

Office for National Statistics Public Sector Management Practices Survey 2023 (PSMPS)

Questionnaire Guidance

This document gives guidance in relation to questions on the 2023 Public Sector Management Practices Survey (PSMPS). For any further questions or queries please contact psmps@ons.gov.uk.

Question-Specific Guidance

Question 1

If more than one person is completing this survey separate positions or job titles with a comma (,)

Question 3

Please do not include any full or part-time employees who are on the payroll of an employment agency or of another company.

Report the average number of individual full-time and part time employees rather than the full-time equivalent staff-count employed during 2023.

Full time refers to employees contracted to work over 30 hours a week. This includes employees temporarily absent but still employed, those on apprenticeships or training schemes and those without guaranteed hours but worked.

Question 5

Examples of recognised management qualifications include:

- Chartered Management Institute (CMI) award
- Qualification in management or leadership
- Master of Business Administration (MBA) degree

Question 11

This question refers to your organisation's approach to resolving significant problems that will have an impact on the organisation's ability to run normally.

Examples of problems:

- Quality defects in goods or services
- Problems in production
- Problems in service provision
- Slow or late delivery of products or services

- A piece of technology breaking down

Question 24/25

Include:

- Formal training and informal “on the job” training.

Question 27/28

Examples of actions to address under-performance:

- Reassignment
- Demotion
- Dismissal
- Probation
- Training

Terminology Guidance

1. Manager

This is someone who manages people and has employees directly reporting to them, with whom they meet regularly.

Include:

- Supervisors, if they are responsible for managing staff and assessing their performance
- Part-time and full-time staff

Exclude:

- All other employees that are non-managers

2. Non-manager

Include:

- All employees that are non-managers

Exclude:

- Managers or supervisors (defined under the definition of managers)

3. Senior-Manager

Include:

- *Managers who manage large groups of employees*
- *Managers who manage high importance areas of organisation*

Exclude:

- *Junior managers*
- *Employees that are non-senior managers*

4. University degree or equivalent

Include:

For England & Wales:

- Degree level qualification or above
- Graduate certificate or diploma
- Degree apprenticeship
- NVQ level 6

For Scotland:

- Degree or above
- Graduate certificate or above
- Professional apprenticeship or SQV level 4

For Northern Ireland:

- RQF 6, 7 or 8

Exclude:

For England and Wales:

- Level 5 qualifications or below e.g. HNC or HND

For Scotland:

- Level 3 qualifications or below e.g. HNC or HND

For Northern Ireland:

- RQF 5 or below

5. Work from home

This is a working arrangement that is based away from the organisation premises (organisation premises might include an office or client's organisation site, for example).

6. Key Performance Indicators

These are metrics used by organisations to monitor their performance.

Examples of "KPIs":

- Sales

- Cost
- Quality
- Customer Satisfaction
- Timely service delivery
- Waste

7. Targets

This is a goal or objective that has been set by an organisation to achieve and is often related to financial or sales performance.

For example:

- Number of customers
- Production
- Quality
- Efficiency
- Waste
- On-time delivery
- Value of sales

8. Meetings

“**Meetings**” refers to both in-person and virtual gatherings of employees.

9. Artificial Intelligence

Computer programs or machines that can learn from data and perform tasks usually done by humans. AI is currently used in a variety of ways, including:

- online product recommendations
- facial recognition
- self-driving vehicles
- medical diagnostic tools
- chatbots that interact in a conversational way and can answer complex questions

10. Cloud-Based Computing Systems and Applications

Cloud systems and applications are computing resources available on-demand via the internet. Cloud computing enables ubiquitous, convenient, on-demand internet access to a shared pool of configurable computing resources (e.g. networks, servers, storage, applications, and services) that can be rapidly provisioned and released with minimal management effort or service provider interaction.

11. Robotics

Robotic equipment (or robots) are automatically controlled, reprogrammable, and multipurpose machines used in automated operations in industrial and service environments. Robots may be mobile, incorporated into stand-alone stations, or integrated into a production line. A robot may be part of a manufacturing cell or incorporated into another piece of equipment.

Industrial robots may perform operations such as: palletising, pick and place, machine tending, material handling, dispensing, welding, packing/repacking, and cleanroom. Service robots are commonly used in organisation for such operations as cleaning, delivery, construction, inspection, and medical services such as dispensing or surgery.

12. Specialised Software (excluding Artificial Intelligence)

Specialised software is custom or packaged software dedicated to performing a particular organisation function. Specialised software includes, but is not limited to, software applications for accounting, sales, marketing, customer service and billing, logistics, health care delivery, telemedicine, computer-aided design (CAD), computer-aided engineering (CAE), or inventory management. Specialised software excludes general purpose software such as word processing or spreadsheets. Exclude Artificial Intelligence software reported above.

13. Specialised Equipment (excluding Robotics)

Specialised equipment refers to equipment capable of automatically carrying out pre-specified task(s). Specialised equipment includes, but is not limited to, computer numerically controlled (CNC) machinery, computer-aided manufacturing (CAM) systems, manufacturing cells, materials working lasers, automated guided vehicles systems, automated storage and retrieval systems, and automated materials handling systems. Exclude robotics equipment reported above.