

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

Additional guidance which sits alongside these questions is provided in a separate document, which can be found on the [PSMPS page of the ONS' website](#).

Sections:

- Organisational Characteristics
- Management Practices
- Improvement and innovation
- Administration
- Staff retention

Organisation Characteristics

This section asks for information about the organisational characteristics and practices of this organisation in the 2023 calendar year.

- 1) Please provide the position or job title of the employee completing this questionnaire

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

- 2) Please select the main function of your organisation:

- Armed forces
- Civil service
- Courts and tribunals service
- Education
- Fire service
- Health
- Local government
- Police
- Prison service
- Probation service
- Social care
- Other (*please specify*)

3) For the period 2023, what was the number of employees at this organisation?

Best estimates are acceptable.

- Full time
- Part-time

4) For the period 2023, what was the number of managers at this organisation?

If you do not know the exact number, please provide a best estimate.

5) In 2023, what percentage of managers in this organisation had a recognised management qualification?

- None
- Fewer than 20%
- 20 to 49%
- 50 to 80%
- More than 80%
- All
- We do not hold this information

6) In 2023, what percentage of managers in this organisation had a university degree or equivalent?

- None
- Fewer than 20%
- 20 to 49%
- 50 to 80%
- More than 80%
- All

7) In 2023, what percentage of non-managers had a university degree or equivalent?

- None
- Fewer than 20%
- 20 to 49%
- 50 to 80%
- More than 80%
- All

8) In 2023, how many days per week on average did managers in this organisation work from home?

If you do not know the exact number, please provide your best guess.

9) In 2023, how many days per week on average did non-managers in this organisation work from home?

Management Practices

This section asks about the management practices used in your organisation in 2023.

Select the answers that best capture your general management practices across the organisation.

"Management practices" refers to the working methods that managers use within the organisation.

10) In 2023, what type of data analyses were typically used to support key decisions in this organisation?

Select all that apply.

- Little to no analyses
- Use of summary statistics
- (e.g. *mean, variance, maximum*)
- Use of trends and comparisons across time periods
- Use of dashboards and interactive analysis
- Use of statistical or forecasting models
- Use of algorithmic models
- (e.g. *machine learning*)
- Other (*please specify*)

11) In 2023, in general what was the most common response to problems faced within this organisation?

- We resolved the problems but did not take further action
- We resolved the problems and took action to try to ensure they do not happen again
- We resolved the problems and had a continuous improvement process to anticipate similar problems in advance
- No action was taken

12) In 2023, in general what was your managers' usual approach to involving non-managers when resolving problems within this organisation?

Best estimates are acceptable.

- We decided on the solution without involving non-managers
- We asked non-managers for feedback on our preferred solution
- We asked non-managers for feedback on a range of options
- We asked non-managers to suggest solutions to the problem

13) In 2023, how many key performance indicators (KPIs) did this organisation monitor?

- 1-2 key performance indicators
- 3-9 key performance indicators
- 10 or more key performance indicators
- No key performance indicators

If “no key performance indicators” is selected – go to Q.16

14) In 2023, how frequently was progress against the key performance indicators (KPIs) reviewed by managers?

Best estimates are acceptable.

- Annually
- Quarterly
- Monthly
- Weekly
- Daily
- Hourly or more frequently
- Never

15) In 2023, how frequently was progress against the key performance indicators (KPIs) reviewed by non-managers?

- Annually
- Quarterly
- Monthly
- Weekly
- Daily
- Hourly or more frequently
- Never

16) In 2023, which of the following best describes the main timeframes for achieving targets within this organisation?

- Main timeframe was less than one year
- Main timeframe was one year or more
- Combination of timeframes of less than and more than a year
- There were no targets

If “There were no targets” is selected – go to Q.20

17) In 2023, how easy or difficult was it to achieve these targets?

- Very easy
(Possible to achieve without much effort)
- Fairly easy
(Possible to achieve with some effort)
- Neither easy nor difficult
(Possible to achieve with normal effort)
- Fairly difficult
(Possible to achieve with more than normal effort)
- Very difficult
(Possible to achieve with extraordinary effort)

18) In 2023, approximately what proportion of managers were aware of these targets?

- All
- Most
- Some
- None

19) In 2023, approximately what proportion of non-managers were aware of these targets?

All
Most
Some
None

20) In 2023, what were performance bonuses for managers usually based on within this organisation?

- Their own performance as measured by targets
- Their team's or shift's performance as measured by targets
- Their site's performance as measured by targets
(A site is an individual organisation premises, for example an office, factory or workshop)
- The organisation's performance as measured by targets
- Performance bonuses were not related to targets
- No performance bonuses

21) In 2023, what were performance bonuses for non-managers usually based on?

- Their own performance as measured by targets
- Their team's or shift's performance as measured by targets
- Their site's performance as measured by targets
(A site is an individual organisation premises, for example an office, factory or workshop)

- The organisation's performance as measured by targets
- Performance bonuses were not related to targets
- No performance bonuses

22) In 2023, how were managers usually promoted within this organisation?

- Based solely on performance or ability
- Based partly on performance or ability, and partly on other factors
(For example, partly based on length of service or organisational restructuring)
- Based mainly on factors other than performance or ability
(For example, length of service or organisational restructuring)
- No managers were promoted

23) In 2023, how were non-managers usually promoted?

- Based solely on performance or ability
- Based partly on performance or ability, and partly on other factors
(For example, partly based on length of service or organisational restructuring)
- Based mainly on factors other than performance or ability
(For example, length of service or organisational restructuring)
- No non-managers were promoted

24) In 2023, on average how many days training and development did managers undertake within this organisation?

Best estimates are acceptable.

- Less than a day
- 1 day
- 2 to 4 days
- 5 to 10 days
- More than 10 days

25) In 2023, on average how many days training and development did non-managers undertake within this organisation?

- Less than a day
- 1 day
- 2 to 4 days
- 5 to 10 days
- More than 10 days

26) In 2023, which of the following best describes how often managers formally reviewed the performance of individual employees within this organisation?

Best estimates are acceptable.

- Annually
- Quarterly
- Monthly
- Weekly
- Daily
- Never
- Other (*please specify*)

27) In 2023, which of the following best describes the timeframe that action was taken to address under-performance among managers within this organisation?

- Within 6 months of identifying under-performance
- After 6 months of identifying under-performance
- No action was taken to address under-performance
- There was no under-performance

28) In 2023, which of the following best describes the timeframe that action was taken to address under-performance among non-managers within this organisation?

- Within 6 months of identifying under-performance
- After 6 months of identifying under-performance
- No action was taken to address under-performance
- There was no under-performance

29) In 2023, on average how frequently did senior managers meet the whole workforce (together or in groups) to discuss work issues?

- Annually
- Quarterly
- Monthly
- Weekly
- Daily
- Never

Improvement and Innovation

This section asks about your organisation's activities to improve existing management practices

30) In 2023, what did managers commonly do to improve the way this organisation is managed? (Select all that apply)

Select all that apply.

Best estimates are acceptable.

- Participate in government-funded training programmes
- Receive formal training in person
- Receive formal training online
- Speak to mentors/peers
- Consult employees about areas for improvement
- Hire management consultants
- Conduct own experimental changes to management practices
- Read management literature
- Nothing
- Other (*please specify*)

31) In 2023, what were the largest barrier to improving the way this organisation is managed?

Select all that apply.

Best estimates are acceptable.

- Too little time to think about or implement changes
- Changes too risky
- Changes too expensive
- Changes involve too much disruption
- Employees are resistant to changes
- Available information is too low quality
- Available information is not specific enough to my organisation
- Do not know where to get the information I needed
- There are no barriers
- Other (*please specify*)

32) In 2023, what was the typical timeframe for improvements to your organisation?

- Within 6 months of identifying the improvement
- After 6 months of identifying the improvement
- No action is taken to implement the improvement
- There were no improvements

Administration

This section asks about administrative tasks in your organisation.

33) In 2023, which of these, if any, reduced your organisation's ability to get work activities done on time?

Select all that apply.

- Ad hoc work requests
- Complex or outdated regulation
- Cumbersome staff procedures
- Lack of digital or technical skills
- Understaffing
- Inadequate support structures
- Multiple or outdated IT systems
- Duplicated or repetitive work
- Excessive mandatory or statutory training
- Other (*please specify*)

34) How could administration work in your organisation be done in a more efficient way?

Select all that apply.

- Using automated computer processes
- Hire dedicated administrative or support staff
- Streamline or reduce task repetition
- Other (*please specify*)

35) In 2023, thinking of the administration work that your organisation did in a week, approximately how much of this could be done by something else (e.g. automated computer processes)?

- None
- Less than 10%
- 10% to 24%
- 25% to 49%
- 50% to 99%
- 100%

Staff Retention

This section asks about retention of staff in 2023.

36) In 2023, how many employees left the organisation?

If an exact number is not known, provide a best guess.

37) In 2023, which of the following opportunities were offered to retain employees?

Select all that apply.

- Professional training and development
- Apprenticeships or vocational training
- Mentorship and/or coaching
- Funding for academic qualifications
- A change in role or changed responsibilities
- A pay rise or promotion
- Other (*please specify*)
- None of the above

38) In 2023, were any of the following used to promote work-life balance in your organisation?

Select all that apply.

- Flexible working
- Permanent remote or home working
- Hybrid working
- Increased annual leave in line with length of service
- Family leave and pay above the statutory minimum
- Other (*please specify*)
- None of the above

39) In 2023, how did your organisation ensure it offered a competitive salary and benefits package for employees?

Select all that apply.

- Pay rises were linked to inflation
- Pay rises were linked to individual performance
- Pay rises were linked to team or organisation performance
- Additional pay was offered for those with scarce skills or specialisms
- Bonuses were paid linked to performance

- Non-financial benefits
- Other (*please specify*)
- None of the above

Artificial Intelligence and Technology

This section asks for information about the use of artificial intelligence and technology in your organisation.

Additional guidance which sits alongside these questions is provided in a separate document, which can be found on the PSMPS page of the ONS' website.

40) In 2023, did this organisation use or test the following technologies?

Select all that apply.

- Artificial Intelligence
- Cloud-Based Computing Systems and Applications
- Robotics
- Specialised Equipment
- Specialised Software
- None of the above

41) Looking to the year ahead, does this organisation plan to use or test any of the following technologies?

Select all that apply.

- Artificial Intelligence
- Cloud-Based Computing Systems and Applications
- Robotics
- Specialised Equipment
- Specialised Software
- No plans to use any of these technologies

Only answer Q42 if AI is selected in Q40 and/or Q41

42) Why has your organisation used or tested Artificial Intelligence technology in 2023, or is planning to do so in 2024?

Select all that apply.

- To automate tasks performed by labour
- To replace or upgrade already existing automated processes or methods
- To improve quality or reliability of processes or methods
- To improve quality or reliability of goods or services
- To expand the range of goods or services
- To adopt standards and accreditation

- Other reasons (please specify)

43) In 2023, which of the following factors prevented or delayed the use of artificial intelligence at this organisation?

Select all that apply.

- Difficulty identifying activities or business use cases to which artificial intelligence can be applied
- Uncertainty about government regulations or industry standards
- Level of artificial intelligence expertise or skills at this establishment
- Cost
- Employee attitude towards artificial intelligence
- Old or outdated IT systems
- Other (*please specify*)

Employment relations

This section asks questions about employment relations in your organisation.

44) In 2023, how many employees at this workplace were members of a trade union or independent staff association - whether recognised by management or not?

- None
- Up to 25% of employees
- 26% to 50% of employees
- More than 50% of employees
- Do not know

45) In 2023, did any of the following types of industrial action take place at this organisation?

Select all that apply.

- Strikes of less than 1 day
- Strikes of a day or more
- Employees banning or restricting the overtime they work
- Work to rule
- Other (*please specify*)
- None of the above

Annex: Sector-specific questions

Health Sector

This section asks questions specific to the sector in which your organisation works.

Only answer H1-H5 if Health is selected in Q2

H1. In 2023, how standardised were the main clinical processes?

- Highly standardised – following consistently applied procedures and processes
- Moderately standardised
- Partially standardised
- Limited standardisation
- Non-standardised – there is no formal standardisation in place

H2. In 2023, did the organisation encourage incorporating new clinical practices?

- Yes
- No

H3. In 2023, who within the organisation typically was involved in changing or improving?

Select all that apply.

- Allied healthcare professionals
- Ambulance service team
- Dental team
- Doctors
- Estates and facilities
- Health informatics
- Healthcare science
- Healthcare support workers
- Management
- Medical associate professions
- Midwifery
- Nursing
- Pharmacy
- Psychological professions
- Public health
- Wider healthcare team
- Other (*please specify*)

H4. In 2023, did the organisation have goals to track performance that are not set externally (e.g. by the government, regulators)?

- Yes
- No

H5. In 2023, did your organisation take specific action to implement central government objectives?

- Yes
- No

Education

This section asks questions specific to the sector in which your organisation works.

Only answer E1-E5 if Education is selected in Q2

E1. In 2023, how structured or standardised are the instructional planning processes across the school?

- Highly standardised – following consistently applied procedures and processes
- Moderately standardised
- Partially standardised
- Limited standardisation
- Non-standardised – there is no formal standardisation in place

E2. In 2023, did the school encourage incorporating new teaching practices into the classroom?

- Yes
- No

E3. In 2023, who within the organisation typically was involved in changing or improving?

Select all that apply.

- School leaders (e.g. head and deputies)
- Teachers
- Teaching assistants
- Technicians

- Auxiliary staff
- Other support staff
- Managers
- Administrative staff
- Other (*please specify*)

E4. In 2023 did the school set goals to track performance that are not set externally (e.g. by the government, regulators)?

- Yes
- No

E5. In 2023, did your organisation take specific actions to implement central government objectives?

- Yes
- No