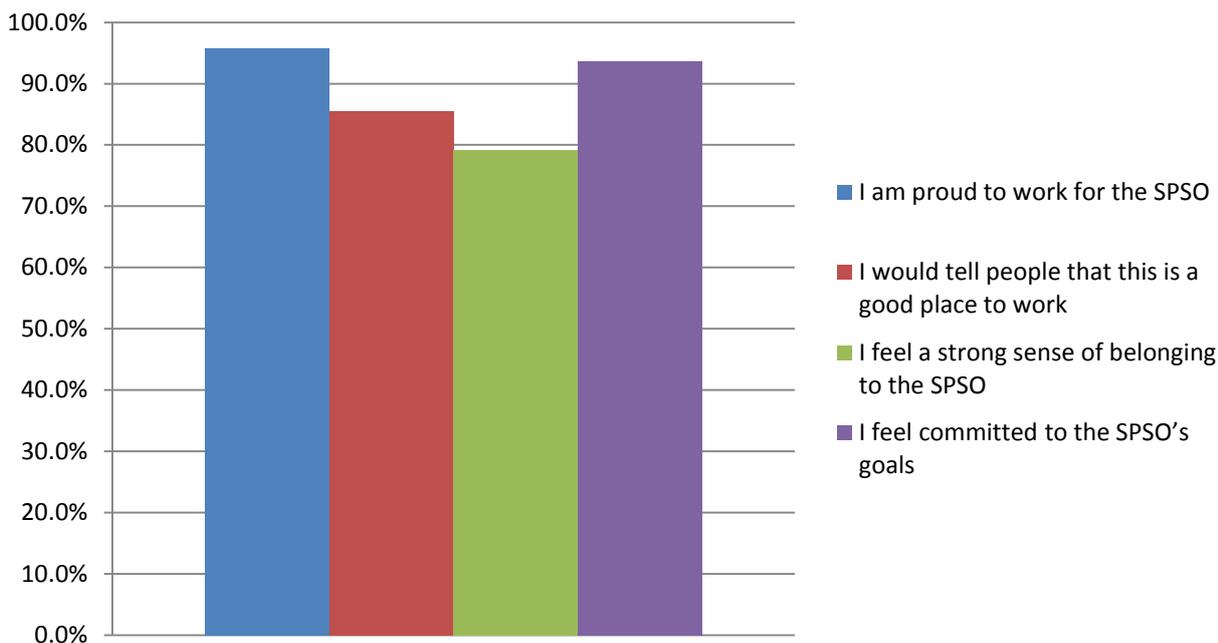
Comparably, SPSO staff feel more positive about their ability to achieve a work-life balance than staff surveyed for the Scottish Government 2013 survey (Appendix 2). Similar numbers believe that workloads are acceptable, demonstrating that the views of SPSO staff are mirrored across the public sector with regards to volumes of work.

There are considerable differences to the 2008 SPSO survey, with fewer staff this year feeling comfortable with their current workload. As previously discussed, since 2008 we have gained two new areas of jurisdiction and an increase in complaint numbers of 40% over four years. With a further increase of 10% expected this year, it is little wonder that a high proportion of staff feel overwhelmed with the amount of work they are expected to carry out. Further exploration of the ways in which we can improve work-life balance for staff is detailed in the report's conclusions and recommendations.

Perceptions

Staff satisfaction in this section is particularly high, demonstrating a strong sense of loyalty, engagement and commitment to the organisation. In particular, staff are proud to work for SPSO (95.8%) and are committed to the organisation's goals (93.8%). Over three quarters of staff would recommend SPSO as a good place to work (85.4%) and have a strong sense of loyalty to the organisation (79.2%). This links to the findings from the IIP survey where it was confirmed that staff have a great deal of pride in the work carried out and are committed to the success of the organisation.

Perceptions of SPSO



Where staff currently identify pride, attachment and motivation, this is higher than or consistent with the 2008 survey and is considerably higher than the Scottish Government 2013 survey. This should not to be taken for granted, however, and we will ensure we continue our efforts to maintain these high levels of engagement for the future.

Conclusions and Recommendations

Previous surveys used a 60% positive response as the nominal cut off point for areas that would be focused on, with 40% being used to identify high priority issues. This year's survey, however, demonstrated considerably higher levels of engagement and satisfaction, so we increased the nominal cut off by 10% to illustrate the current areas for consideration (Appendix 3). We have combined this with the findings from the IIP survey to establish recommended actions to improve staff satisfaction for the future and to shape the focus of the people management strategy for 2014-2015.

Resources

The main area of dissatisfaction for SPSO staff is the limited resources available in the organisation – this is the only part of the survey scoring below 50%. Since the staff survey was circulated, our headcount has increased by two, but increasing numbers will not always be a viable option to alleviate the pressures of high workloads and, given resourcing constraints, we will need to continue to focus on identifying efficiency gains.

Although not specifically noted in the IIP report, resourcing may underpin the sense of dissatisfaction raised around targets, performance measures, levels of support from managers and inconsistency of approaches across the organisation. As recommended in the IIP report, the organisation may benefit from more regular team analysis of performance measures and review against team targets to stimulate engagement. Although personal targets are analysed through performance review and one-to-one discussions, it is proposed that staff meetings are structured around wider organisational performance with an emphasis on achievements and successes and positive action to address any shortfalls. Regular monthly team meetings should be used to focus on team performance leading into a quarterly all-staff meeting evaluating organisational performance.

Practical skills training could also be offered more widely and regularly to develop skills and encourage more effective approaches to managing work. Knowledge-sharing and forums for learning from complaints should be regularly scheduled during the Tuesday morning session to support learning and more effective working practices. It will be of particular importance to involve new starts in such activities in order to establish knowledge and skills development from the outset.

Another area for consideration is in partnership working with community and educational organisations to support volunteer and internship roles at SPSO. It is worthwhile exploring potential placement opportunities to assist internally with projects to ease resourcing pressures, while also adding value to the organisation. In return we could offer individuals valuable learning and personal development opportunities and we would be investing in and enhancing the local community.

Organisational Values

At SPSO, we promote strong external values and standards to members of the public and our stakeholders, following the seven principles of public life: selflessness, integrity, objectivity, accountability, openness, honesty, and leadership. Both the staff survey and the IIP interviews found that staff understand and identify with these service standards, but that improvements could be made to the consistency and fairness of working practices, performance management and team working. The IIP report found an opportunity for us to review internal values and to harmonise approaches from staff and managers across the organisation. A review of internal values would complement the work of our service improvement group by defining the agreed behaviours and actions in order to achieve external service standards.

Both the survey and the IIP findings highlight that staff enjoy the involvement and ownership of projects that shape the organisation so it will be essential to consult staff in any review of internal values. It will also be essential to link any project on internal values to the work of the service improvement group to ensure that internal values are aligned to external service delivery. Such a project would benefit from external

facilitation as it would promote engagement among staff as a project that has not been imposed by management but has been designed by staff.

Management

Although staff responses were generally positive concerning management style and approaches, it will be important to feed back the results of the staff survey by team responses to each manager. This will help managers to understand the engagement levels and key concerns of their teams and to work to improve this. From this we can identify further learning and development to support them in their roles.

Engagement and Communication

Both the IIP and the staff survey highlight that staff are engaged in the organisation and feel a strong sense of pride and satisfaction in the work they carry out. However the IIP survey noted a preference for senior management, as well as internal projects and working groups, to be more visible and accessible to the wider organisation. Staff would feel more engaged through regular communication on operational developments and project work, promoting the benefits to the organisation and to their own roles. This would help staff to understand and accept any future changes to working practices.

There were some criticisms that there are too many written and email communications where verbal communication would be better applied. A regular staff forum to celebrate the achievements of teams and the organisation would certainly reinforce morale; this could be achieved through a monthly all-staff meeting where managers, senior managers and staff representatives could present on organisational activities.

Learning and Development

Some SPSO staff feel dissatisfied with opportunities for development and there are mixed feelings about the levels of support to manage the expectations of difficult customers or to communicate sensitive issues. Considering the flat structure of the organisation and the implications for career progression, it is important to explore ways to improve staff engagement in terms of learning and development opportunities.

The intranet could be used to promote working groups, ombudsman and commissioner groups, external networking, even secondment opportunities to other organisations. If internships were considered to be an effective way to support resourcing issues, this in turn would lead to further development opportunities for staff to gain skills in people management, project management and for external networking possibilities.

Further development of staff in areas such as conflict management could be explored by HR, in particular since IIP feedback recognises the Samaritans session as popular among staff. Research on similar opportunities for learning and to develop skills in challenging behaviour and conflict management could be carried out over the coming months and scheduled into an appropriate session for staff. In line with earlier recommendations, it is proposed that the Tuesday morning sessions are again regularly established to ensure a consistent programme of events for staff engagement and development.

A key recommendation for learning and development is to shorten IIP review periods to eighteen months followed by re-accreditation at 36 months. It is also proposed that the staff survey is circulated on an annual basis. This will encourage organisational development and a focus on continual improvement of people management practices.

Equal Opportunities and Diversity

The survey confirms that the culture of SPSO supports equal opportunities and diversity, but it is of concern that some staff believe that if they report bullying and harassment, this might have a negative impact on them. SPSO is committed to ensuring that the workplace offers a supportive environment to all staff and that any instances of bullying and harassment are addressed appropriately. The procedures for reporting and addressing bullying and harassment are detailed in the Dignity at Work policy. There should, however, be further emphasis from HR to clarify procedures and to train all staff in their responsibilities. This should offer staff more confidence in the procedures that are in place to protect them and the support available to address these important welfare issues.

Health and Wellbeing

Given the concerns highlighted through the survey regarding resourcing levels, it is important to ensure that staff feel sufficiently supported to achieve a good work-life balance. Staff clearly do feel that the current policies and practices help them with this, but it is recommended that a fuller review of these practices would be of benefit, with the potential to assess these through the next IIP process, as part of their work in relation to health and wellbeing.

APPENDIX 1 – SPSO Staff Survey 2014

Welcome to the SPSO Staff Survey 2014

We are committed to ensuring that as a company we provide a pleasant working environment and that you have the necessary learning, development and support to carry out the responsibilities of your role and to promote SPSO's values.

As with previous surveys, this year's will focus on our people practices and is your opportunity to comment on areas relating to your job, management, leadership, learning and development. In learning from your experiences, we can continue to make improvements and ensure that we focus our HR strategies on the areas that matter to you over the year ahead.

The survey will take approximately 20 minutes to complete. Please remember to press "Submit" for your response to be considered.

All responses to the survey are anonymised by team.

If you have any questions then please contact Helen Wilson.

Section A: Your Job

- My work gives me a feeling of personal accomplishment
- I feel that my contribution to the success of SPSO is valued
- I am comfortable changing the way I work if there are clear benefits in doing so
- At the SPSO we have the resources we need to complete our work effectively
- I am clear about my responsibilities and what I am expected to achieve in my job
- My targets are ambitious but realistic
- I know what the organisation's core values are and I am supported to demonstrate these in my work
- I feel my job is secure
- Any additional comments

Section B: Internal Communication

- I am kept well informed about what the organisation is doing
- I can express my views and question any decisions that affect my work
- I have the opportunity to contribute to how things are done at the SPSO
- I feel comfortable communicating information to colleagues across the organisation
- There is a good balance of verbal and written communications used in SPSO
- Any additional comments

Section C: External Customers

- We listen to our customers rather than just telling them what they need
- We act on the feedback we receive from external stakeholders
- I regularly look for ways to improve services to customers
- My team regularly looks for ways to improve services to our customers
- I feel there is plenty of support in place for me to deal with difficult customers
- I have the opportunity to debrief following difficult conversations
- I feel well supported when I am communicating difficult or sensitive issues
- Any additional comments

Section D: Management

- My manager motivates and inspires me to be more effective in my job
- Performance is managed consistently in my team
- My manager encourages teamwork and knowledge-sharing

- My manager communicates effectively with me and the team
- Any additional comments

Section E: Leadership

- The senior management team communicates effectively with the rest of the organisation
- The senior management team provide consistent and effective leadership
- The senior management team encourage a culture of openness and trust
- On balance, I feel comfortable with the progress and direction of the organisation at the present time
- Any additional comments

Section F: Learning and Development

- The training and development I receive is appropriate and relevant to my job
- There are sufficient opportunities for me to receive training and development to improve my skills in my current job
- I receive regular and constructive feedback on my performance
- I believe that SPSO are committed to developing me so that I can perform my role effectively
- I understand how to access and request training and development opportunities
- I am supported to apply any learning to my day to day work
- Any additional comments

Section G: Equal Opportunities and Diversity

- I think the SPSO respects individual differences (e.g. cultures, working styles, backgrounds, ideas)
- I would feel able to report bullying/harassment without worrying that it would have a negative impact on me
- Access to opportunities for development and support is fairly managed
- Any additional comments

Section H: Work/Life Balance

- I believe managers deal with applications for flexible working fairly and consistently
- The flexible working arrangements in place allow me to balance my work and home life priorities
- I am comfortable with the amount of work I am expected to do
- Any additional comments

Section I: Perceptions of the SPSO

- I am proud to work for the SPSO
- I would tell people that this is a good place to work
- I feel a strong sense of belonging to the SPSO
- I understand and feel committed to the SPSO's goals
- Any additional comments

Thank you for completing the SPSO Staff Survey 2014. Please contact Helen Wilson if you have any questions.

Appendix 2 – Survey Results % Positive

		SPSO 2014 % Positive	SPSO 2008 % Positive	SG 2013 % Positive
Your Job	My work gives me a feeling of personal accomplishment	91.7%	83.3%	78.00%
Your Job	I feel that my contribution to the success of SPSO is valued	70.8%	58.3%	68.00%
Your Job	I am comfortable changing the way I work if there are clear benefits in doing so	100.0%	97.9%	
Your Job	At the SPSO we have the resources we need to complete our work effectively	41.7%	54.2%	75.00%
Your Job	I am clear about my responsibilities and what I am expected to achieve in my job	87.5%	83.3%	82.00%
Your Job	My targets are ambitious but realistic	64.6%		
Your Job	I know what the organisation's core values are and I am supported to demonstrate these in my work	77.1%		83.00%
Your Job	I feel my job is secure	75.0%		
Internal Communication	I am kept well informed about what the organisation is doing	79.2%	66.0%	59.00%
Internal Communication	I can express my views and question any decisions that affect my work	77.1%	72.4%	38.00%
Internal Communication	I have the opportunity to contribute to how things are done at the SPSO	70.8%	66.0%	
Internal Communication	I feel comfortable communicating information to colleagues across the organisation	97.9%		
Internal Communication	There is a good balance of verbal and written communications used in SPSO	66.7%		
External Customers	We listen to our customers rather than just telling them what they need	72.9%	72.3%	
External Customers	We act on the feedback we receive from external stakeholders	70.8%	59.7%	
External Customers	I regularly look for ways to improve services to customers	89.6%	89.3%	
External Customers	My team regularly looks for ways to improve services to our customers	87.5%	78.7%	80.00%
External Customers	I feel there is plenty of support in place for me to deal with difficult customers	68.8%		84.00%
External Customers	I have the opportunity to debrief following difficult conversations	72.9%		
External Customers	I feel well supported when I am communicating difficult or sensitive issues	68.8%		
Management	My manager motivates and inspires me to be more effective in my job	70.8%	63.8%	69.00%
Management	Performance is managed consistently in my team	60.4%	8.5%	39.00%
Management	My manager encourages teamwork and knowledge-sharing	91.7%		
Management	My manager communicates effectively with me and the team	77.1%		

Leadership	The senior management team communicates effectively with the rest of the organisation	60.4%	42.5%	54.00%
Leadership	The senior management team provide consistent and effective leadership	62.5%	40.4%	52.00%
Leadership	The senior management team encourage a culture of openness and trust	62.5%		
Leadership	On balance, I feel comfortable with the progress and direction of the organisation at the present time	83.3%	63.8%	47.00%
Learning and Development	The training and development I receive is appropriate and relevant to my job	83.3%	57.4%	53.00%
Learning and Development	There are sufficient opportunities for me to receive training and development to improve my skills in my current job	79.2%	53.2%	51.00%
Learning and Development	I receive regular and constructive feedback on my performance	75.0%	61.7%	70.00%
Learning and Development	I believe that SPSO are committed to developing me so that I can perform my role effectively	75.0%	59.6%	
Learning and Development	I understand how to access and request training and development opportunities	85.4%		64.00%
Learning and Development	I am supported to apply any learning to my day-to-day work	75.0%		
Equal Opps and Diversity	I think the SPSO respects individual differences (for example, cultures, working styles, backgrounds, ideas)	81.3%	89.4%	80.00%
Equal Opps and Diversity	I would feel able to report bullying/harassment without worrying that it would have a negative impact on me	68.8%	76.6%	
Equal Opps and Diversity	Access to opportunities for development and support is fairly managed	66.7%		85.00%
Work-Life Balance	I believe managers deal with applications for flexible working fairly and consistently	75.0%		
Work-Life Balance	The flexible working arrangements in place allow me to balance my work and home life priorities	85.4%	89.4%	69.00%
Work-Life Balance	I am comfortable with the amount of work I am expected to do	54.2%	80.9%	58.00%
Perceptions of SPSO	I am proud to work for the SPSO	95.8%	82.9%	60.00%
Perceptions of SPSO	I would tell people that this is a good place to work	85.4%	80.8%	55.00%
Perceptions of SPSO	I feel a strong sense of belonging to the SPSO	79.2%	65.9%	46.00%
Perceptions of SPSO	I feel committed to the SPSO's goals	93.8%	93.6%	41.00%

APPENDIX 3 – Areas for Improvement

		SPSO 2014 % Positive
Your Job	At the SPSO we have the resources we need to complete our work effectively	41.7%
Work-Life Balance	I am comfortable with the amount of work I am expected to do	54.2%
Management	Performance is managed consistently in my team	60.4%
Leadership	The senior management team communicates effectively with the rest of the organisation	60.4%
Leadership	The senior management team provide consistent and effective leadership	62.5%
Leadership	The senior management team encourage a culture of openness and trust	62.5%
Your Job	My targets are ambitious but realistic	64.6%
Equal Opps and Diversity	Access to opportunities for development and support is fairly managed	66.7%
Internal Communication	There is a good balance of verbal and written communications used in SPSO	66.7%
External Customers	I feel there is plenty of support in place for me to deal with difficult customers	68.8%
External Customers	I feel well supported when I am communicating difficult or sensitive issues	68.8%
Equal Opps and Diversity	I would feel able to report bullying/harassment without worrying that it would have a negative impact on me	68.8%