



ONR Behaviours Survey

Respondent Profile

This survey had 189 responses in total (159 from Prospect & 30 from PCS), which are segmented in the following way:

	Count	%
What is your current band?		
Band 1 or above	17	9%
Band 2	61	34%
Band 3	67	37%
Band 4 Associate/Band 3 Equivalent	5	3%
Band 4	13	7%
Band 5	14	8%
Band 6	3	2%
Are you in:		
Regulatory	132	71%
Corporate	53	29%
Are you:		
Female	91	50%
Male	91	50%
Are you aged:		
30 years or under	17	9%
31 to 40	34	18%
41 to 50	56	30%
51 to 60	65	35%
Over 60 years old	13	7%

The survey results have been looked through on a question-by-question basis using these segments to see if any significant differences exist between the overall results and each segment.

Summary of Results

The following are the key headlines from the survey results, in general the only significant differences amongst segments were based on gender splits, there were a couple based on age, but no significant differences based on band/part of ONR.

Poor Behaviours

- 43% of respondents have witnessed unprofessional conversations with other colleagues about work, 25% have had a conversation happen to them personally.
 - Female respondents are more likely to have witnessed these conversations (54%), or had them happen to them personally (34%);
 - 68% of those who have witnessed or experienced the conversations said they have witnessed these a few times a year, however 22% have witnessed these a few times a month, and 10% more than once a week.
- 47% of respondents stated that their personal viewpoint has not been taken seriously.
 - Female respondents (68%) are more likely to not have their personal viewpoint taken seriously.
 - 59% of those who have witnessed or experienced not having their viewpoint taken seriously, said they have witnessed this a few times a year, however 25% have witnessed this a few times a month and 14% more than once a week.
- 59% of respondents felt undermined because of assumptions made about their capabilities or levels of experience.
 - Female respondents (79%) are more likely to feel undermined.
 - 61% of those who have witnessed or experienced being undermined, said they have witnessed this a few times a year, however 25% have witnessed this a few times a month and 12% more than once a week.
- 15% of respondents have experienced comments about their body/appearance
 - Female respondents (25%) were more likely to have experienced unwanted comments.
 - 81% of those who have witnessed or experienced comments said they have witnessed these a few times a year, however 11% have witnessed these a few times a month and 6% more than once a week.
- 32% of respondents have witnessed behaviours that would be considered toxic and inappropriate in public life, 27% have experienced these personally.
 - Female respondents were more likely to have witnessed toxic behaviours (42%) and more likely to have experienced these (36%).
 - 67% of those who have witnessed or experienced toxic behaviours said they have witnessed these a few times a year, however 26% have witnessed these a few times a month and 4% more than once a week.
- 42% of respondents felt that there is a problem of bullying at ONR
 - Female respondents (53%) are more likely to feel there is a bullying problem at ONR.
 - In general, older respondents are more likely to feel that there is a bullying problem at ONR.

- In general respondents felt that:
 - It was important bullying was dealt with correctly in ONR, in a way it has not always been historically.
 - Bullying was likely to be in pockets and not systemic
 - In general, poor behaviours were from senior staff to junior staff
 - HR is likely to sweep things under the rug to maintain the status quo rather than deal with root causes.
 - There is a positive that things appear to be improving under new leadership
- 40% of respondents have previously reported an instance of poor behaviour at ONR
 - In general respondents were more likely to be dissatisfied than satisfied with actions stemming from their report
- Respondents were very split on whether or not ONR senior management takes effective action to discourage unwanted behaviours at work, with 52% feeling they rarely do, and 34% feeling they often do.

Barriers to Reporting

- 56% of respondents would feel confident in reporting an incident of bullying or harassment, whilst 44% would not.
- Numerous different factors were cited as barriers to reporting poor behaviours or bullying and harassment, the most common ones were:
 - A negative impact on career (57%)
 - A negative impact on relationships at work (57%)
 - A lack of trust in management dealing with the matter with integrity (40%)
 - Not being taken seriously (31%)
- Respondents were also asked what ONR could do to encourage the reporting of poor behaviours, they felt the following would assist them:
 - A clear, simple, anonymous reporting system, it was felt that the existing system is not fit for purpose
 - Managers receiving better training and acting in a consistent and fair way
 - Dispelling/fixing the notion that senior leaders are not held accountable
 - Introducing an independent complaints procedure
 - Fostering an organisational culture change in general

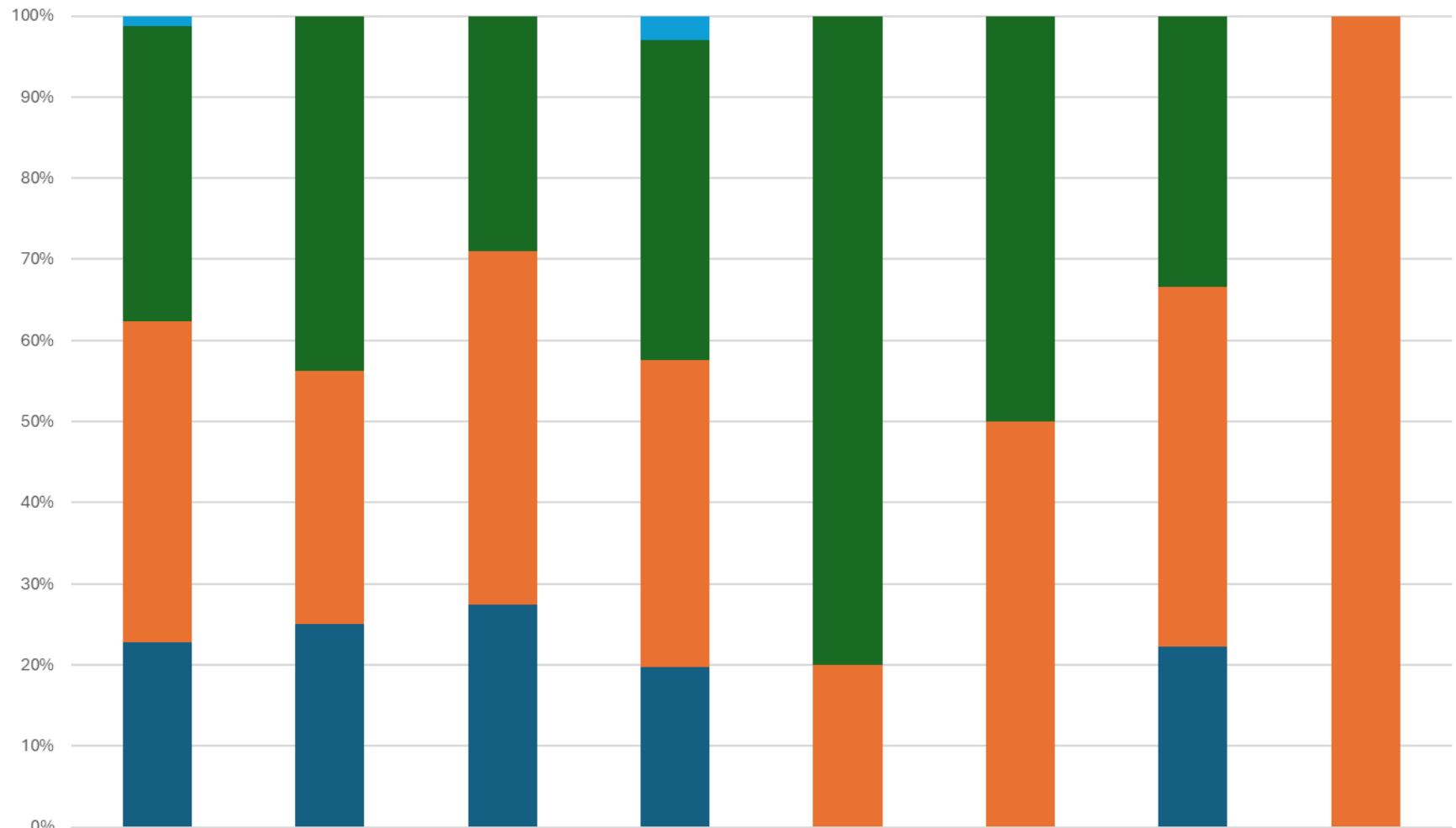
Additional Comments

- Respondents were asked if they had any additional comments, in general the following themes came through:
 - There were widespread concerns about:
 - Poor performance management
 - Lack of accountability for senior managers
 - A lack of leadership competence
 - There was a permissive culture which fostered bullying
 - HR is not currently up to its role
 - As an organisation ONR needs to be more proactive and less reactive in tackling issues.

To what extent have you experienced the following at work:

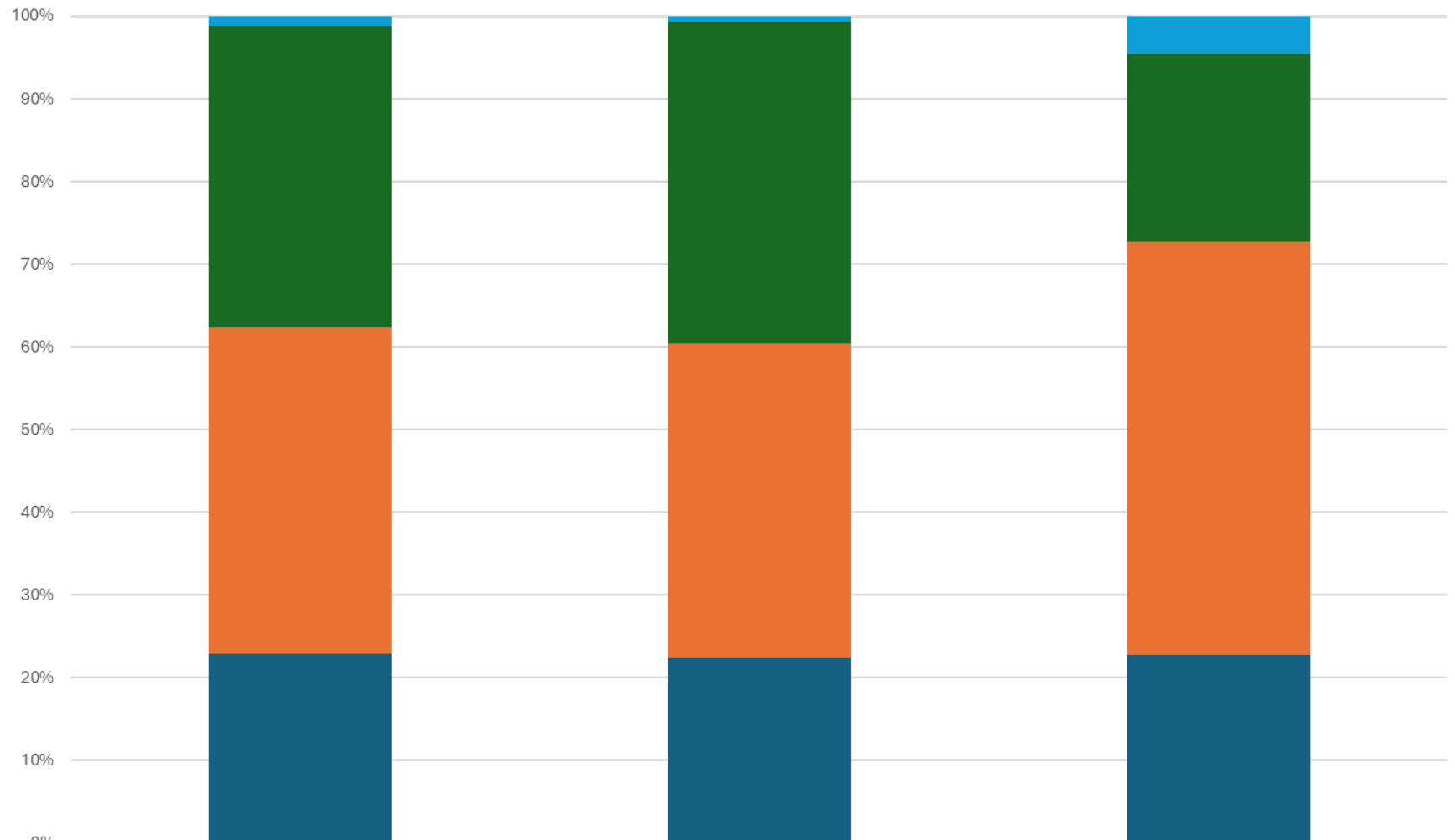
NB: In the following question set the results may not add up to 100% as more than one answer could be selected e.g. you could have both witnessed and experienced unprofessional conversations.

Unprofessional conversations with other colleagues about work



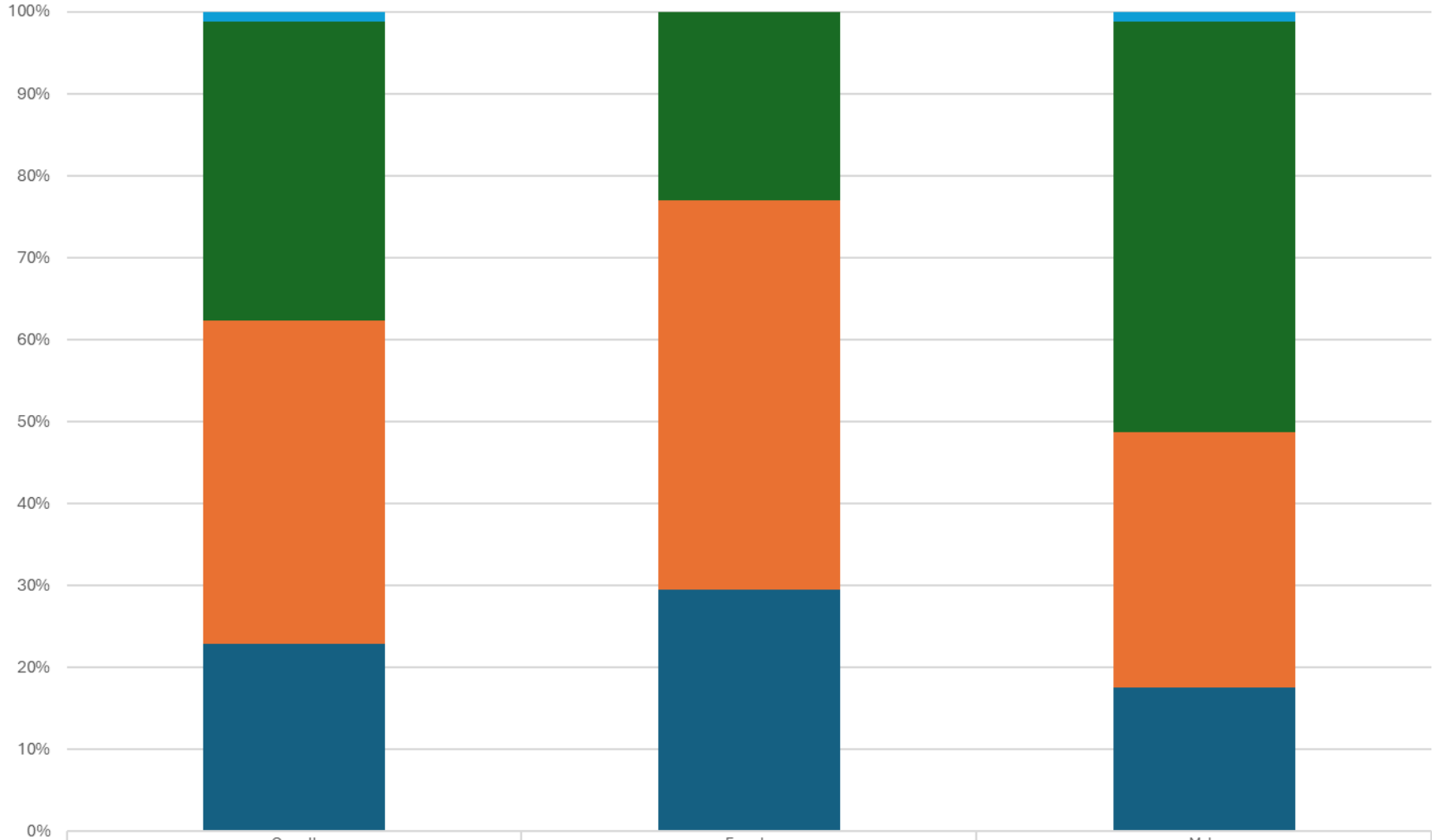
■ Prefer not to say	1%	0%	0%	3%	0%	0%	0%	0%
■ Never witnessed	40%	47%	32%	44%	80%	50%	33%	0%
■ Witnessed	43%	33%	47%	42%	20%	50%	44%	100%
■ Happened to my personally	25%	27%	30%	22%	0%	0%	22%	0%

Unprofessional conversations with other colleagues about work



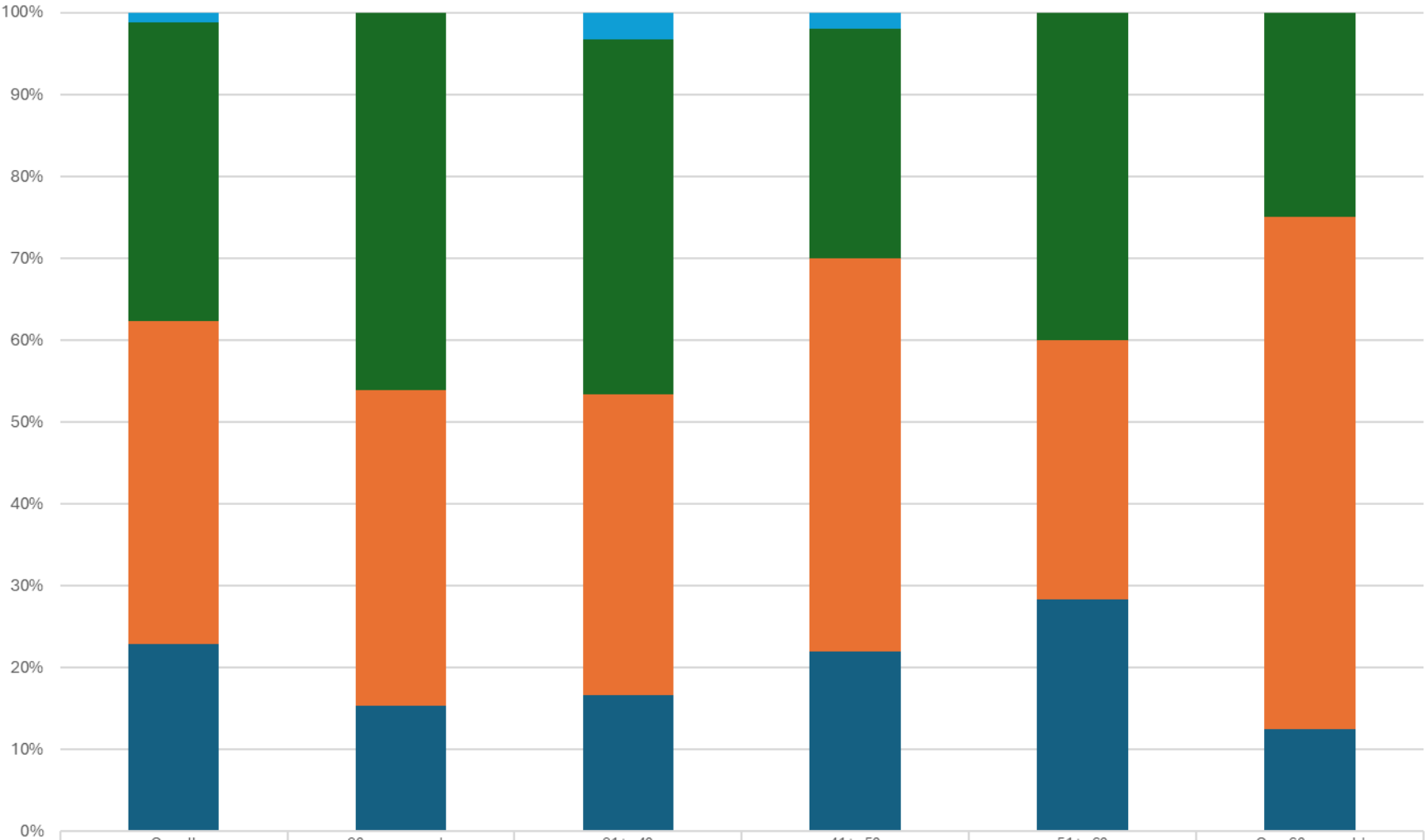
	Overall	Regulatory	Corporate
Prefer not to say	1%	1%	5%
Never witnessed	40%	43%	24%
Witnessed	43%	42%	52%
Happened to my personally	25%	24%	24%

Unprofessional conversations with other colleagues about work



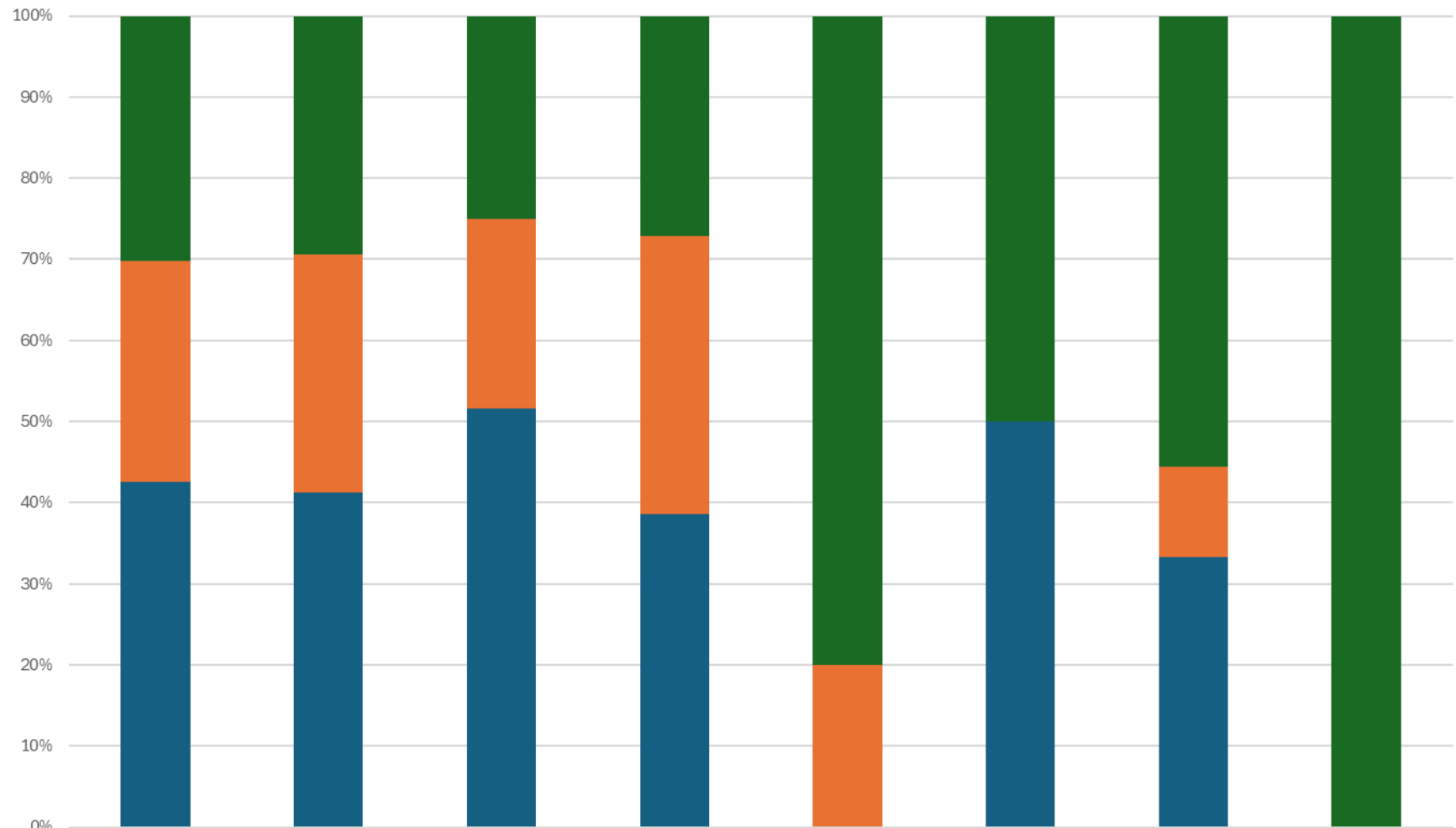
■ Prefer not to say	1%	0%	1%
■ Never witnessed	40%	26%	52%
■ Witnessed	43%	54%	32%
■ Happened to my personally	25%	34%	18%

Unprofessional conversations with other colleagues about work

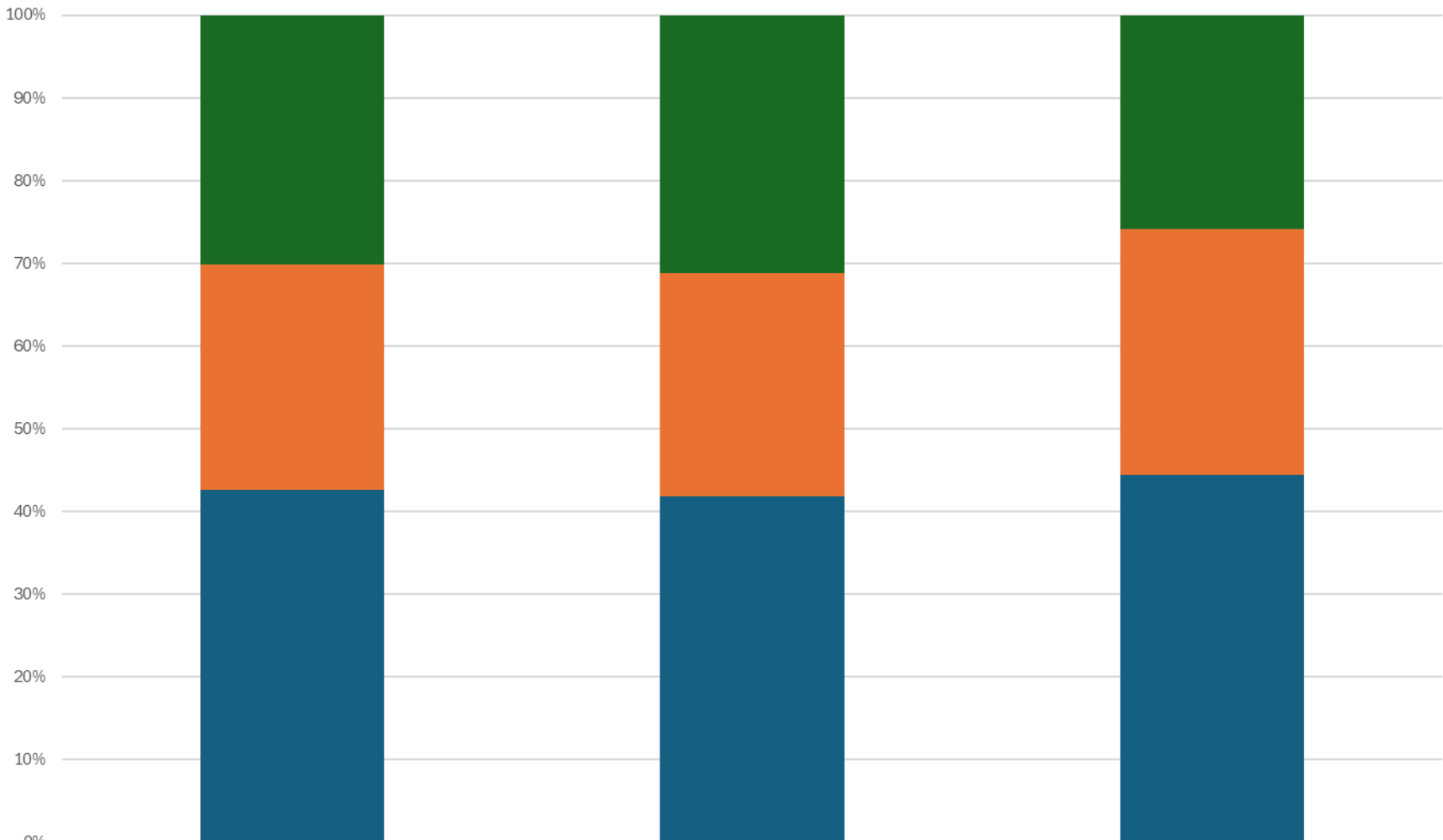


	Overall	30 years or under	31 to 40	41 to 50	51 to 60	Over 60 years old
Prefer not to say	1%	0%	4%	2%	0%	0%
Never witnessed	40%	46%	48%	31%	44%	25%
Witnessed	43%	38%	41%	53%	35%	63%
Happened to my personally	25%	15%	19%	24%	31%	13%

Personal viewpoint not taken seriously

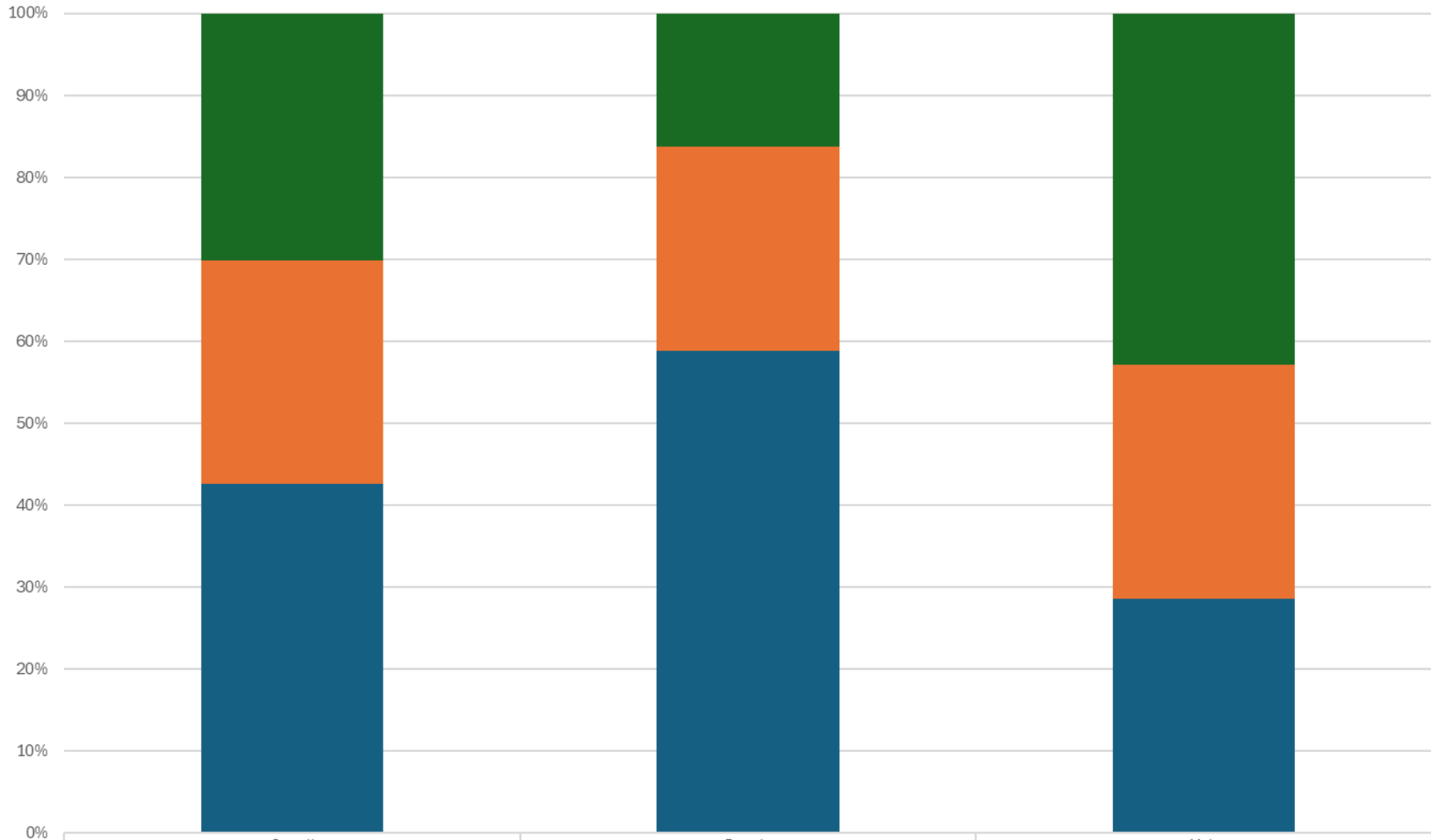


Personal viewpoint not taken seriously



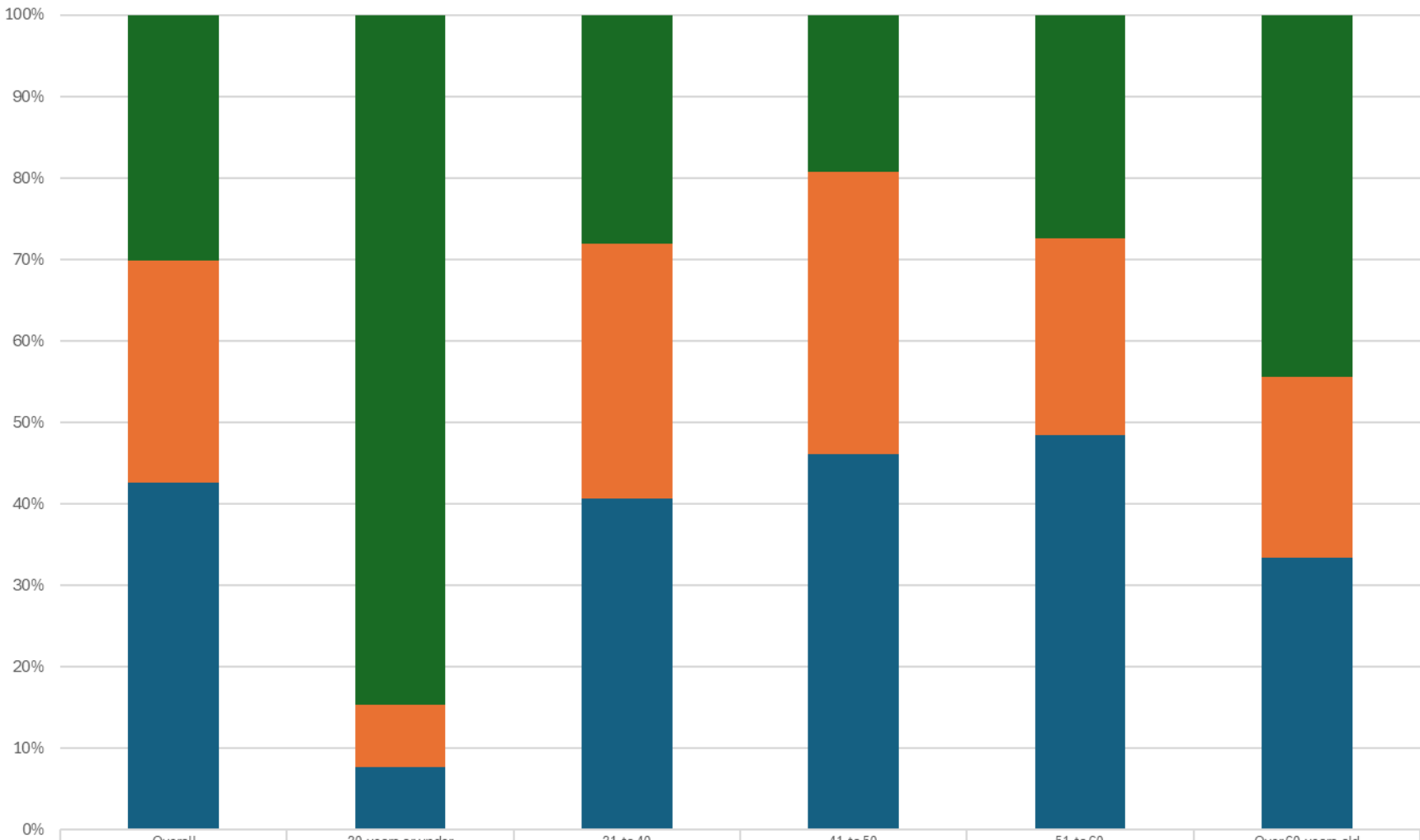
	Overall	Regulatory	Corporate
■ Prefer not to say	0%	0%	0%
■ Never witnessed	34%	34%	32%
■ Witnessed	30%	29%	36%
■ Happened to my personally	47%	46%	55%

Personal viewpoint not taken seriously



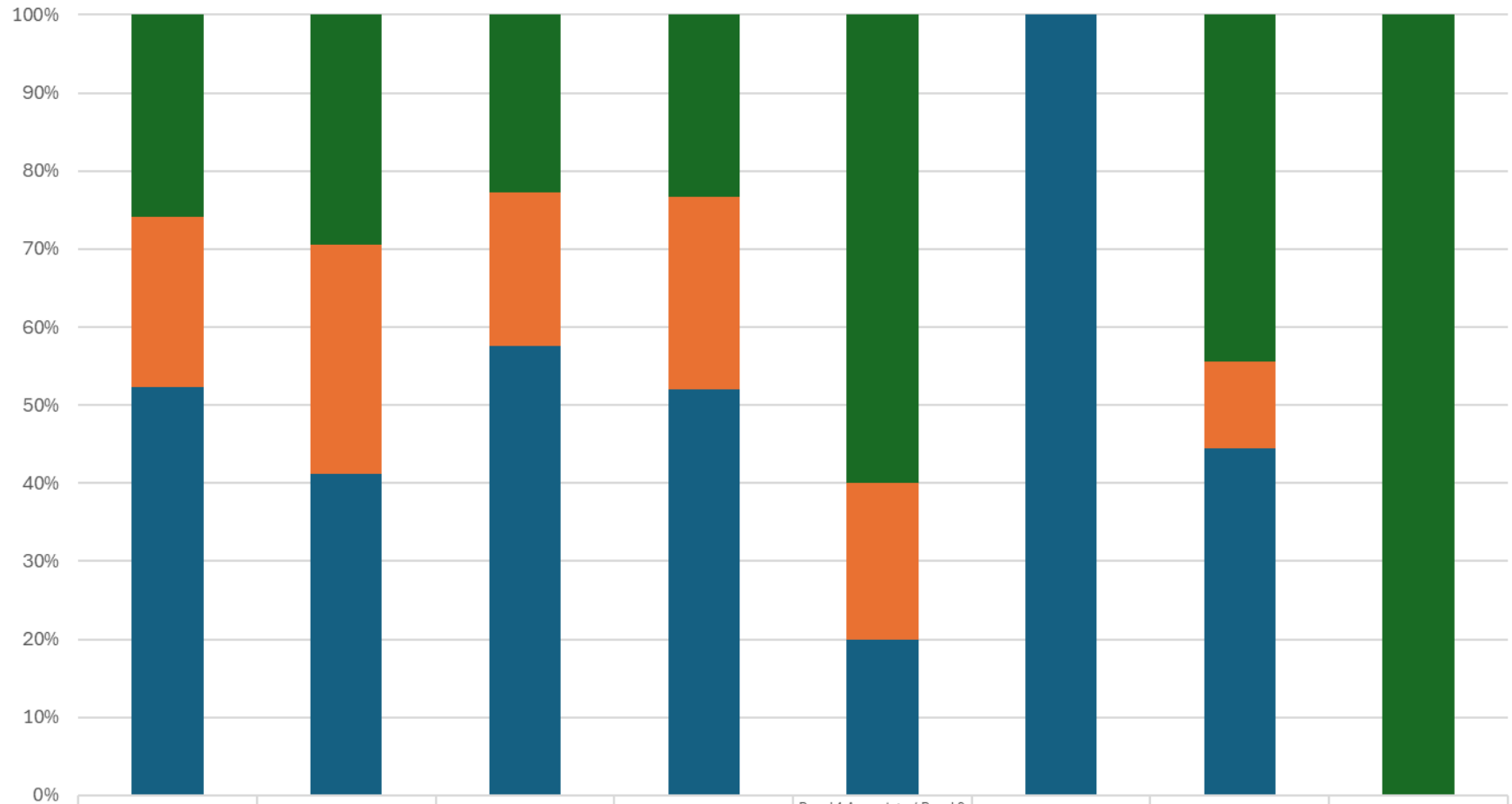
■ Prefer not to say	Overall	Female	Male
■ Never witnessed	0%	0%	0%
■ Witnessed	34%	19%	46%
■ Happened to my personally	30%	29%	30%
	47%	68%	30%

Personal viewpoint not taken seriously



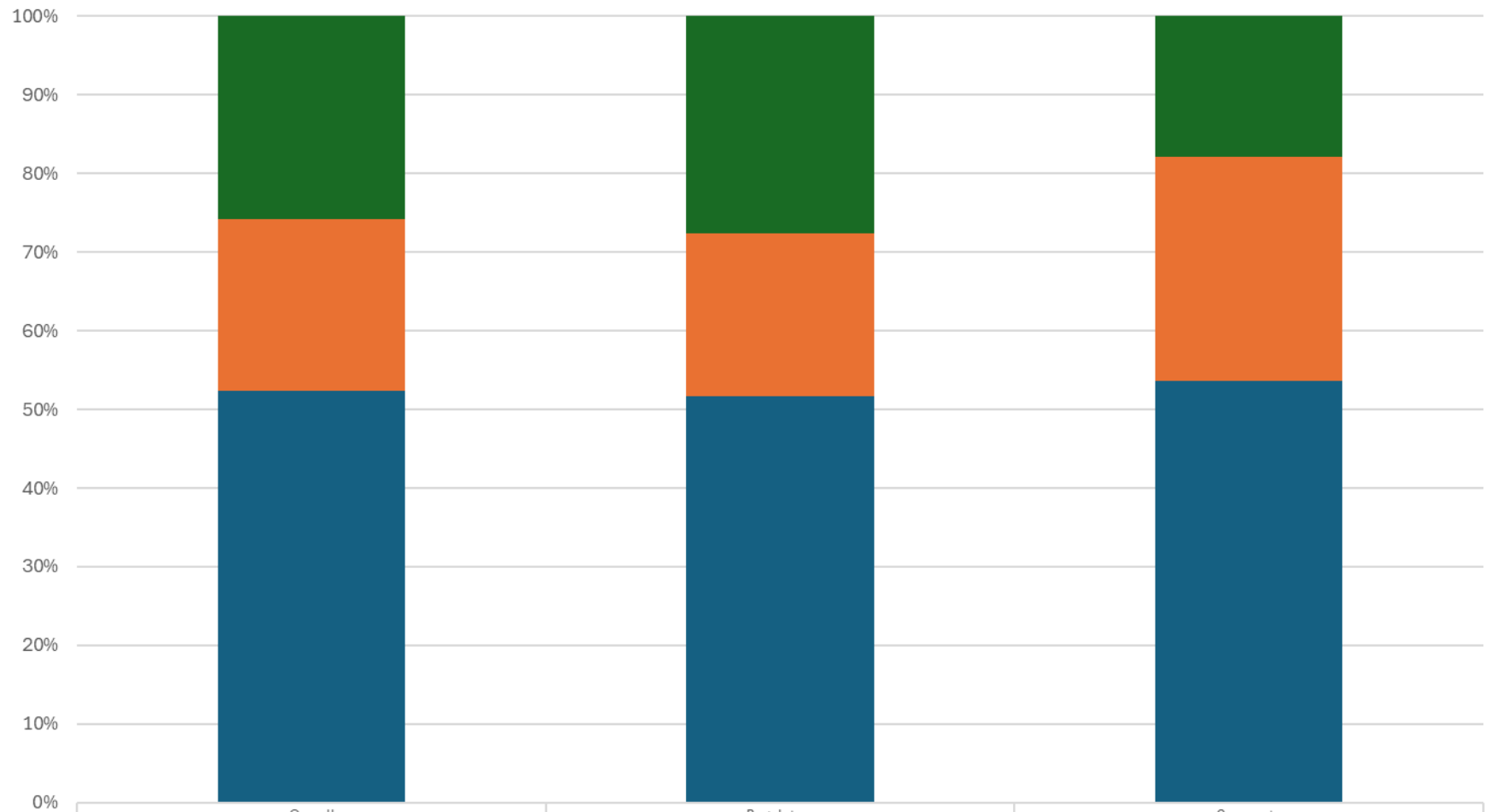
■ Prefer not to say	0%	0%	0%	0%	0%	0%
■ Never witnessed	34%	85%	33%	22%	30%	44%
■ Witnessed	30%	8%	37%	40%	26%	22%
■ Happened to my personally	47%	8%	48%	53%	53%	33%

Feeling undermined because of assumptions made about your capabilities or level of experience



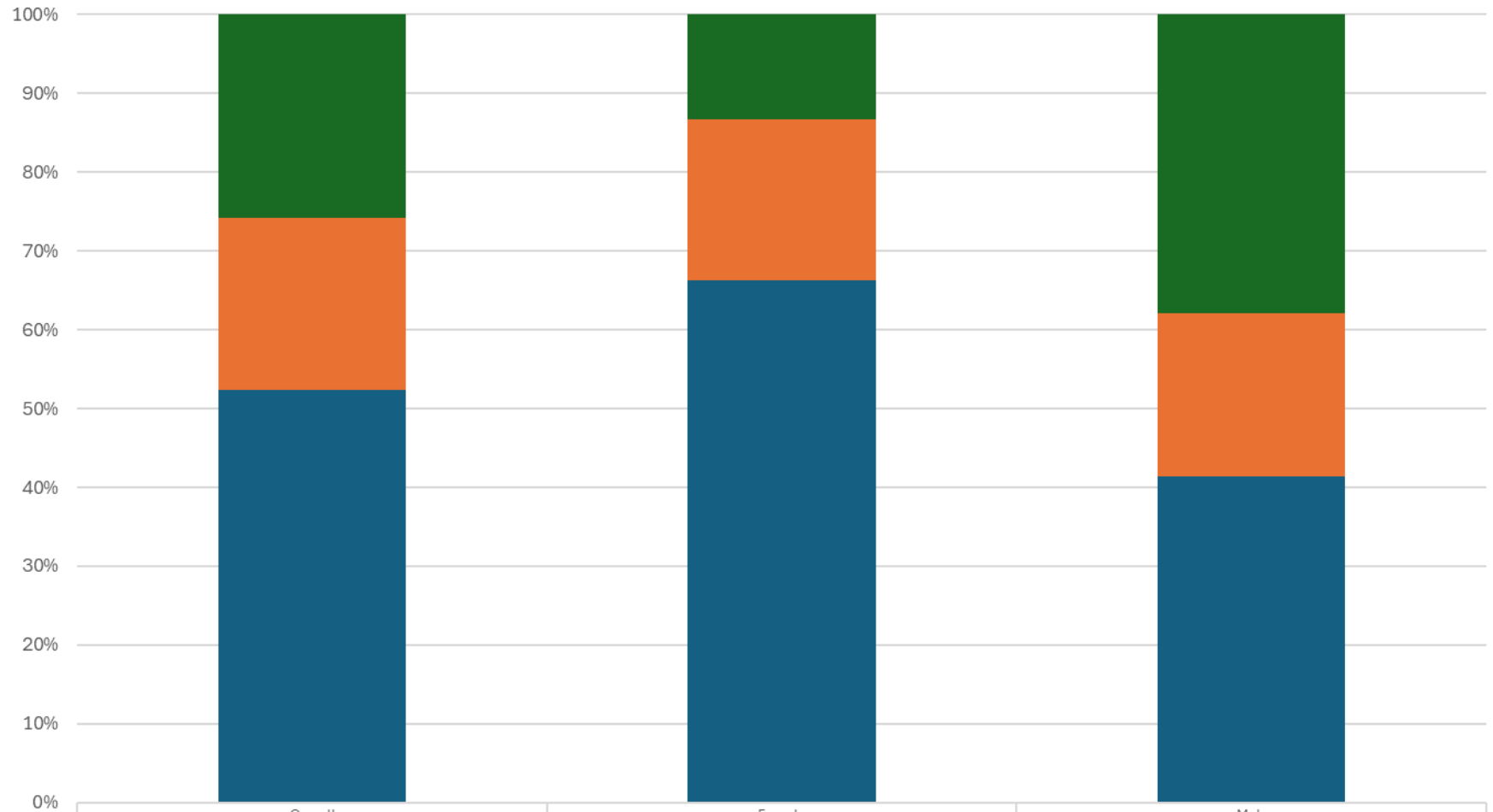
■ Prefer not to say	0%	0%	0%	0%	0%	0%	0%	0%
■ Never witnessed	29%	31%	25%	29%	60%	0%	44%	100%
■ Witnessed	25%	31%	22%	31%	20%	0%	11%	0%
■ Happened to my personally	59%	44%	63%	64%	20%	100%	44%	0%

Feeling undermined because of assumptions made about your capabilities or level of experience



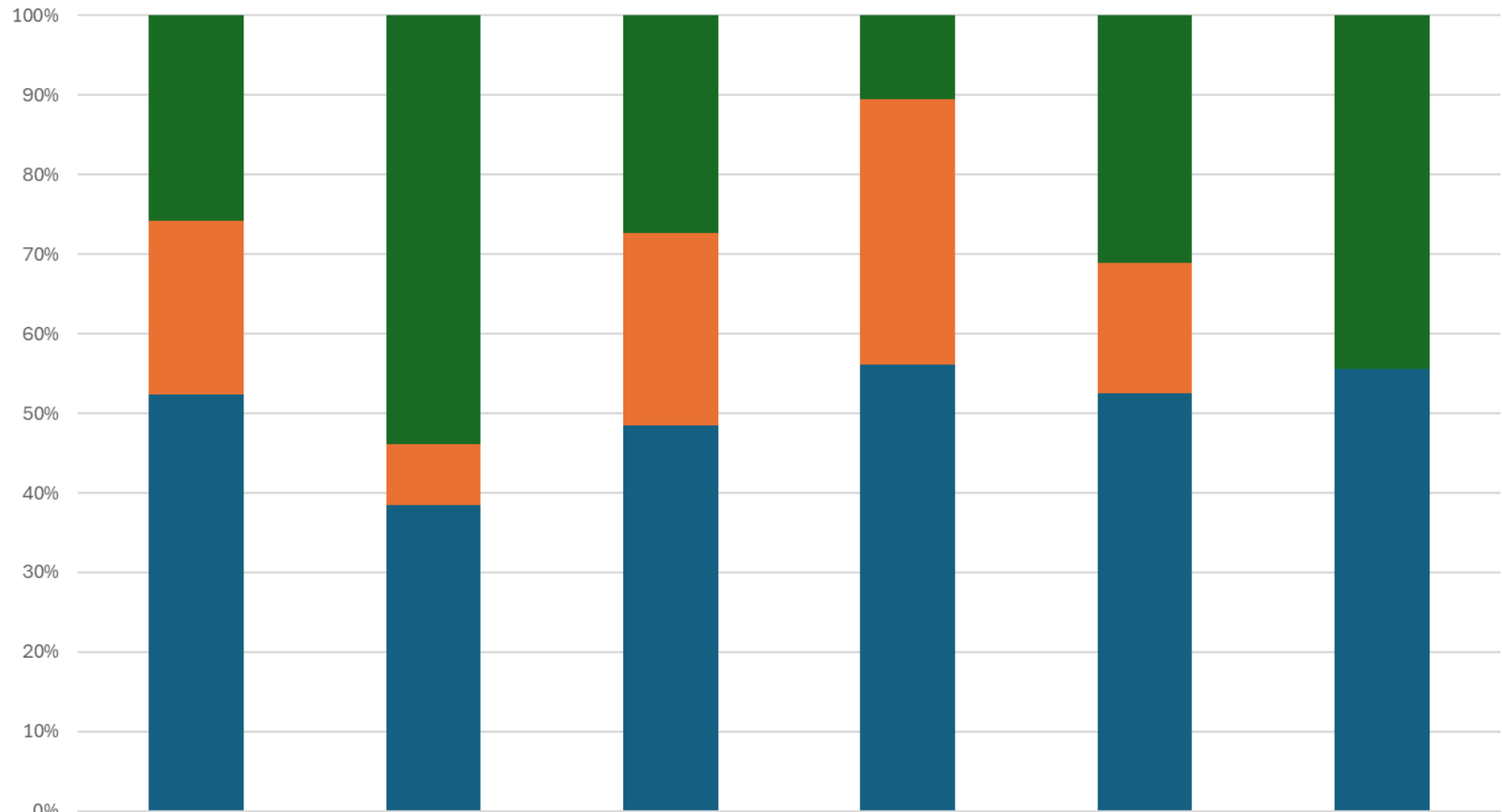
	Overall	Regulatory	Corporate
■ Prefer not to say	0%	0%	0%
■ Never witnessed	29%	31%	22%
■ Witnessed	25%	23%	35%
■ Happened to my personally	59%	58%	65%

Feeling undermined because of assumptions made about your capabilities or level of experience



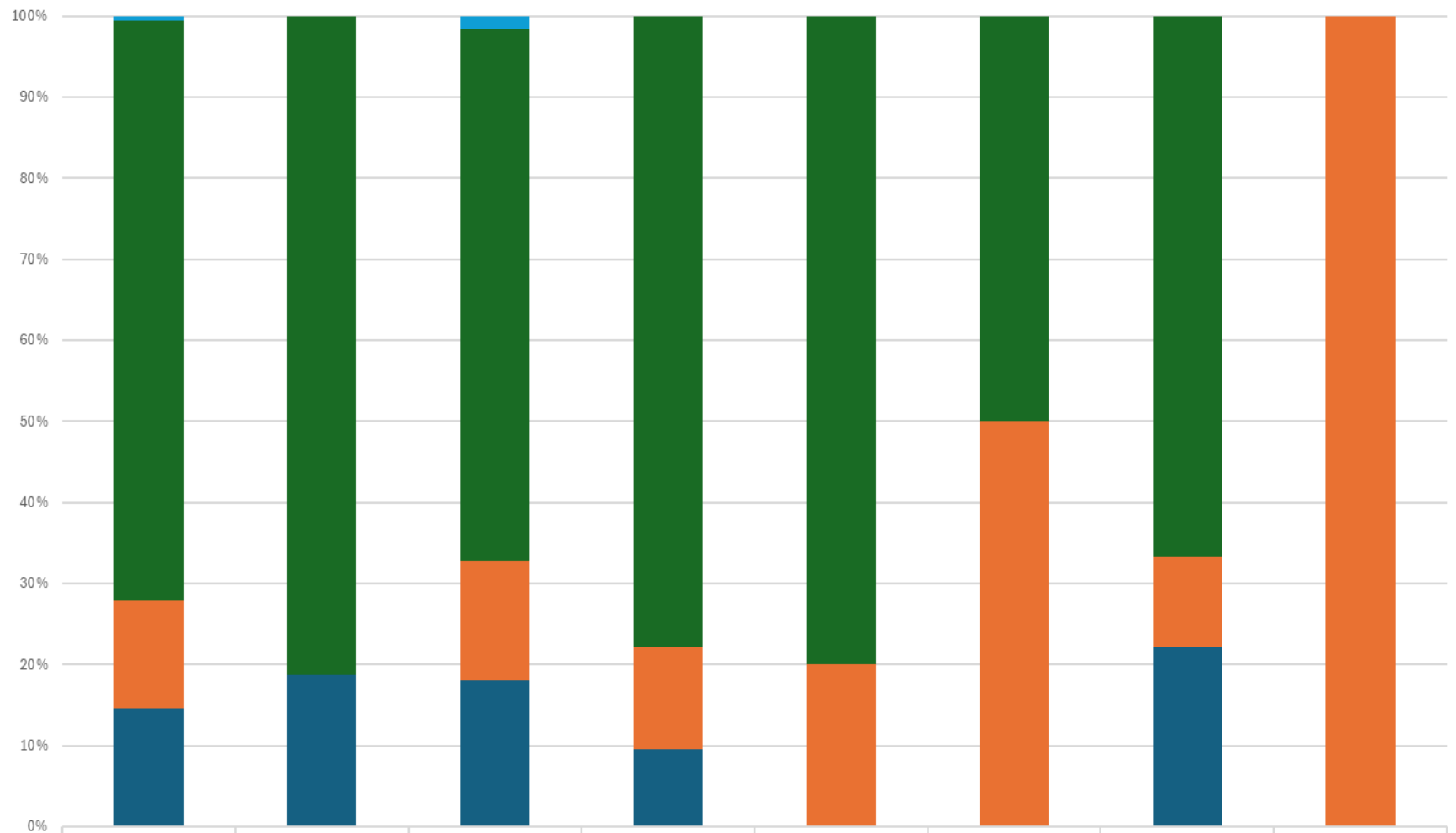
	Overall	Female	Male
■ Prefer not to say	0%	0%	0%
■ Never witnessed	29%	16%	42%
■ Witnessed	25%	24%	23%
■ Happened to my personally	59%	79%	46%

Feeling undermined because of assumptions made about your capabilities or level of experience



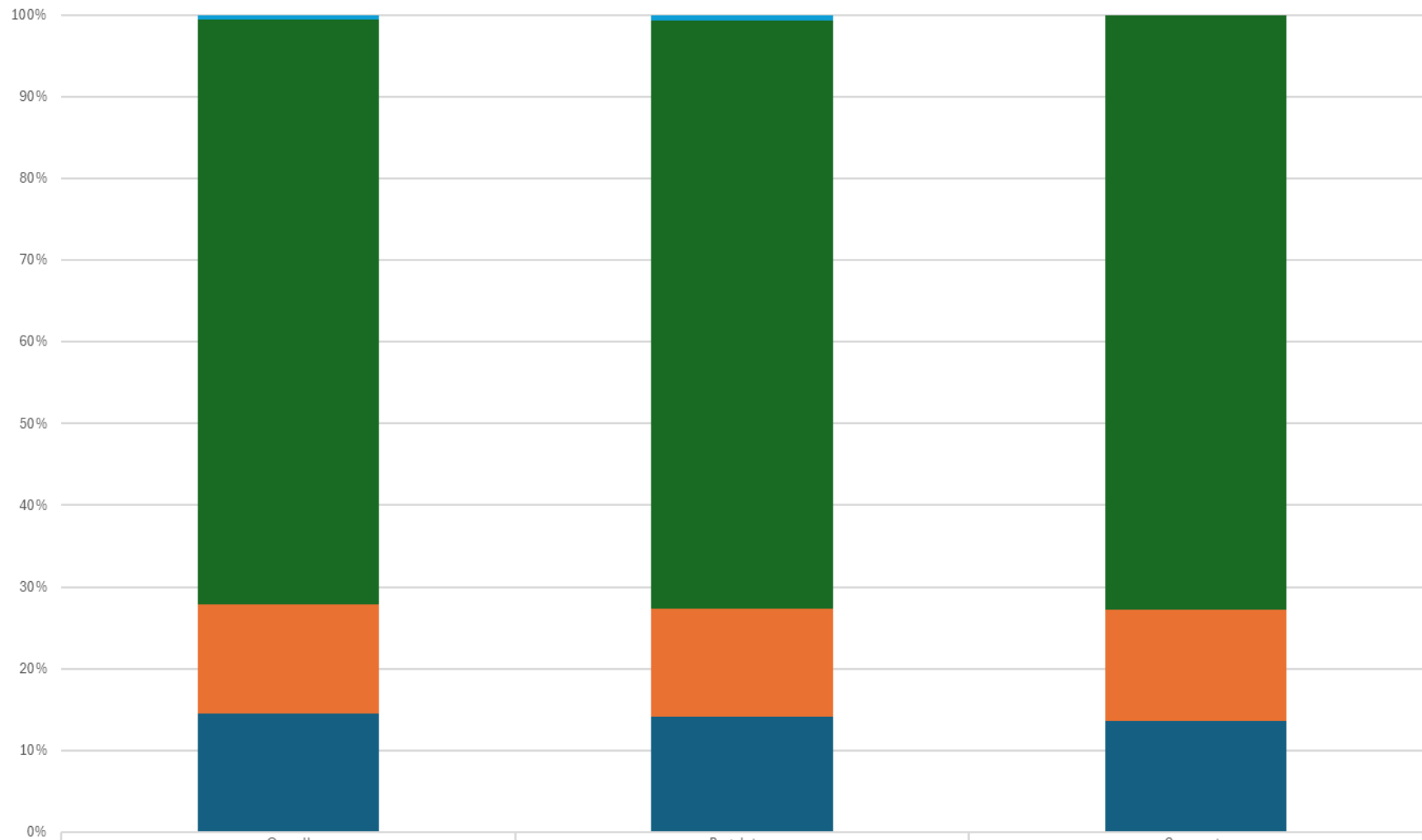
■ Prefer not to say
 ■ Never witnessed
 ■ Witnessed
 ■ Happened to my personally

Unwanted comments about your body and/or appearance



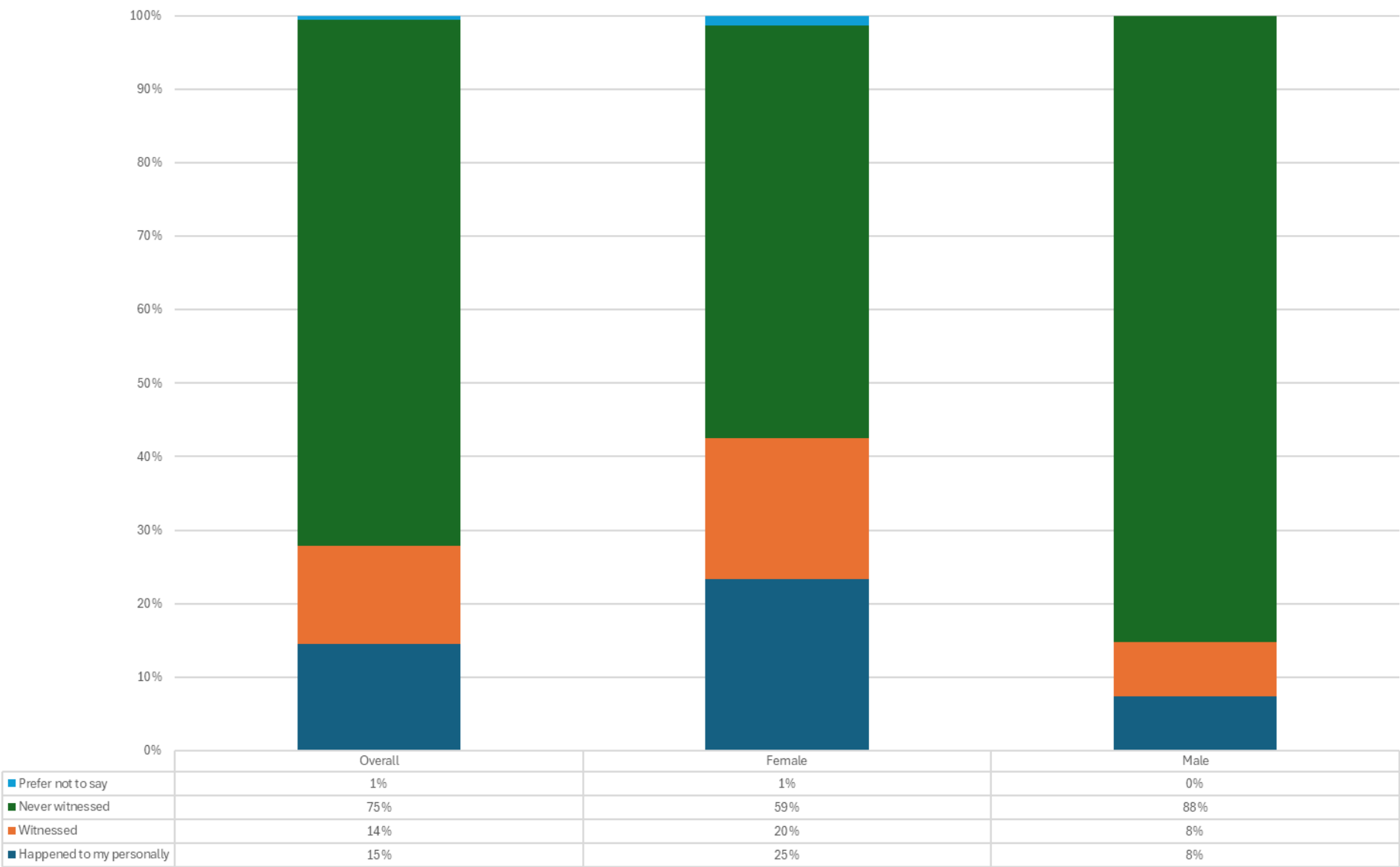
Prefer not to say	1%	0%	2%	0%	0%	0%	0%	0%
Never witnessed	75%	81%	69%	83%	80%	50%	67%	0%
Witnessed	14%	0%	16%	14%	20%	50%	11%	100%
Happened to my personally	15%	19%	19%	10%	0%	0%	22%	0%

Unwanted comments about your body and/or appearance

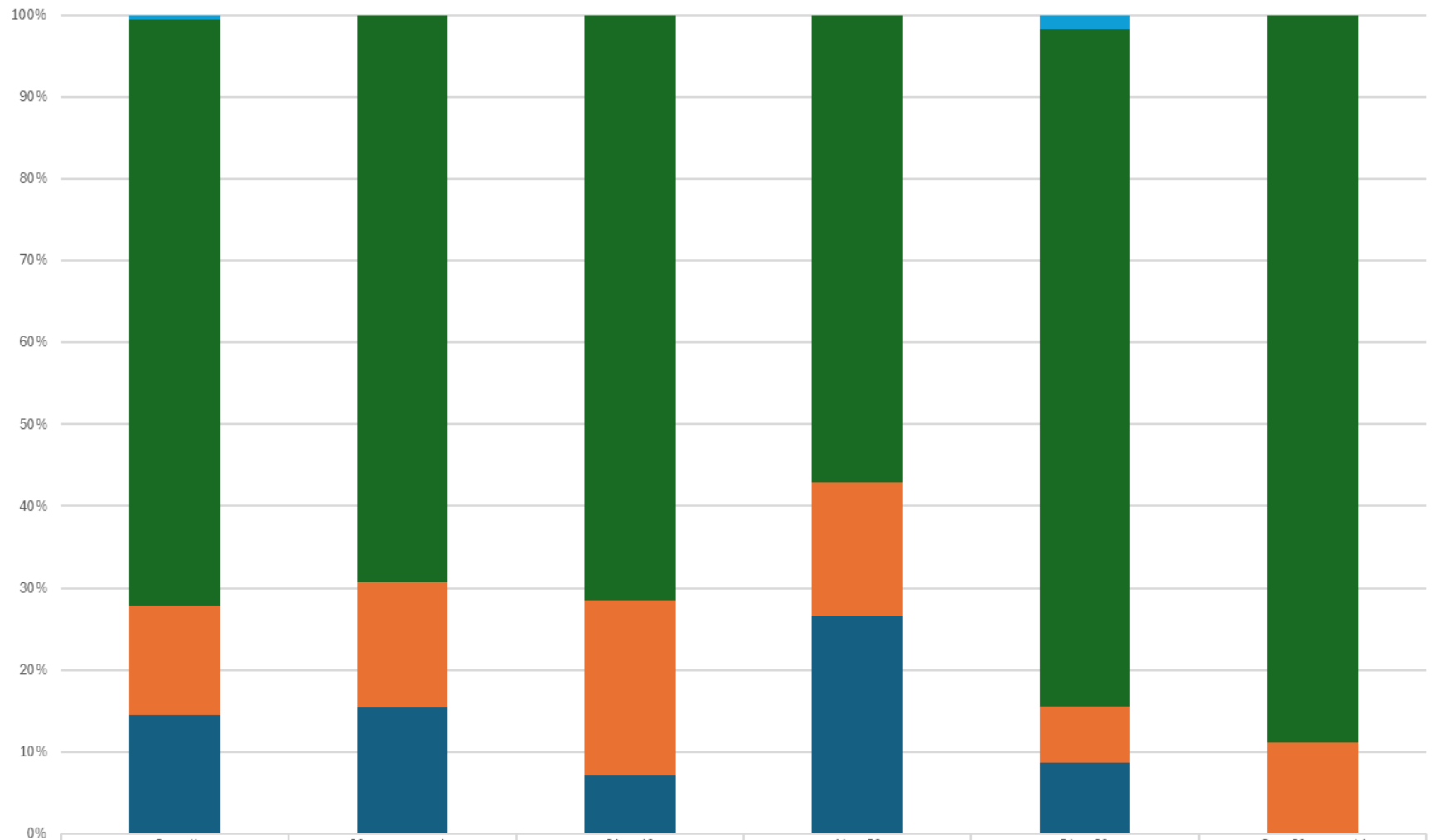


	Overall	Regulatory	Corporate
■ Prefer not to say	1%	1%	0%
■ Never witnessed	75%	76%	73%
■ Witnessed	14%	14%	14%
■ Happened to my personally	15%	15%	14%

Unwanted comments about your body and/or appearance

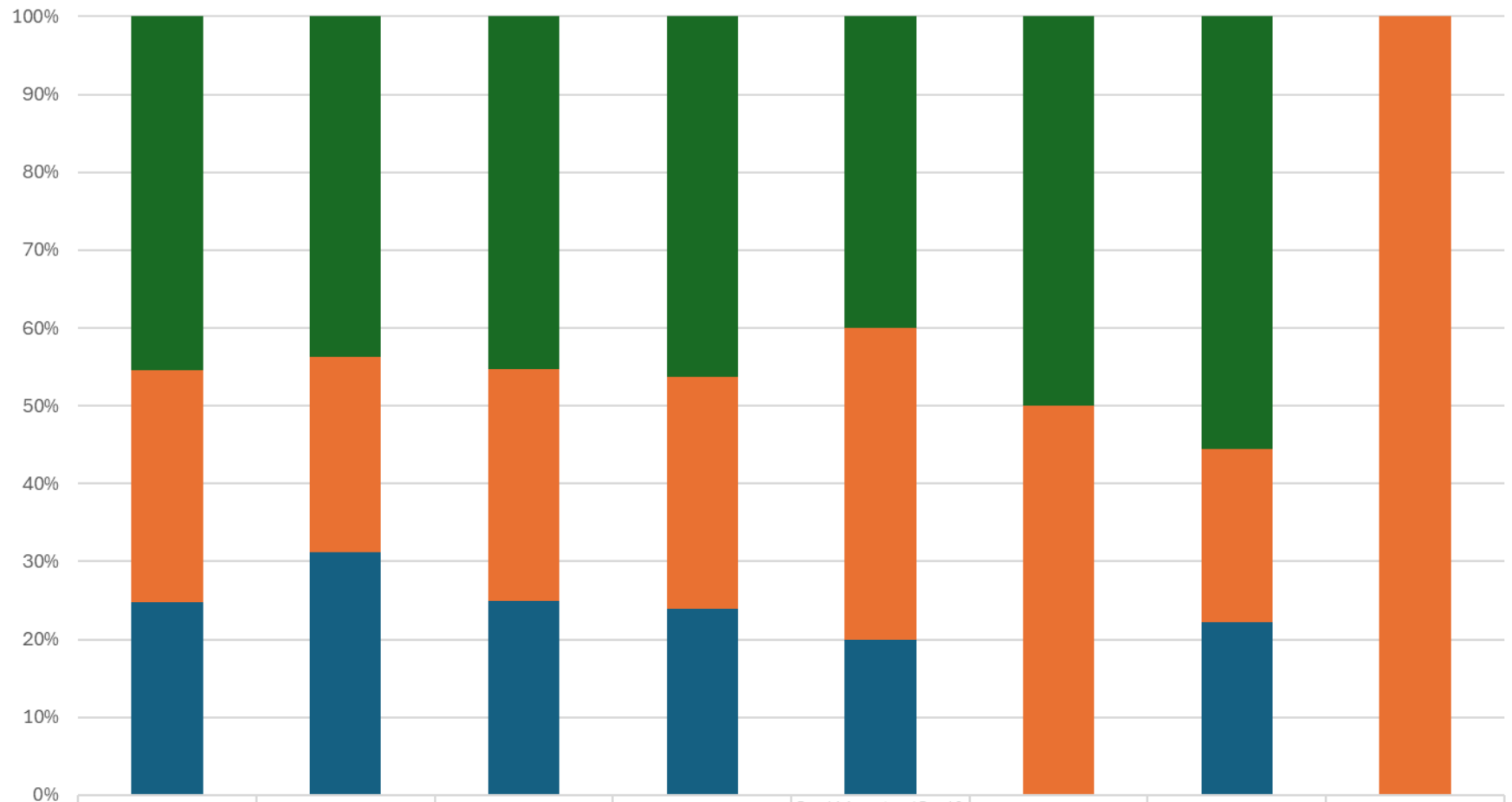


Unwanted comments about your body and/or appearance



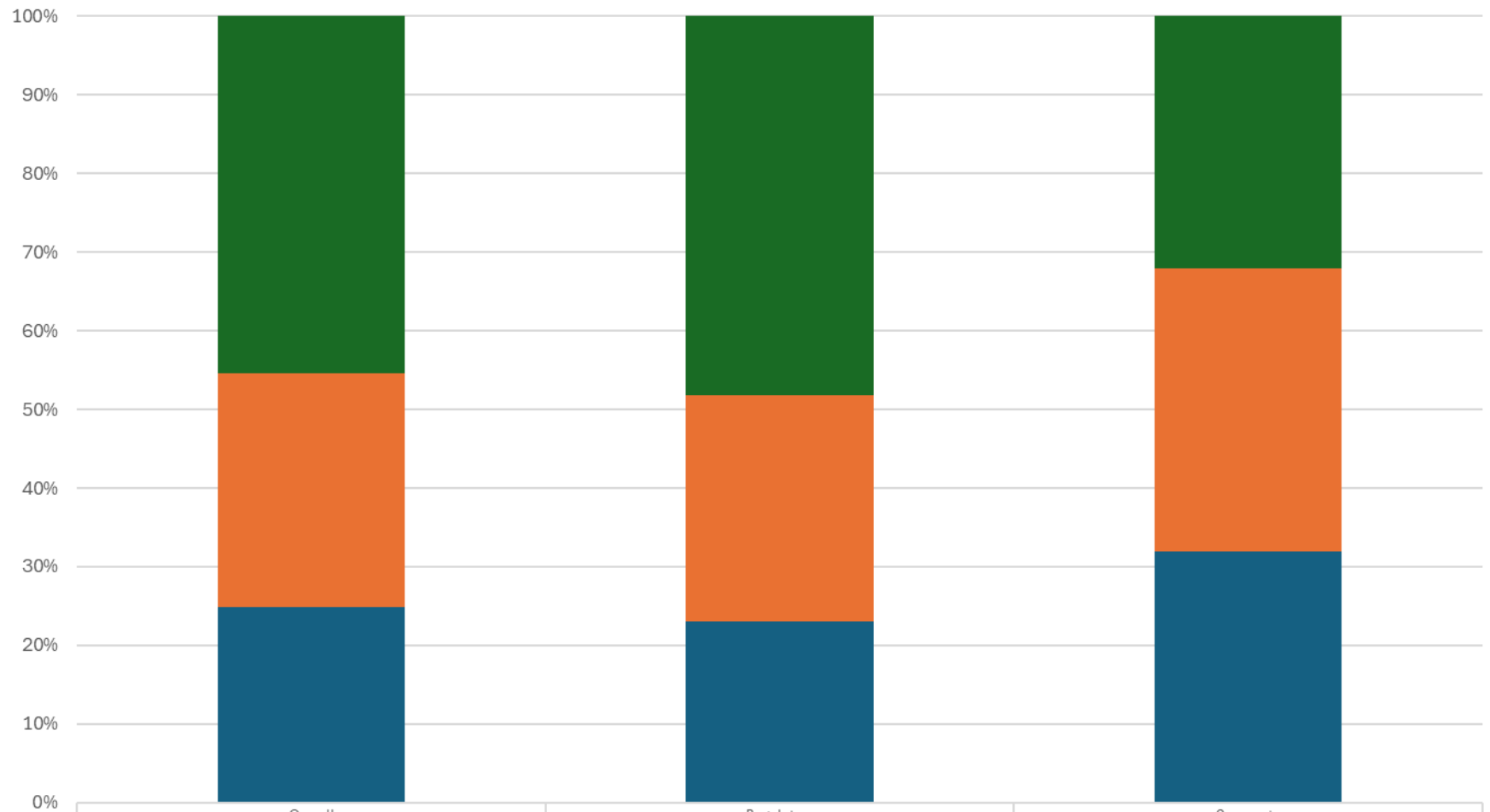
Prefer not to say	1%	0%	0%	0%	2%	0%
Never witnessed	75%	69%	74%	62%	86%	89%
Witnessed	14%	15%	22%	18%	7%	11%
Happened to my personally	15%	15%	7%	29%	9%	0%

Behaviours that would be considered toxic and inappropriate in public life



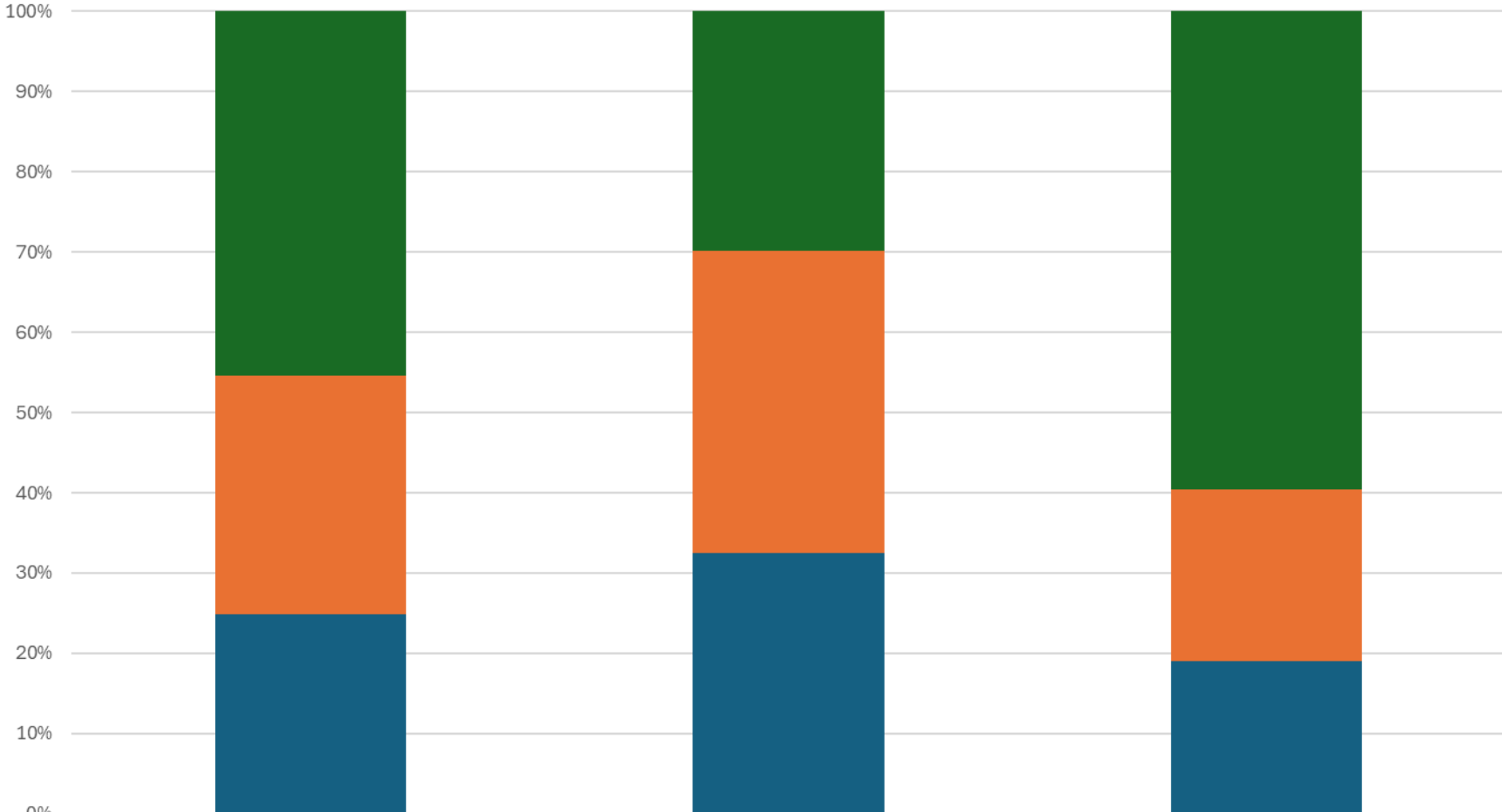
■ Prefer not to say	0%	0%	0%	0%	0%	0%	0%	0%
■ Never witnessed	49%	47%	49%	51%	40%	50%	56%	0%
■ Witnessed	32%	27%	32%	33%	40%	50%	22%	100%
■ Happened to my personally	27%	33%	27%	26%	20%	0%	22%	0%

Behaviours that would be considered toxic and inappropriate in public life



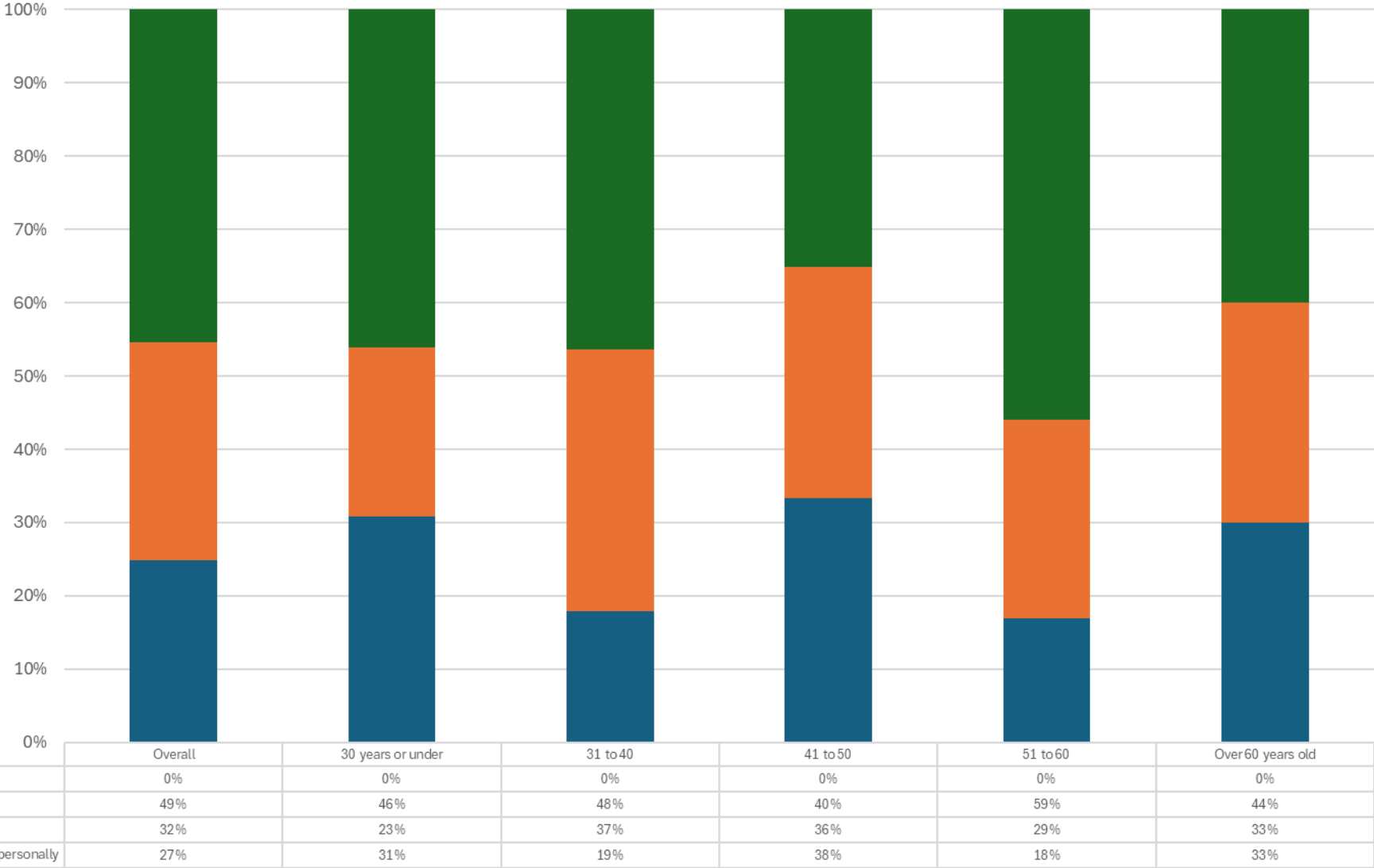
	Overall	Regulatory	Corporate
■ Prefer not to say	0%	0%	0%
■ Never witnessed	49%	52%	36%
■ Witnessed	32%	31%	41%
■ Happened to my personally	27%	25%	36%

Behaviours that would be considered toxic and inappropriate in public life



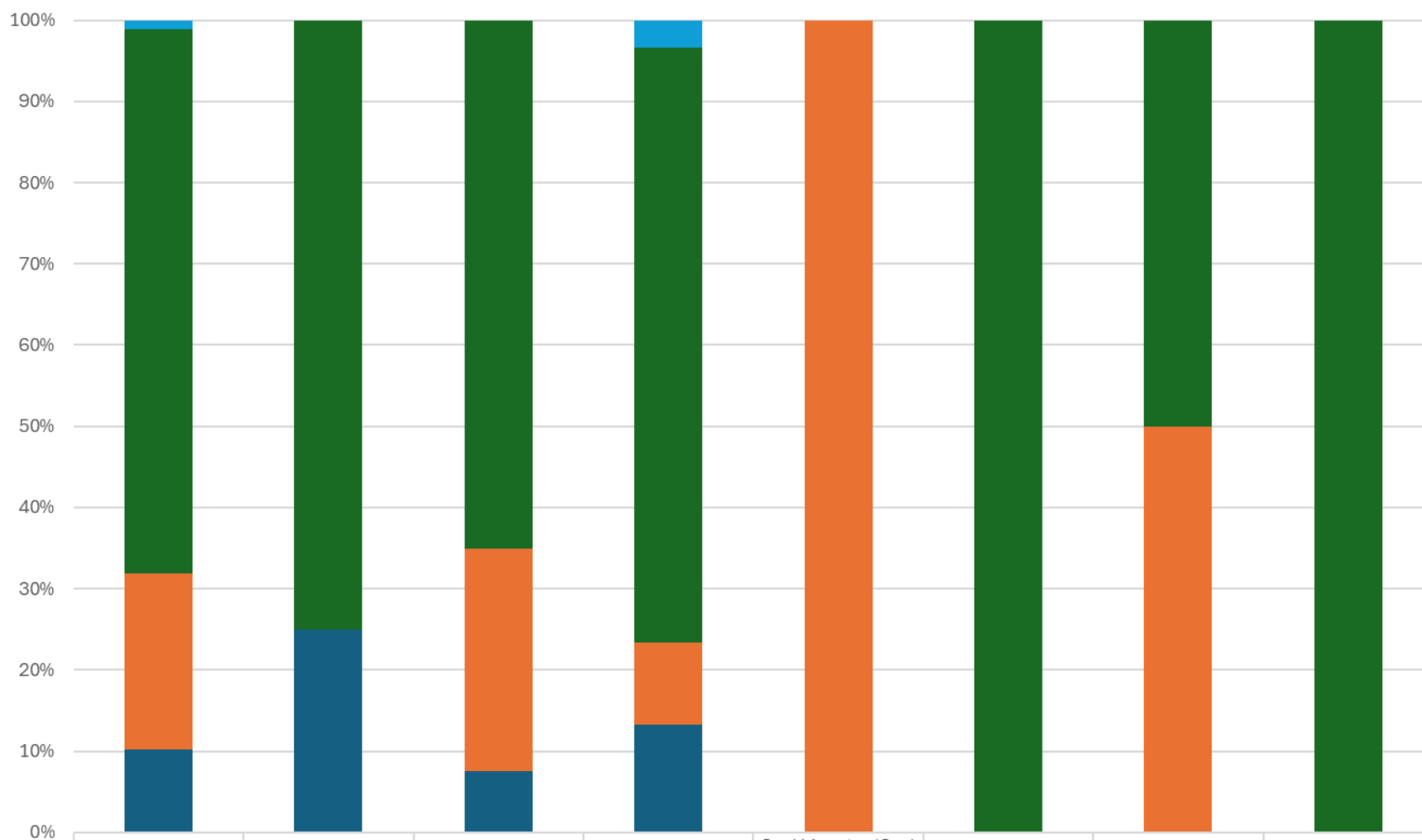
	Overall	Female	Male
Prefer not to say	0%	0%	0%
Never witnessed	49%	33%	63%
Witnessed	32%	42%	23%
Happened to my personally	27%	36%	20%

Behaviours that would be considered toxic and inappropriate in public life



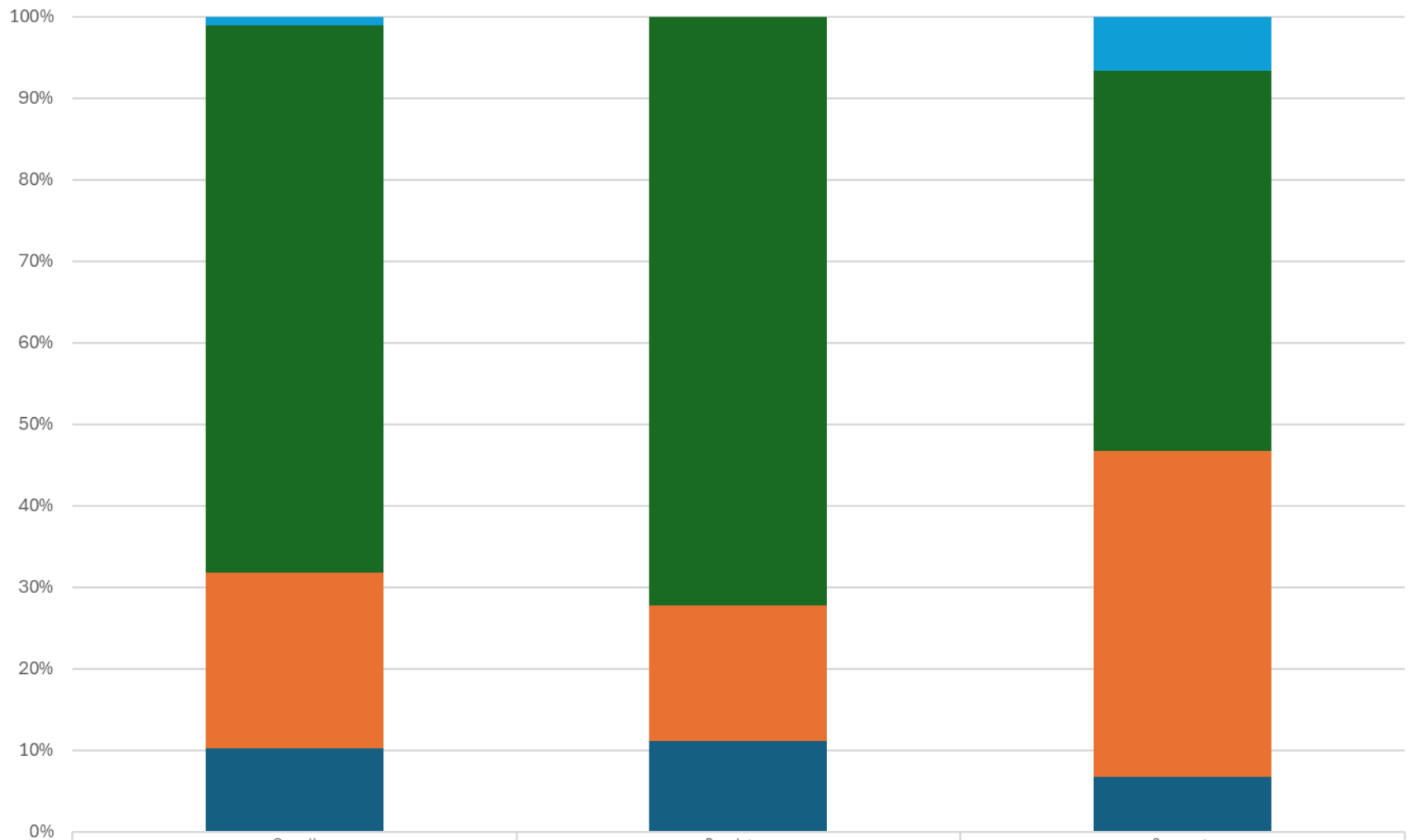
**How often have you
experienced or
witnessed the
following at work:**

Unprofessional conversations with other colleagues about work



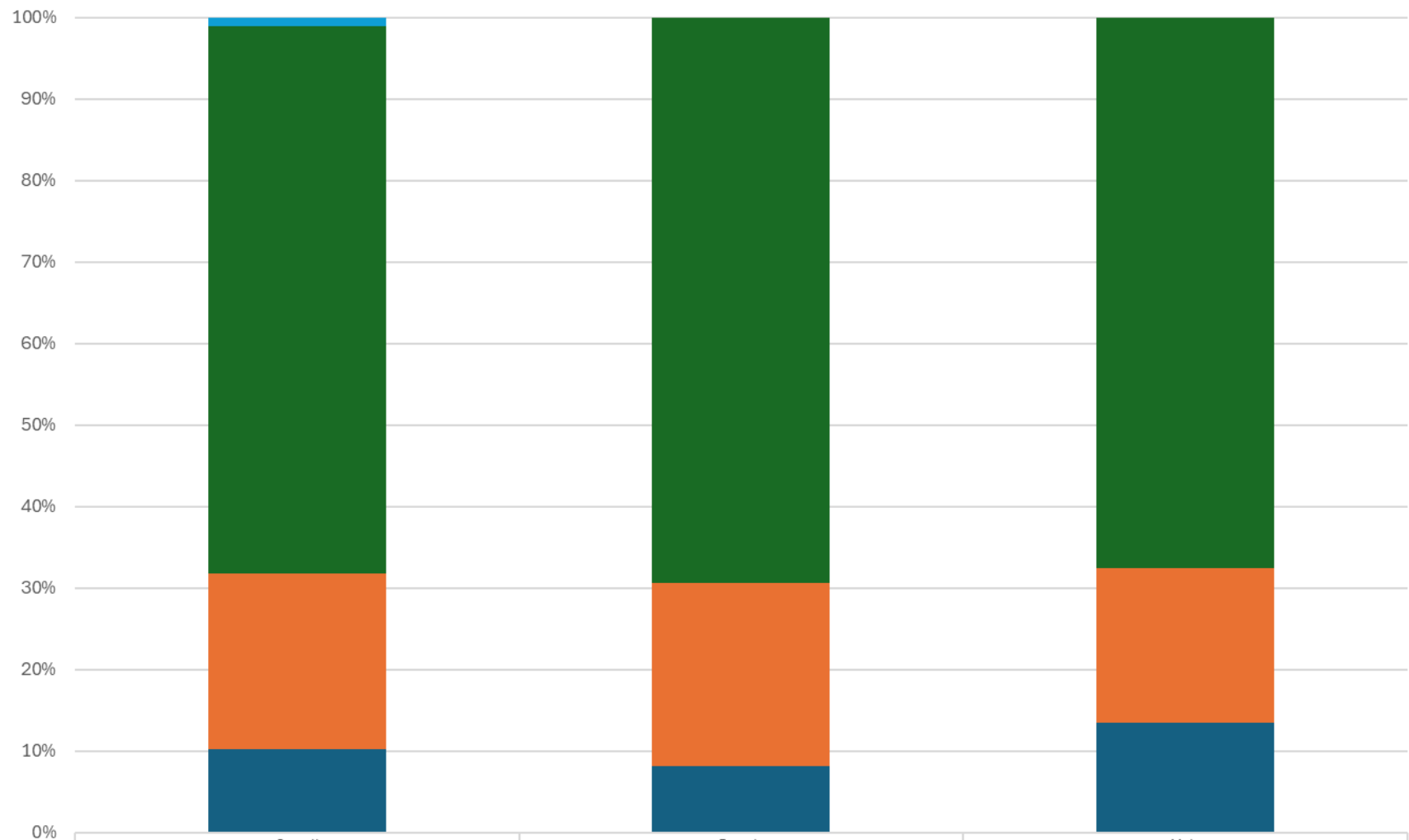
Prefer not to say	1%	0%	0%	3%	0%	0%	0%	0%
Occasionally, a few times a year	68%	75%	67%	73%	0%	100%	50%	100%
Regularly, a few times a month	22%	0%	28%	10%	100%	0%	50%	0%
Often, more than once a week	10%	25%	8%	13%	0%	0%	0%	0%

Unprofessional conversations with other colleagues about work

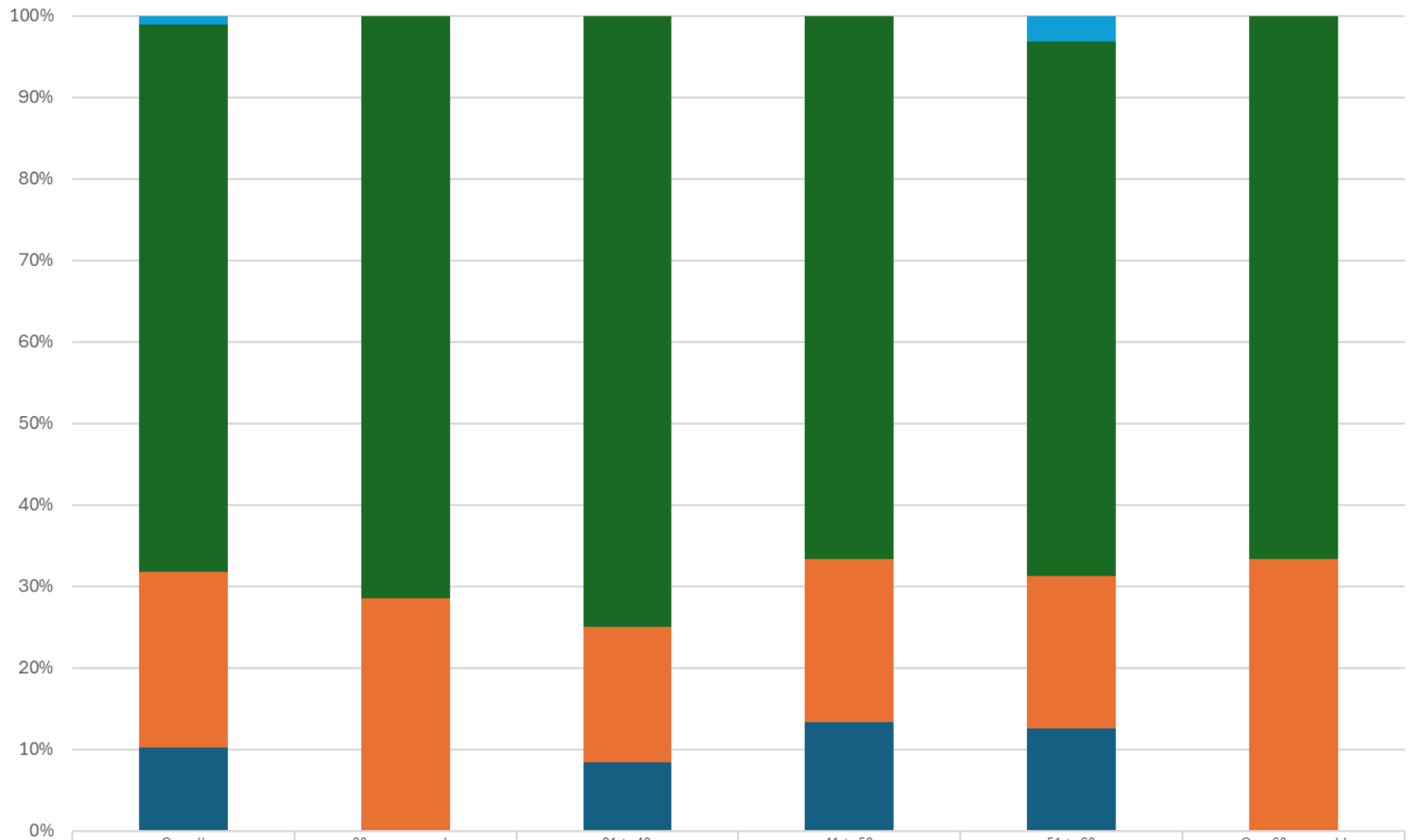


■ Prefer not to say	Overall	1%	Regulatory	0%	Corporate	7%
■ Occasionally, a few times a year		68%		73%		47%
■ Regularly, a few times a month		22%		17%		40%
■ Often, more than once a week		10%		11%		7%

Unprofessional conversations with other colleagues about work

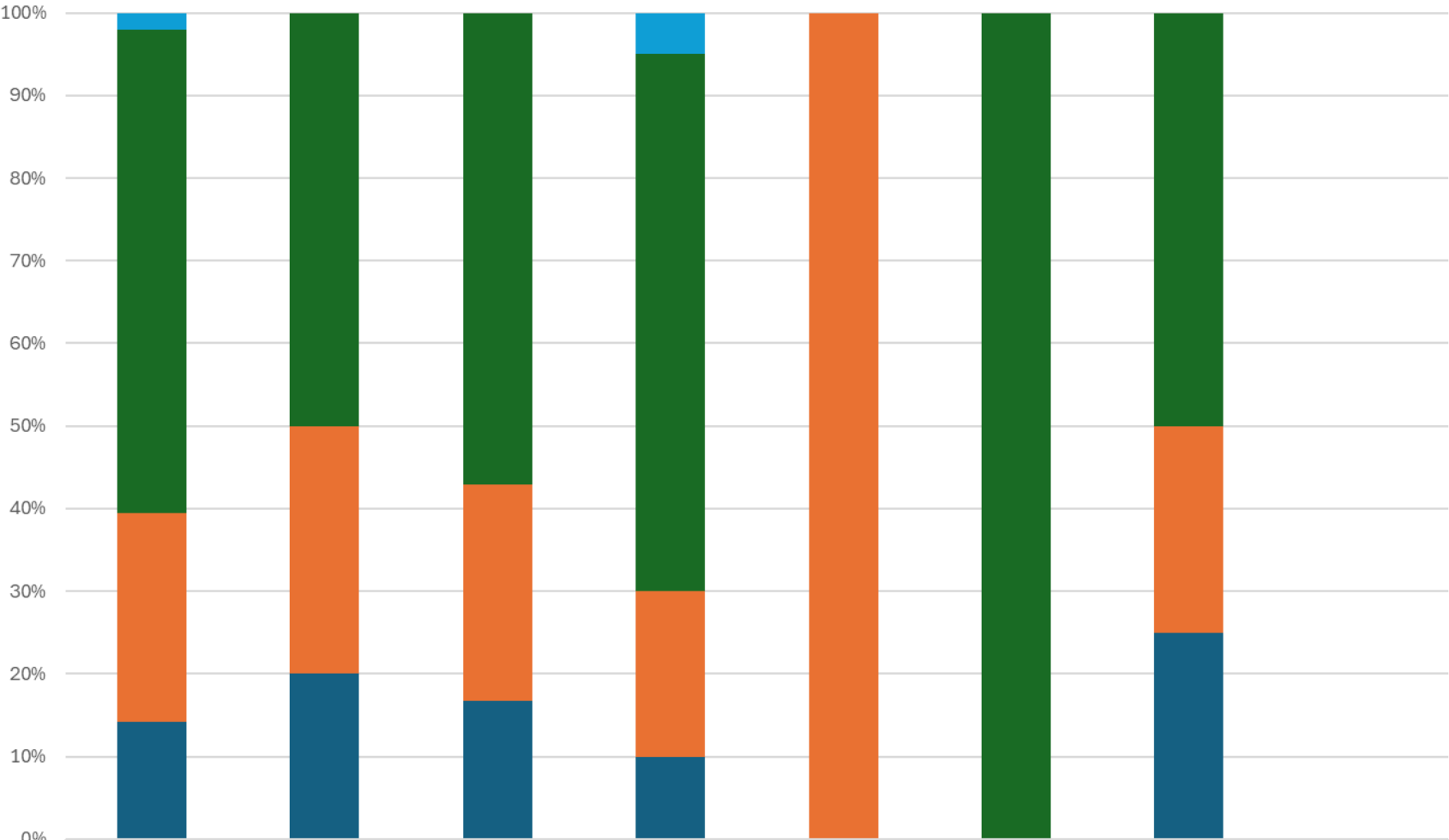


Unprofessional conversations with other colleagues about work



	Overall	30 years or under	31 to 40	41 to 50	51 to 60	Over 60 years old
■ Prefer not to say	1%	0%	0%	0%	3%	0%
■ Occasionally, a few times a year	68%	71%	75%	67%	68%	67%
■ Regularly, a few times a month	22%	29%	17%	20%	19%	33%
■ Often, more than once a week	10%	0%	8%	13%	13%	0%

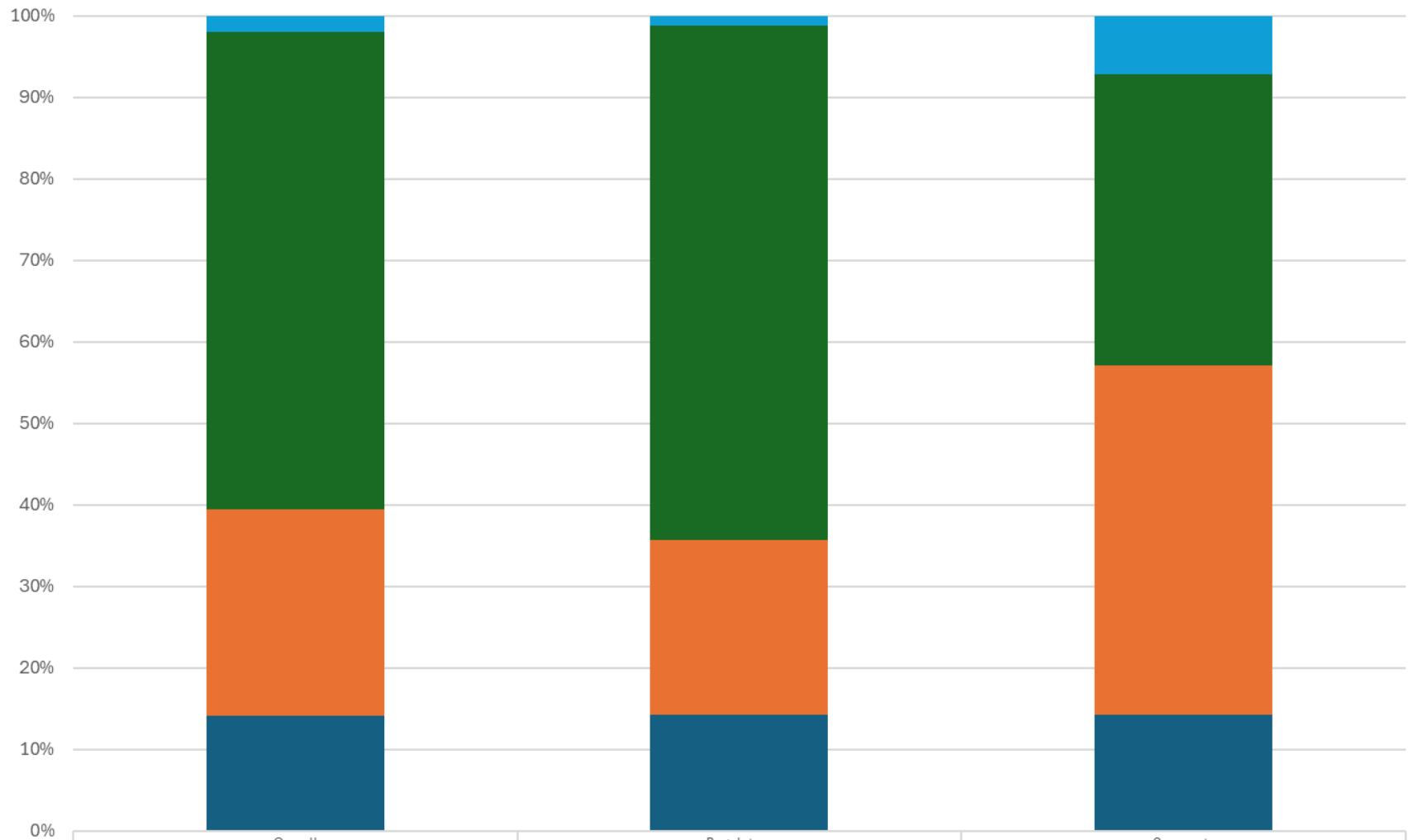
Personal viewpoint not taken seriously



<div></div> Prefer not to say	2%
<div></div> Occasionally, a few times a year	59%
<div></div> Regularly, a few times a month	25%
<div></div> Often, more than once a week	14%

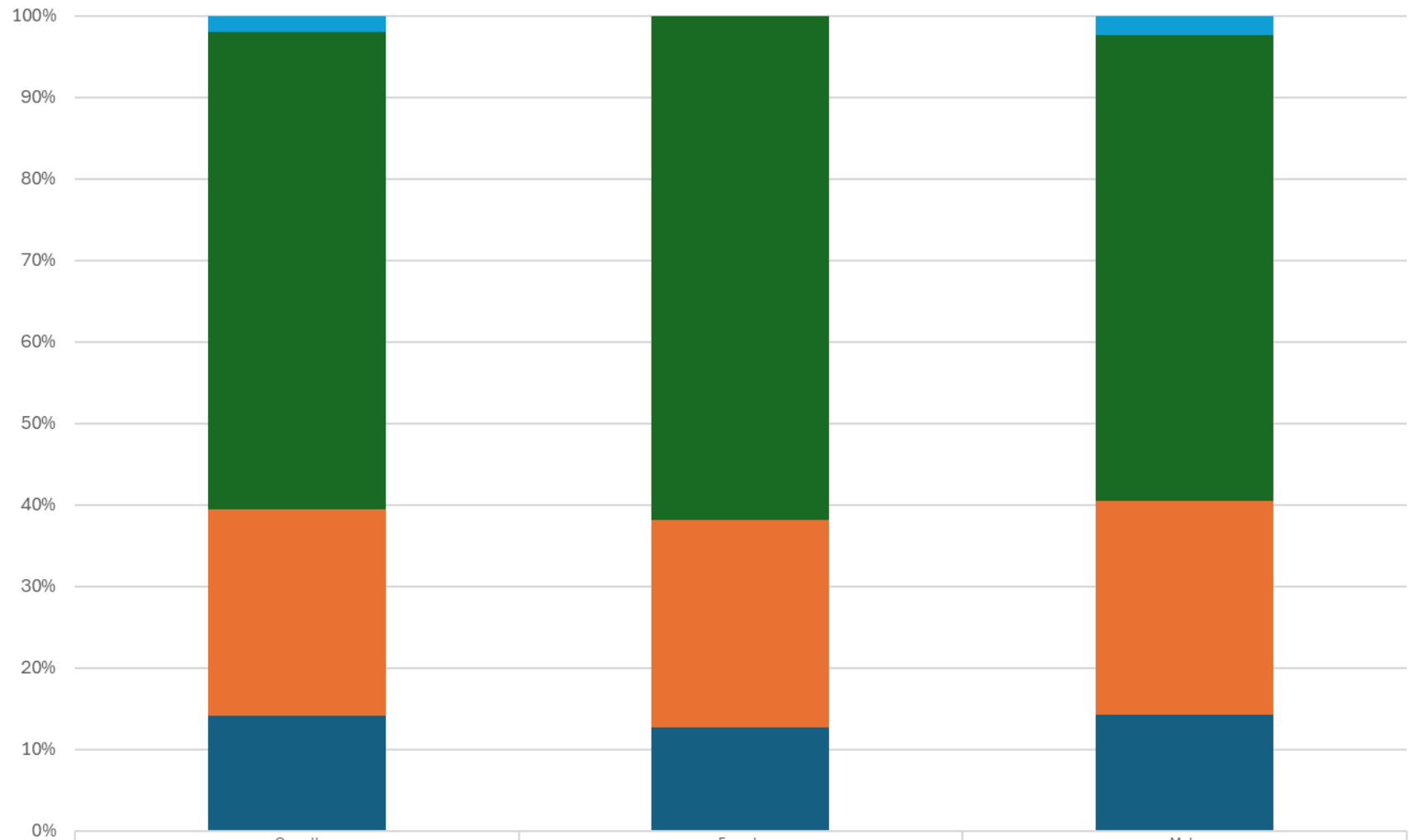
Overall	Band 1 or above	Band 2	Band 3	Band 4 Associate / Band 3 Equivalent	Band 4	Band 5	Band 6
2%	0%	0%	5%	0%	0%	0%	0%
59%	50%	57%	65%	0%	100%	50%	0%
25%	30%	26%	20%	100%	0%	25%	0%
14%	20%	17%	10%	0%	0%	25%	0%

Personal viewpoint not taken seriously



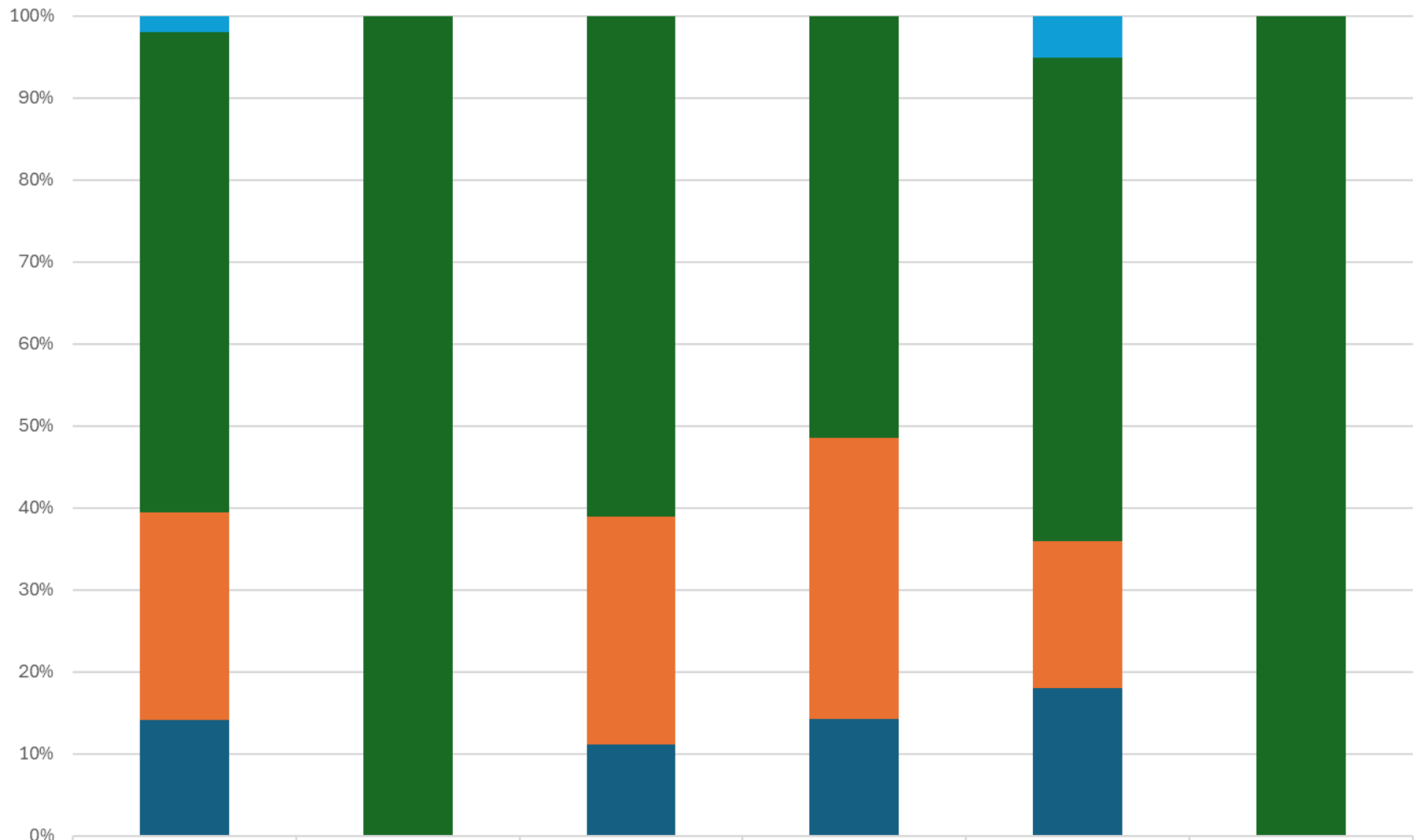
- Prefer not to say
- Occasionally, a few times a year
- Regularly, a few times a month
- Often, more than once a week

Personal viewpoint not taken seriously



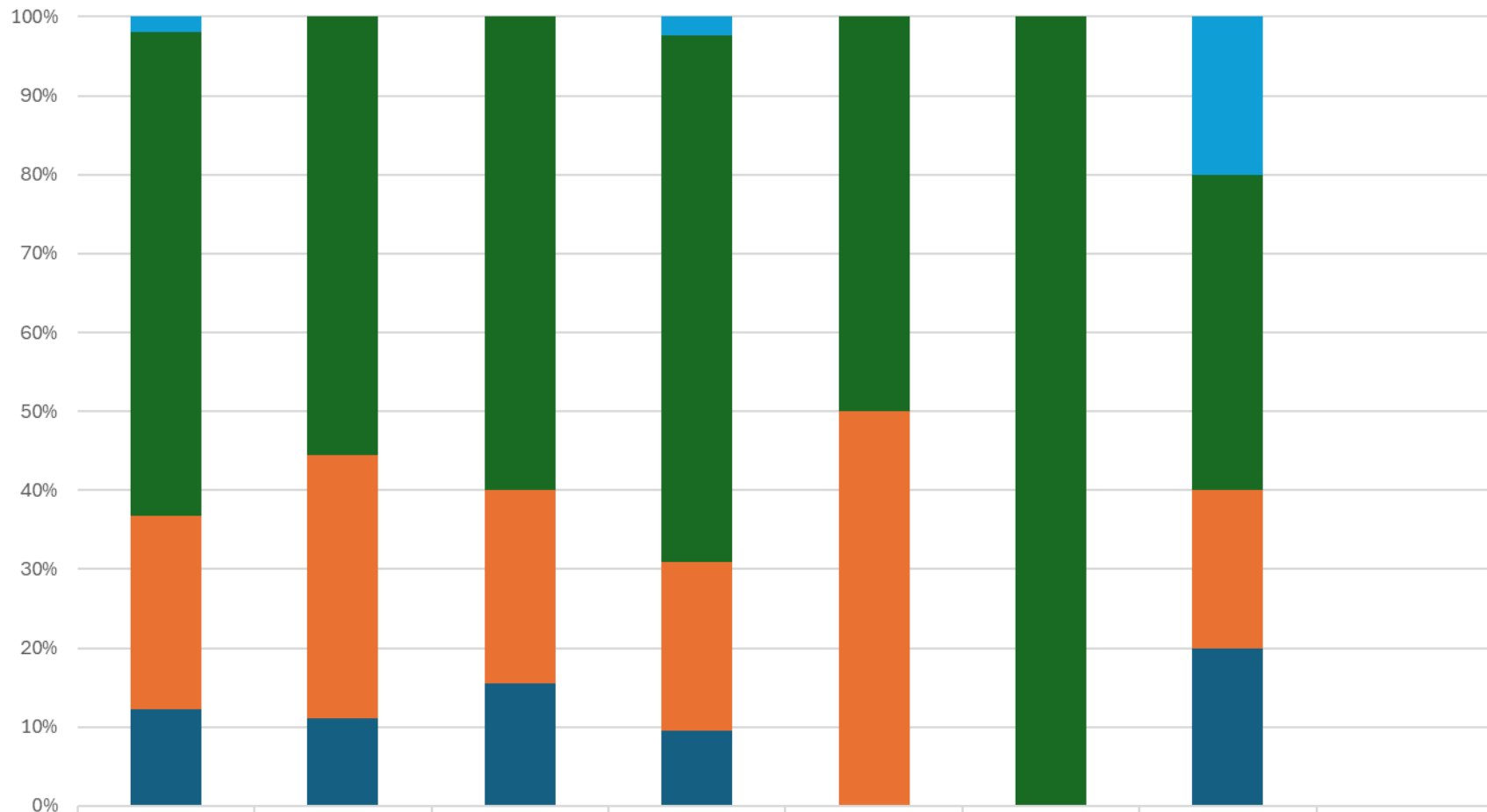
■ Prefer not to say
■ Occasionally, a few times a year
■ Regularly, a few times a month
■ Often, more than once a week

Personal viewpoint not taken seriously



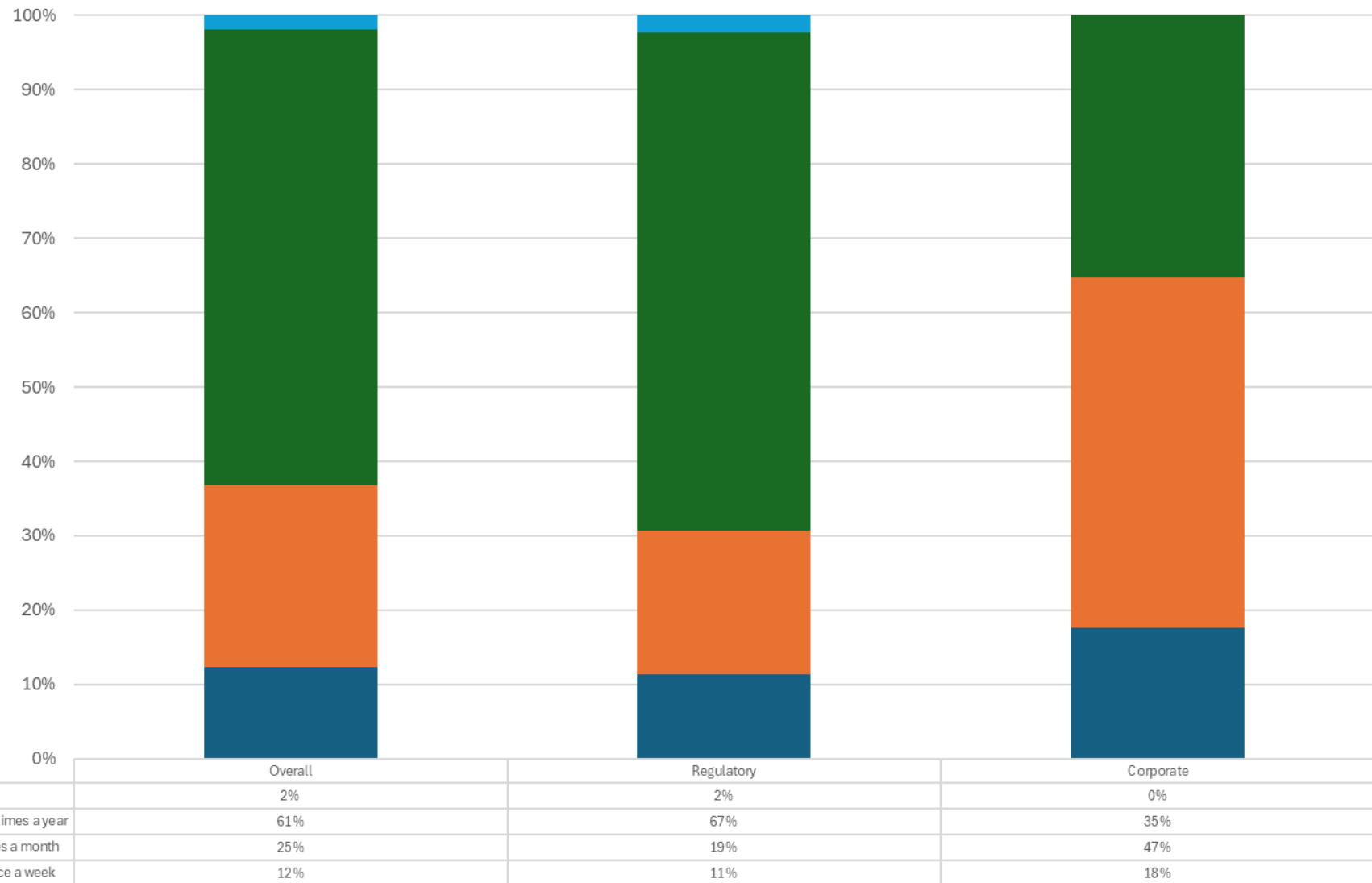
■ Prefer not to say
■ Occasionally, a few times a year
■ Regularly, a few times a month
■ Often, more than once a week

Feeling undermined because of assumptions made about your capabilities or level of experience

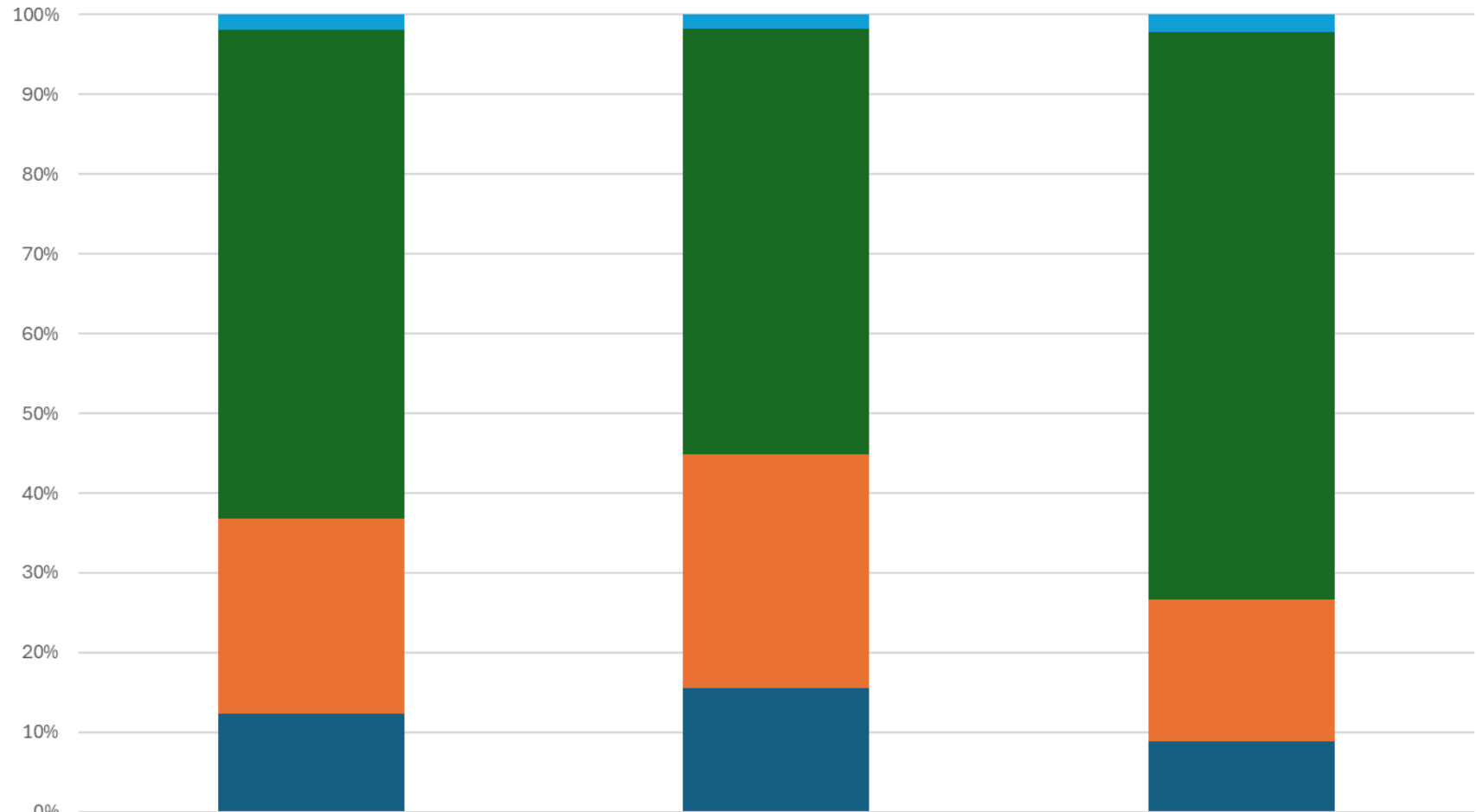


	Overall	Band 1 or above	Band 2	Band 3	Band 4 Associate / Band 3 Equivalent	Band 4	Band 5	Band 6
Prefer not to say	2%	0%	0%	2%	0%	0%	20%	0%
Occasionally, a few times a year	61%	56%	60%	67%	50%	100%	40%	0%
Regularly, a few times a month	25%	33%	24%	21%	50%	0%	20%	0%
Often, more than once a week	12%	11%	16%	10%	0%	0%	20%	0%

Feeling undermined because of assumptions made about your capabilities or level of experience

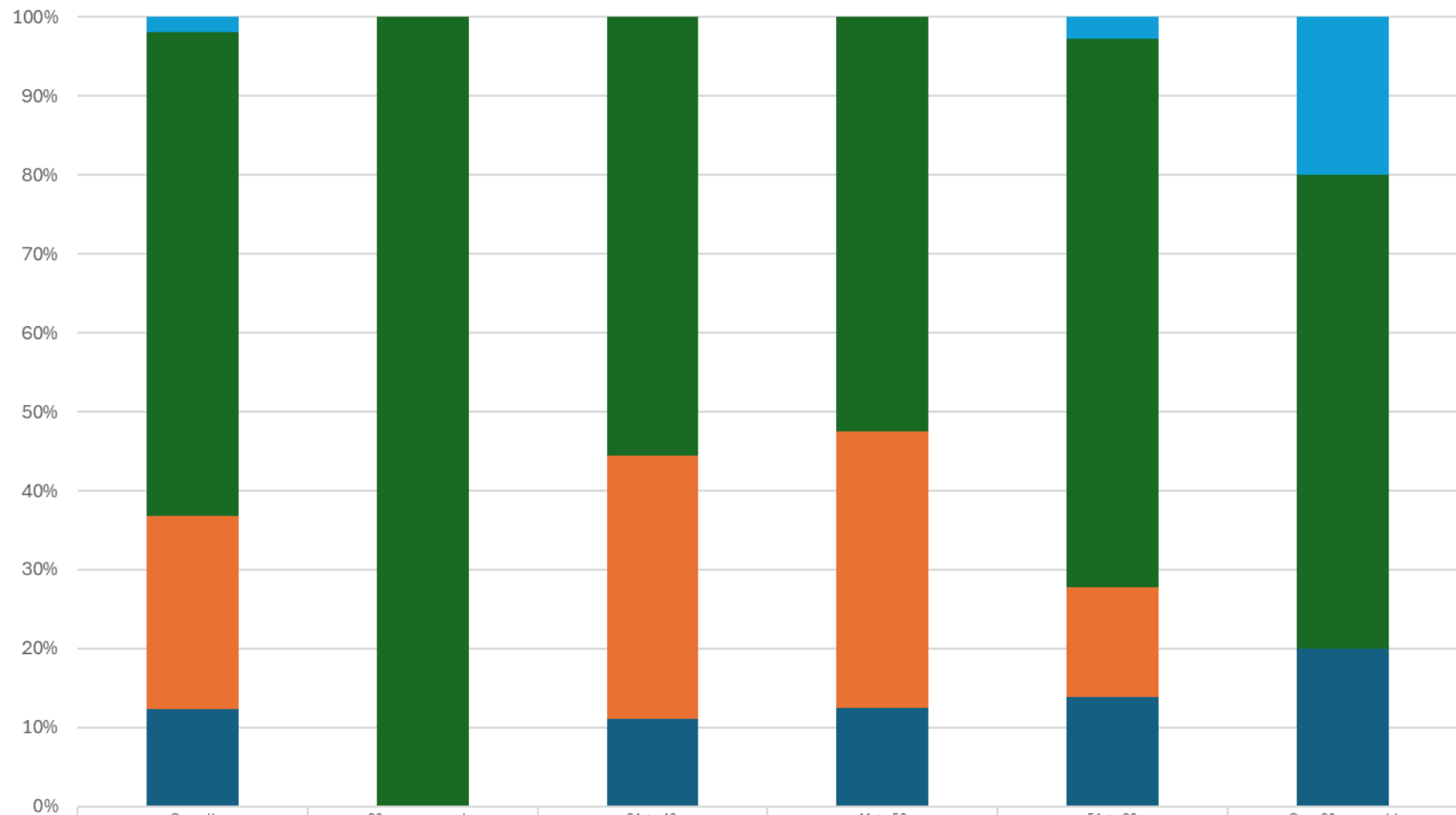


Feeling undermined because of assumptions made about your capabilities or level of experience



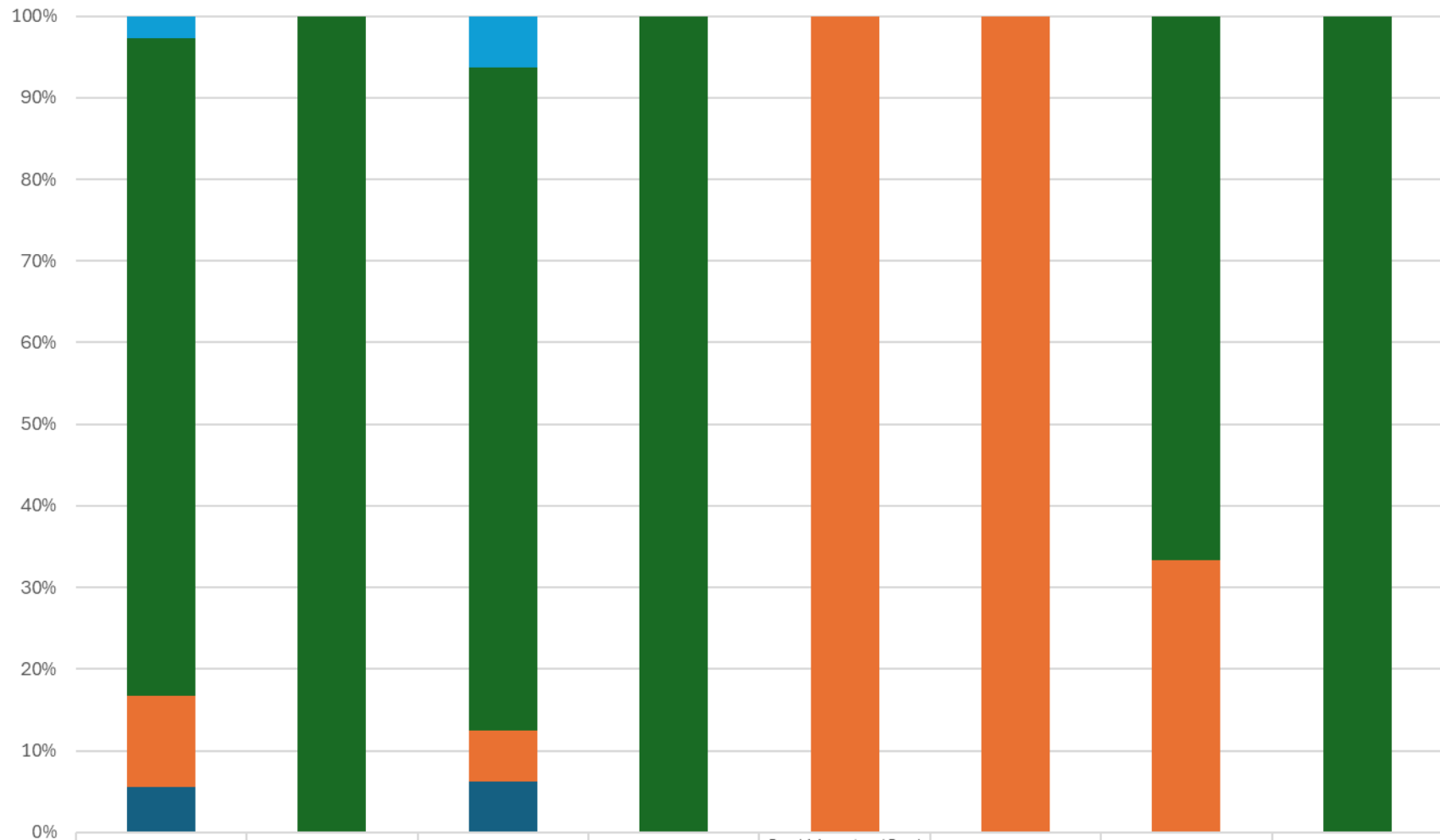
■ Prefer not to say	2%	2%	2%
■ Occasionally, a few times a year	61%	53%	71%
■ Regularly, a few times a month	25%	29%	18%
■ Often, more than once a week	12%	16%	9%

Feeling undermined because of assumptions made about your capabilities or level of experience



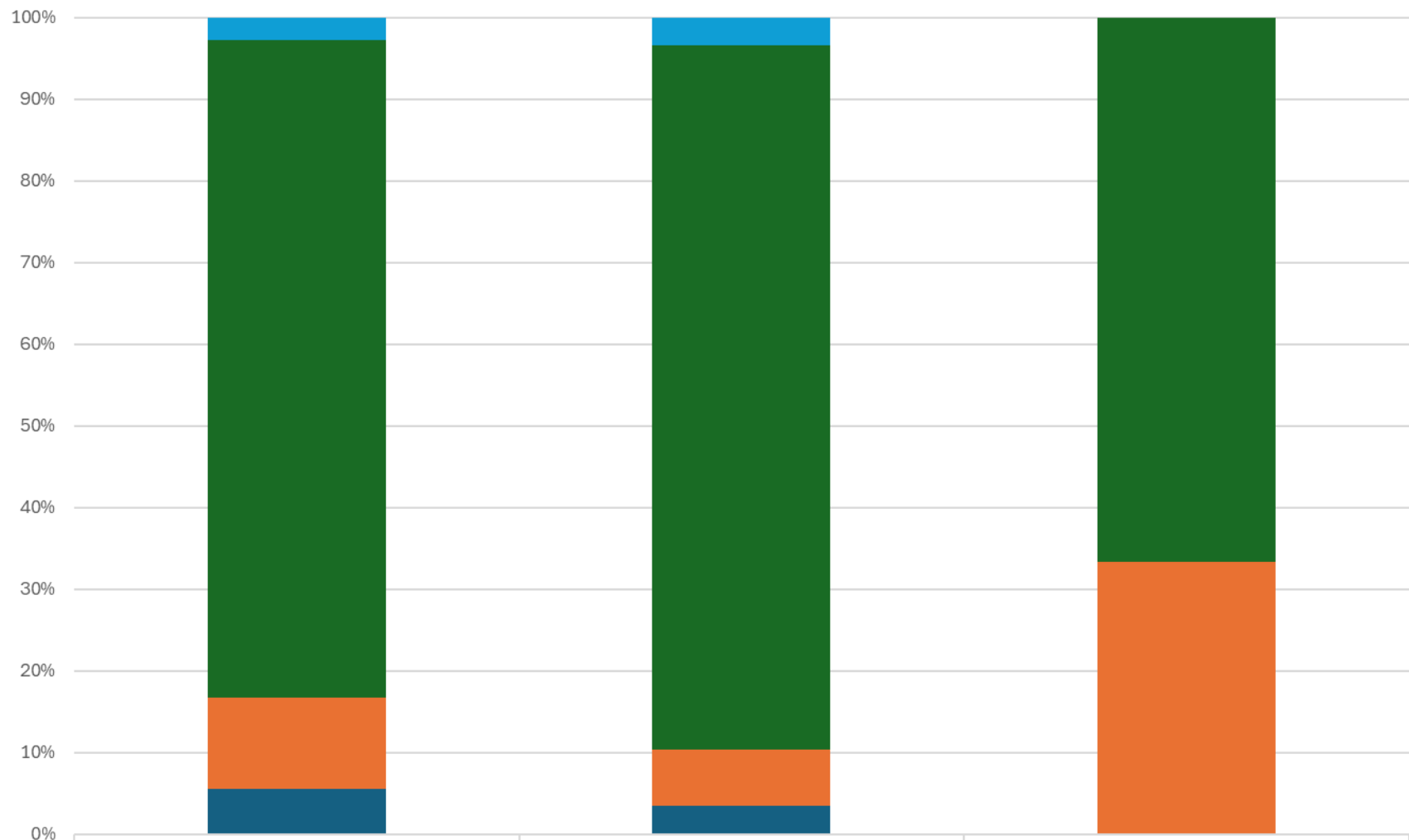
	Overall	30 years or under	31 to 40	41 to 50	51 to 60	Over 60 years old
Prefer not to say	2%	0%	0%	0%	3%	20%
Occasionally, a few times a year	61%	100%	56%	53%	69%	60%
Regularly, a few times a month	25%	0%	33%	35%	14%	0%
Often, more than once a week	12%	0%	11%	13%	14%	20%

Unwanted comments about your body and/or appearance



■ Prefer not to say	3%	0%	6%	0%	0%	0%	0%	0%
■ Occasionally, a few times a year	81%	100%	81%	100%	0%	0%	67%	100%
■ Regularly, a few times a month	11%	0%	6%	0%	100%	100%	33%	0%
■ Often, more than once a week	6%	0%	6%	0%	0%	0%	0%	0%

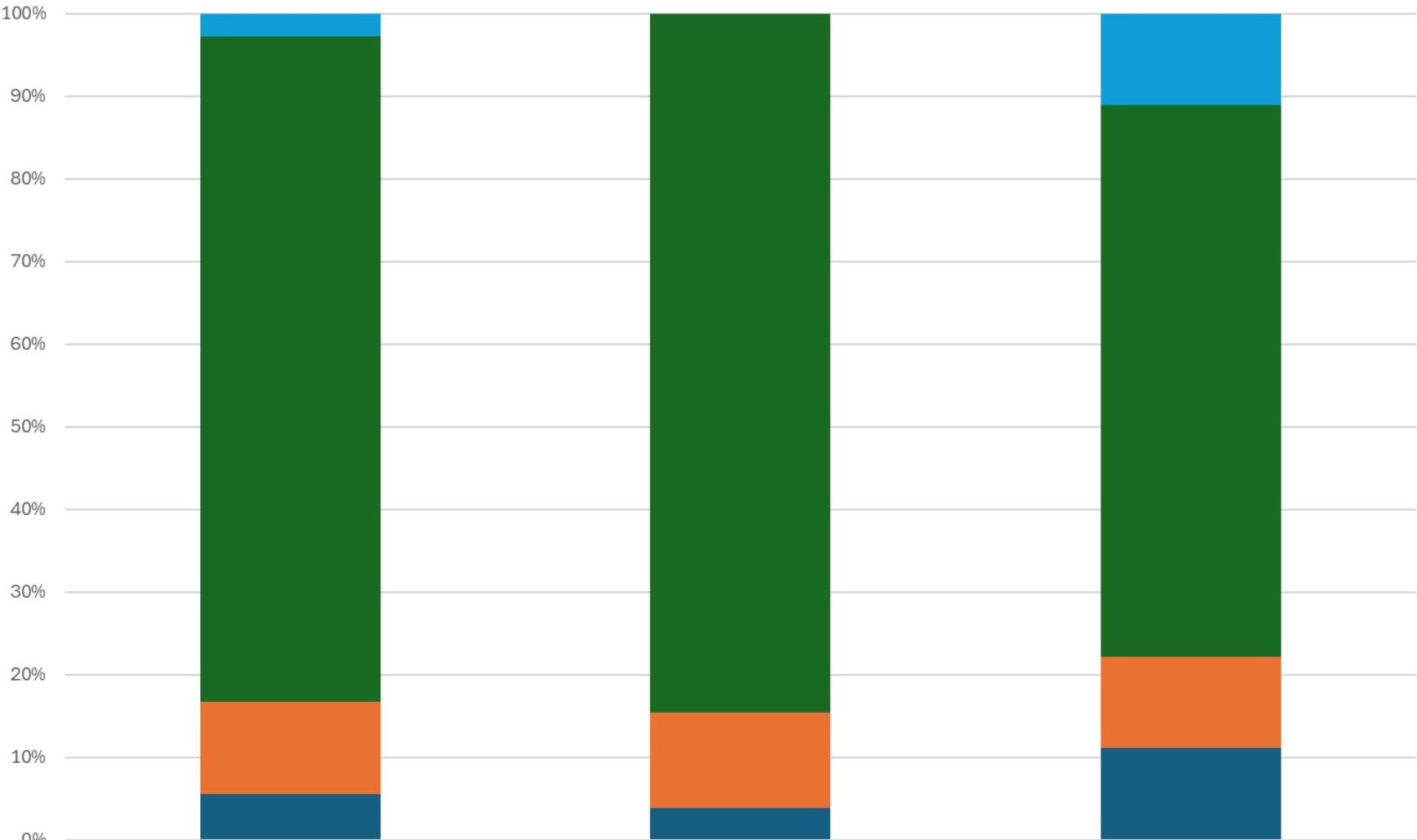
Unwanted comments about your body and/or appearance



- Prefer not to say
- Occasionally, a few times a year
- Regularly, a few times a month
- Often, more than once a week

Overall	Regulatory	Corporate
3%	3%	0%
81%	86%	67%
11%	7%	33%
6%	3%	0%

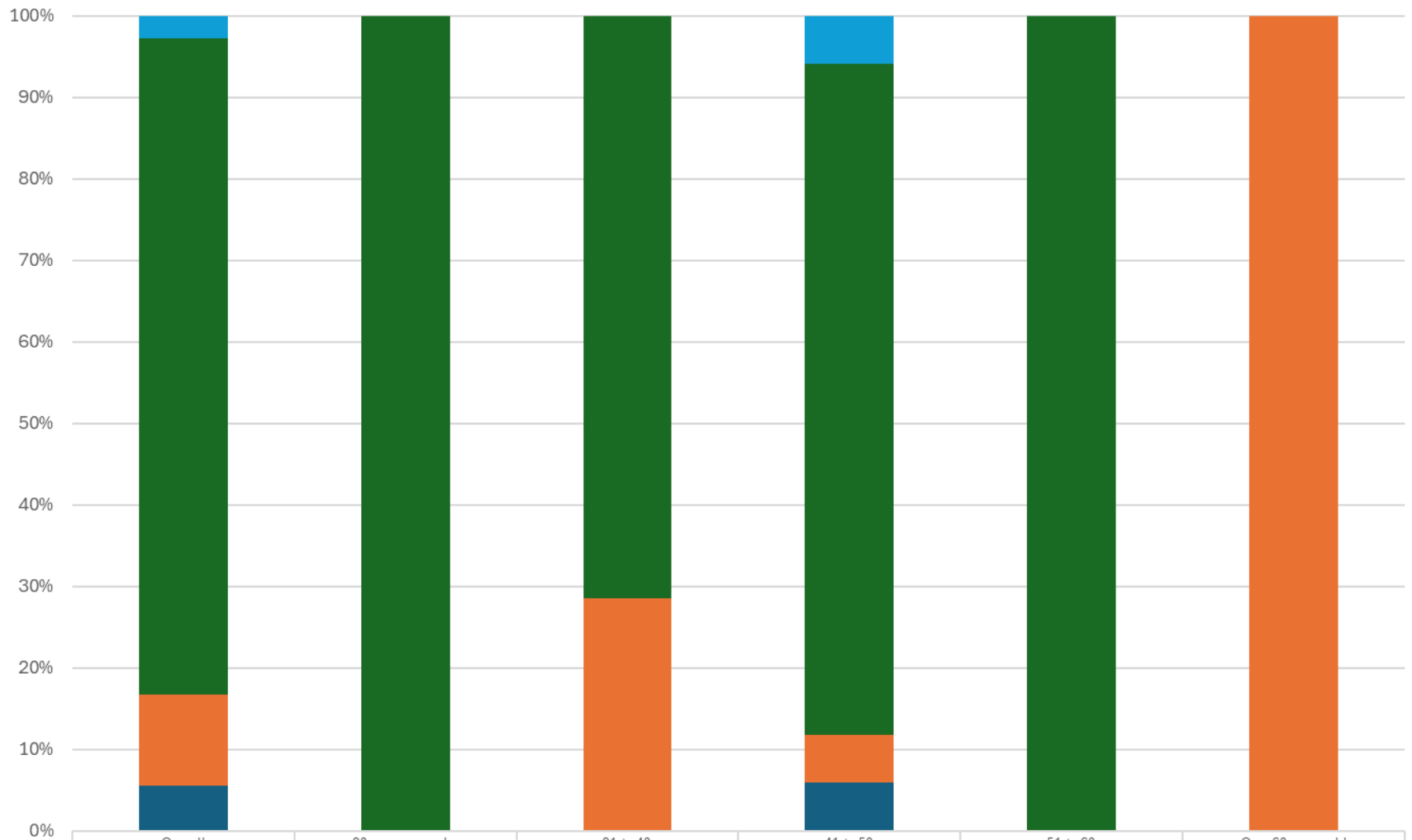
Unwanted comments about your body and/or appearance



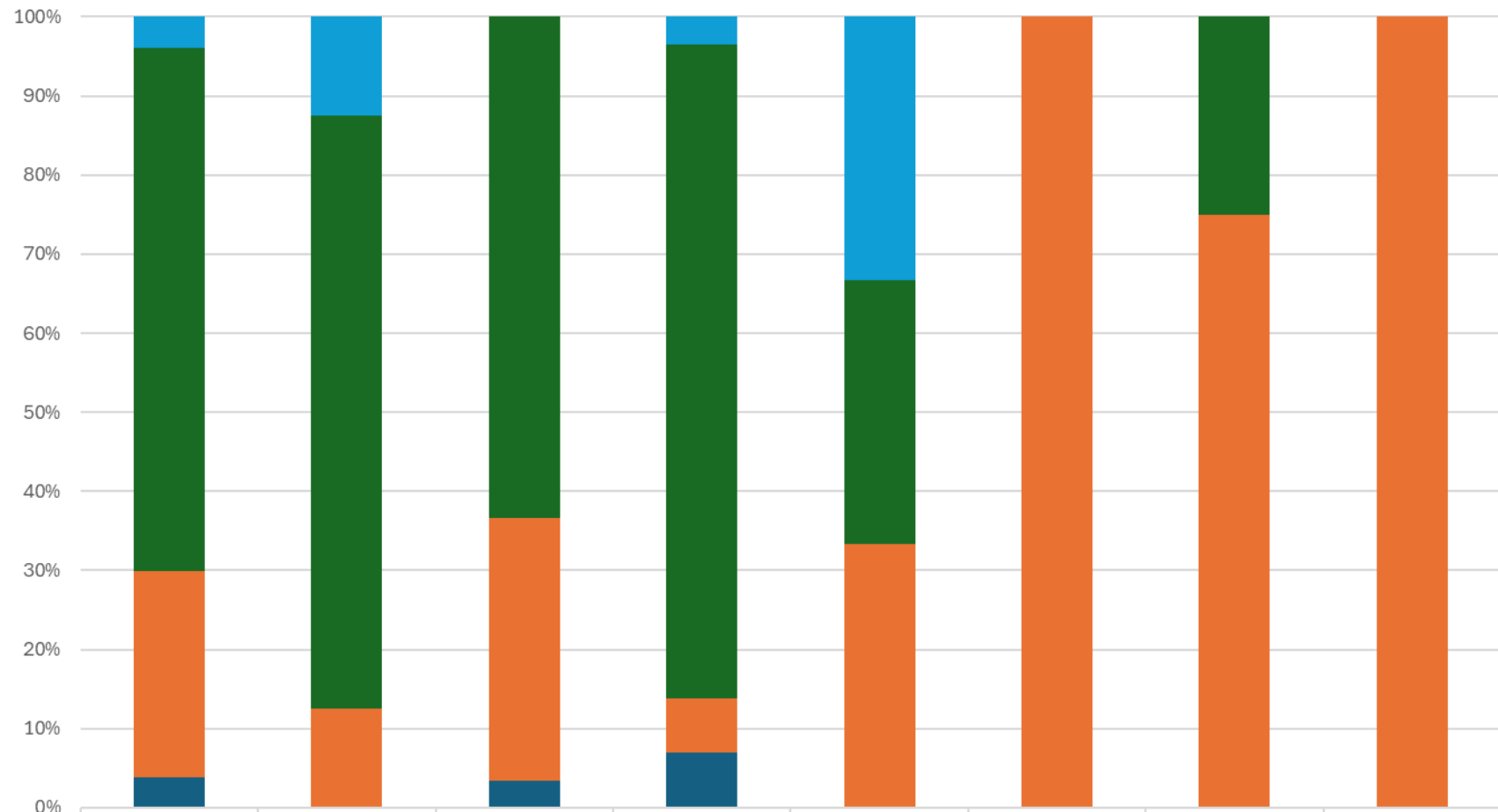
- Prefer not to say
- Occasionally, a few times a year
- Regularly, a few times a month
- Often, more than once a week

Overall	Female	Male
3%	0%	11%
81%	85%	67%
11%	12%	11%
6%	4%	11%

Unwanted comments about your body and/or appearance

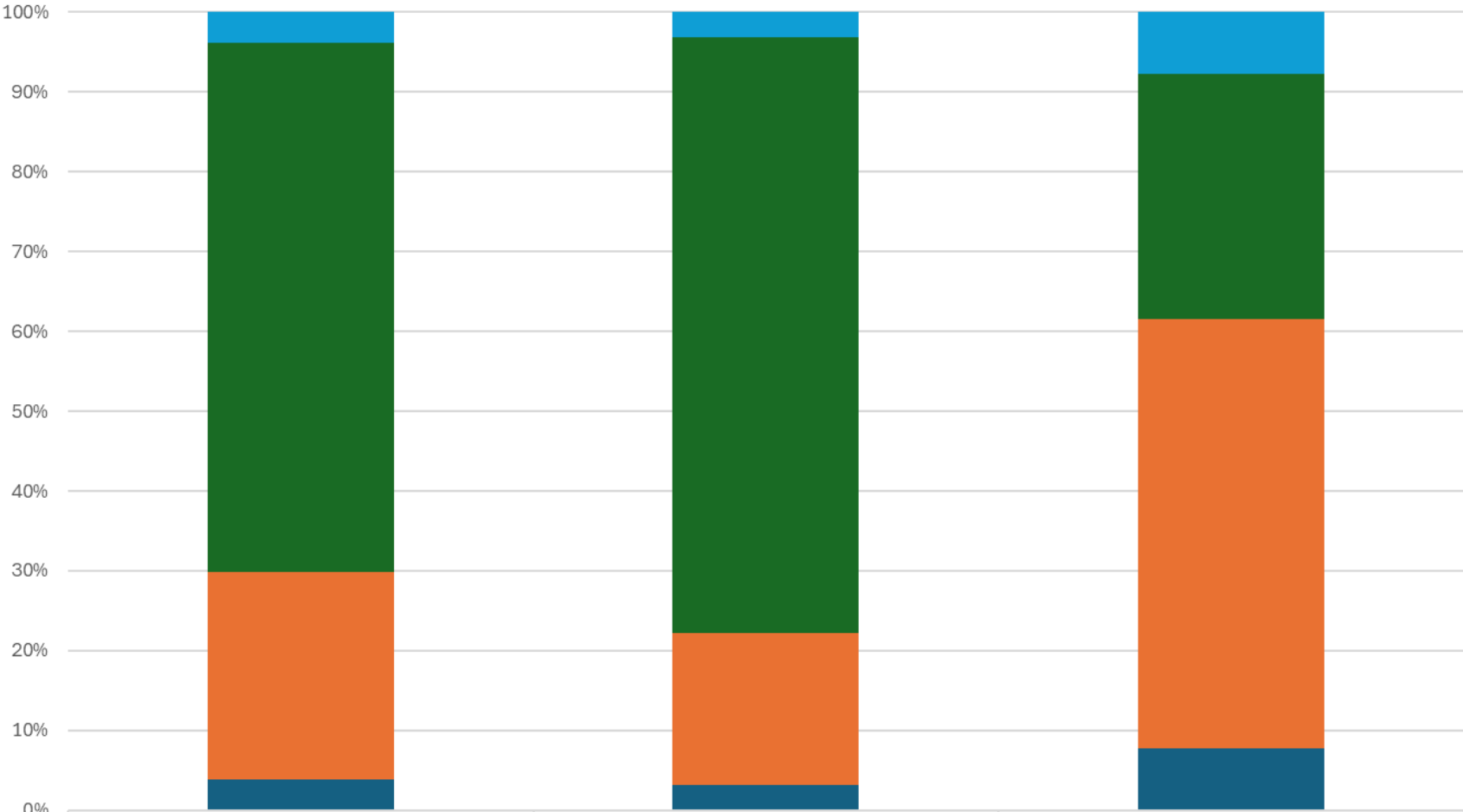


Behaviours that would be considered toxic and inappropriate in public life



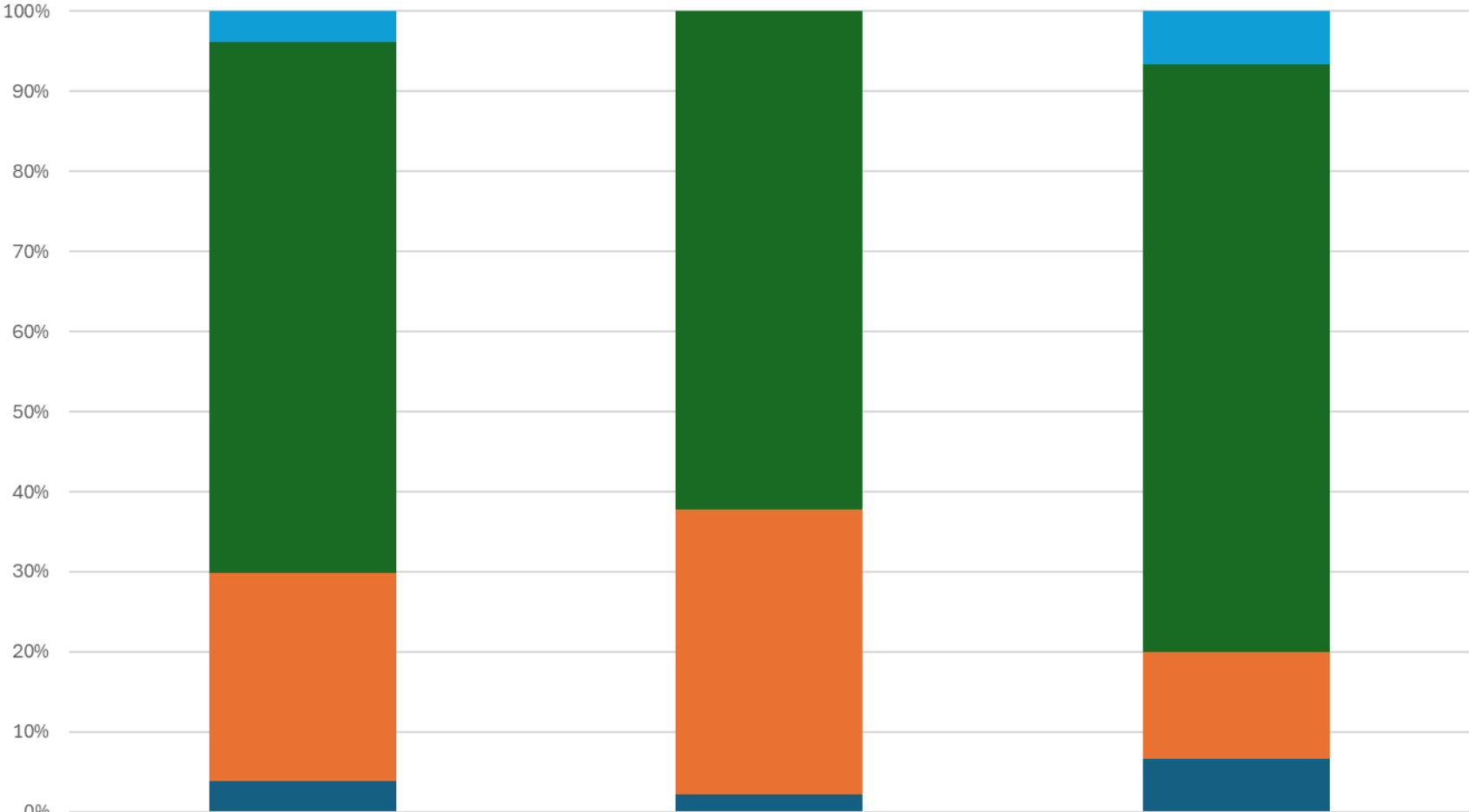
	Overall	Band 1 or above	Band 2	Band 3	Band 4 Associate / Band 3 Equivalent	Band 4	Band 5	Band 6
Prefer not to say	4%	14%	0%	3%	33%	0%	0%	0%
Occasionally, a few times a year	67%	86%	63%	83%	33%	0%	25%	0%
Regularly, a few times a month	26%	14%	33%	7%	33%	100%	75%	100%
Often, more than once a week	4%	0%	3%	7%	0%	0%	0%	0%

Behaviours that would be considered toxic and inappropriate in public life



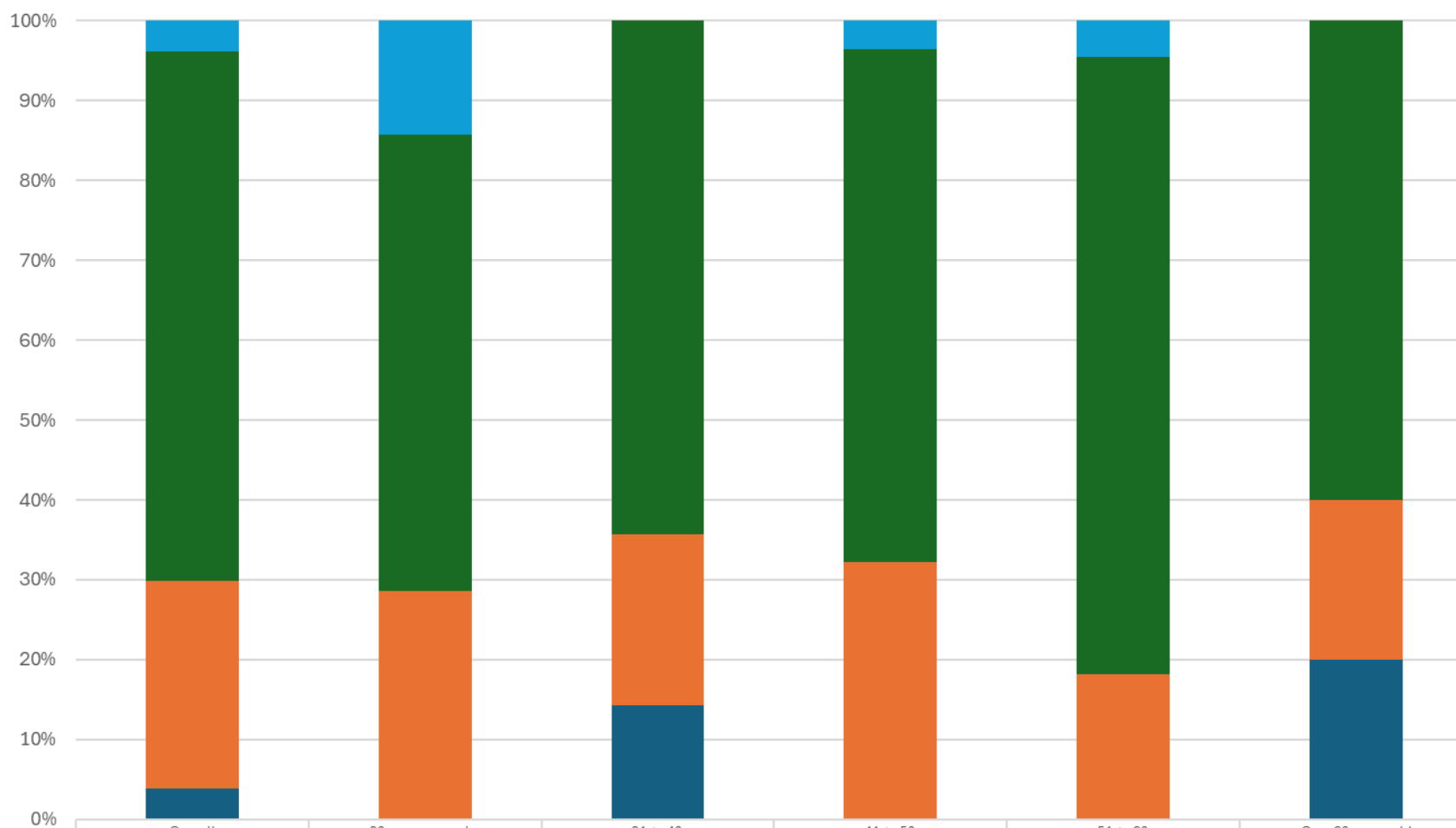
<div></div> Prefer not to say	4%	3%	8%
<div></div> Occasionally, a few times a year	67%	76%	31%
<div></div> Regularly, a few times a month	26%	19%	54%
<div></div> Often, more than once a week	4%	3%	8%

Behaviours that would be considered toxic and inappropriate in public life



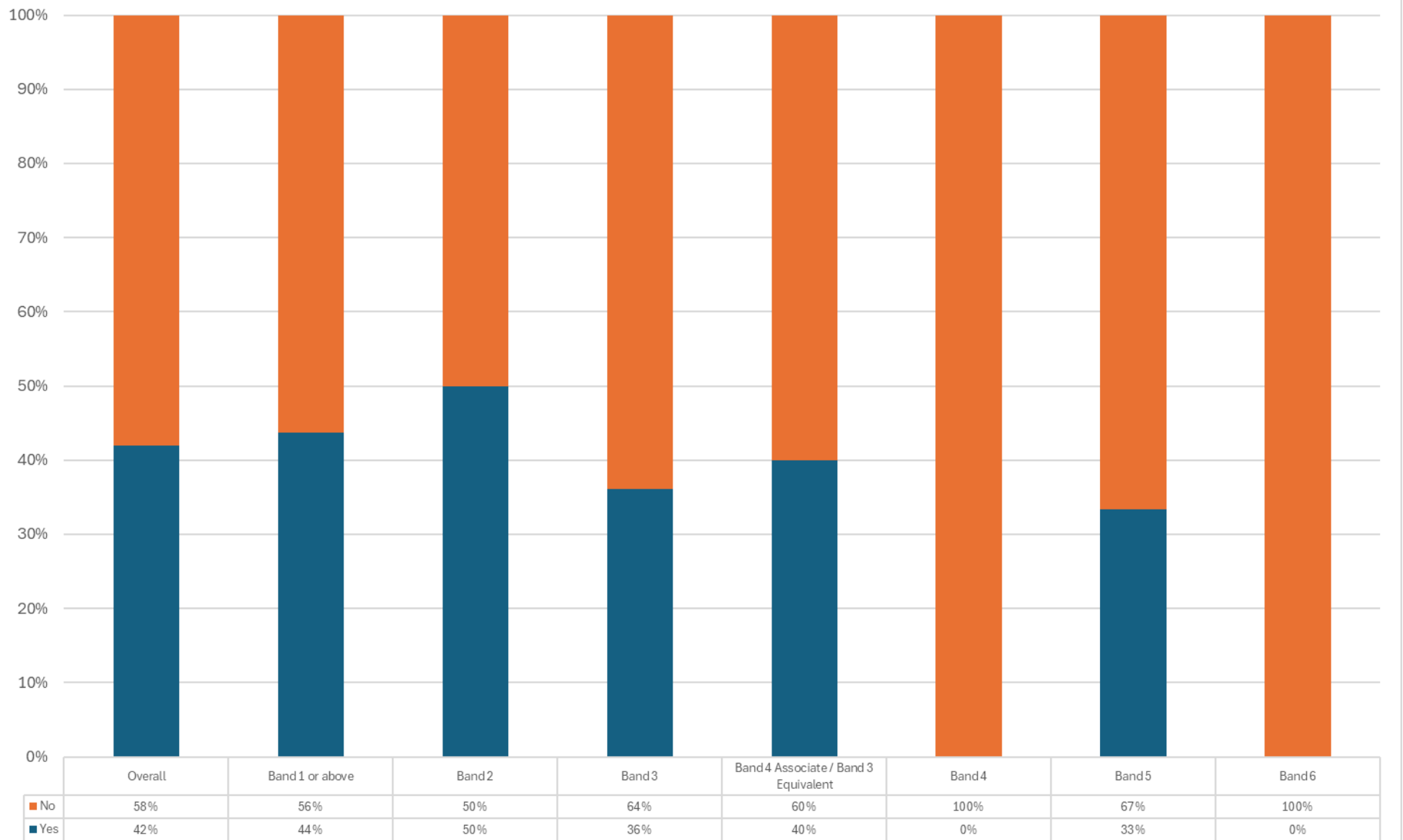
<div></div> Prefer not to say	4%	0%	7%
<div></div> Occasionally, a few times a year	67%	62%	76%
<div></div> Regularly, a few times a month	26%	36%	14%
<div></div> Often, more than once a week	4%	2%	7%

Behaviours that would be considered toxic and inappropriate in public life

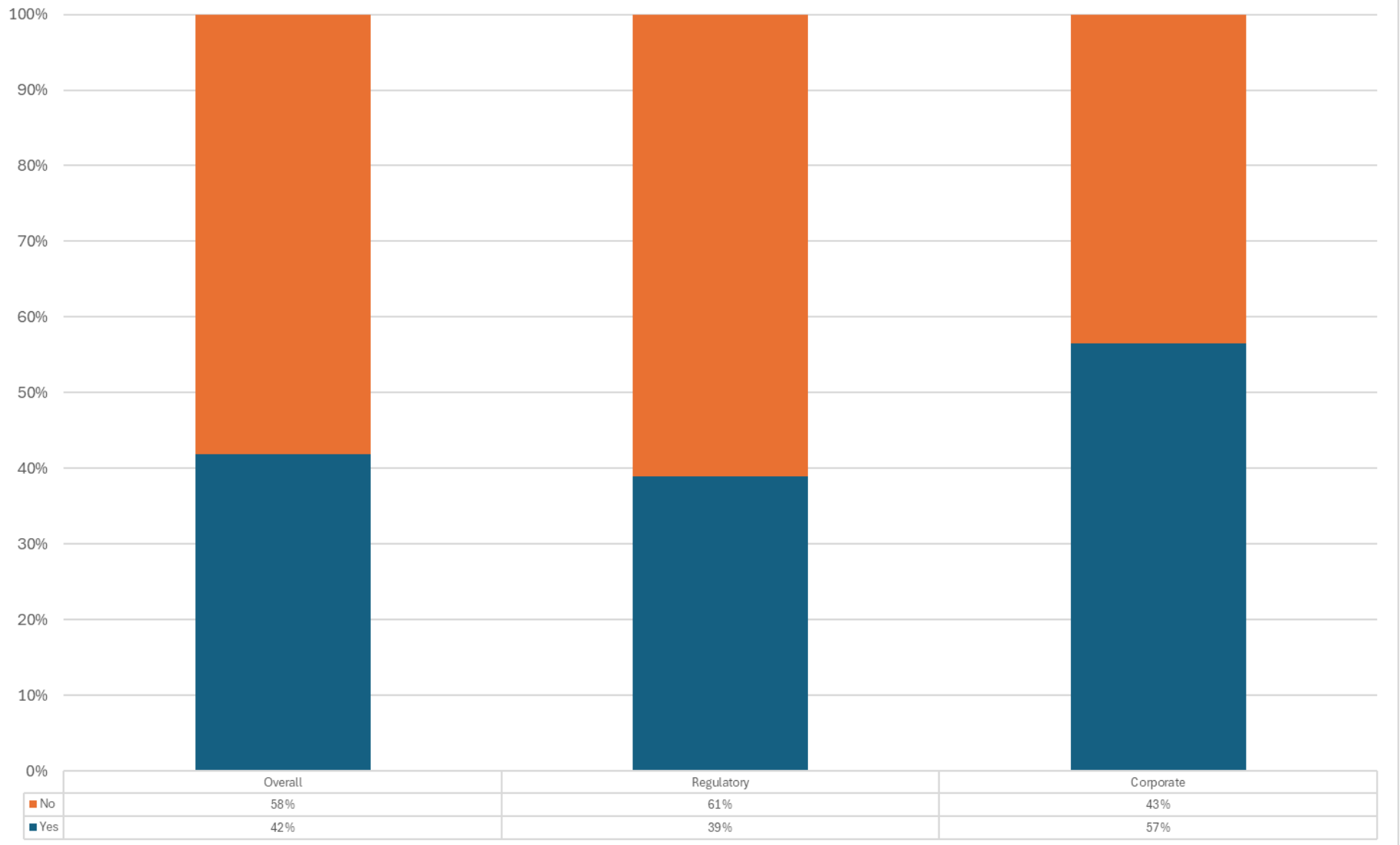


■ Prefer not to say	4%	14%	0%	4%	5%	0%
■ Occasionally, a few times a year	67%	57%	64%	67%	77%	60%
■ Regularly, a few times a month	26%	29%	21%	33%	18%	20%
■ Often, more than once a week	4%	0%	14%	0%	0%	20%

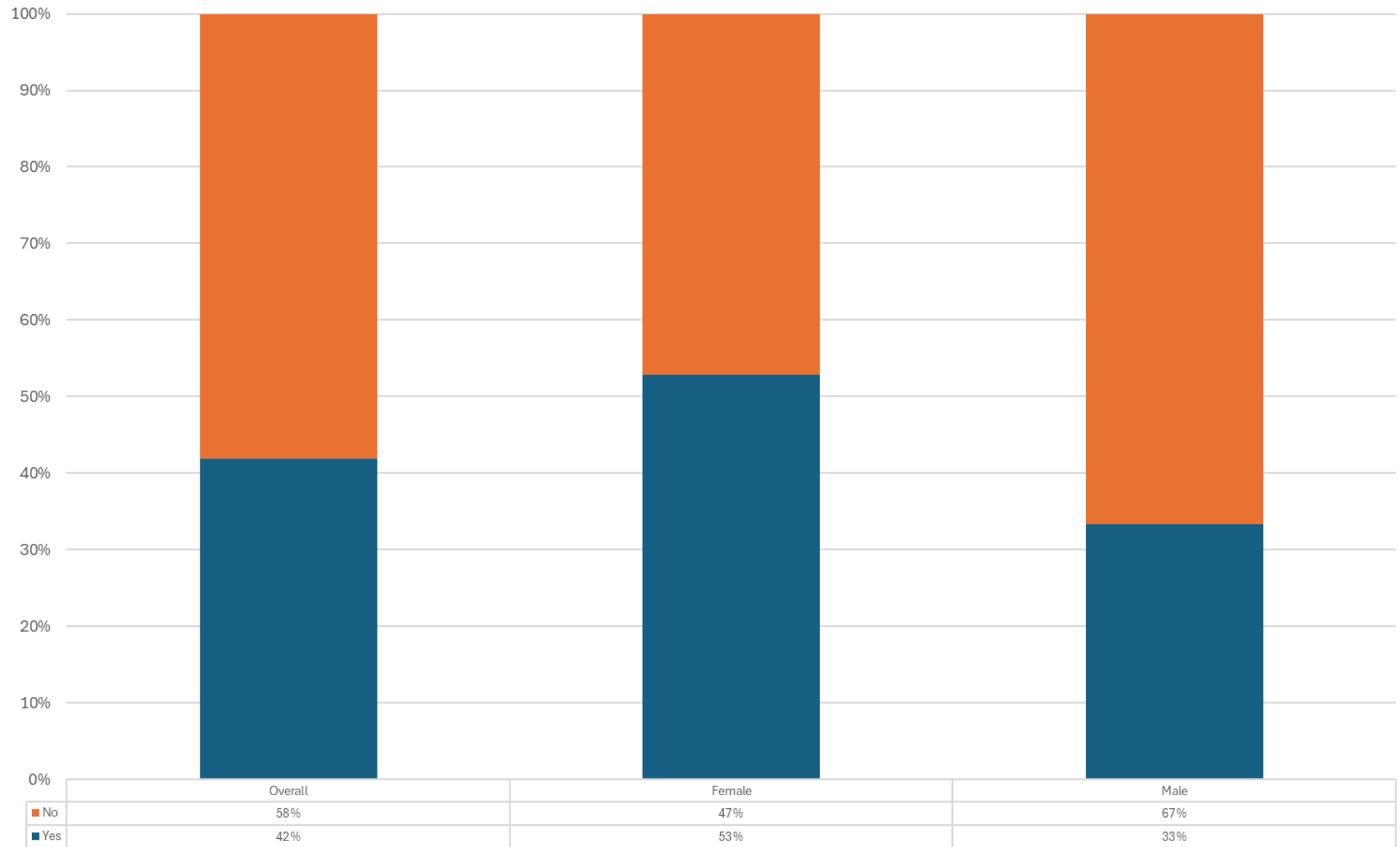
Do you think there is a problem of bullying at ONR?



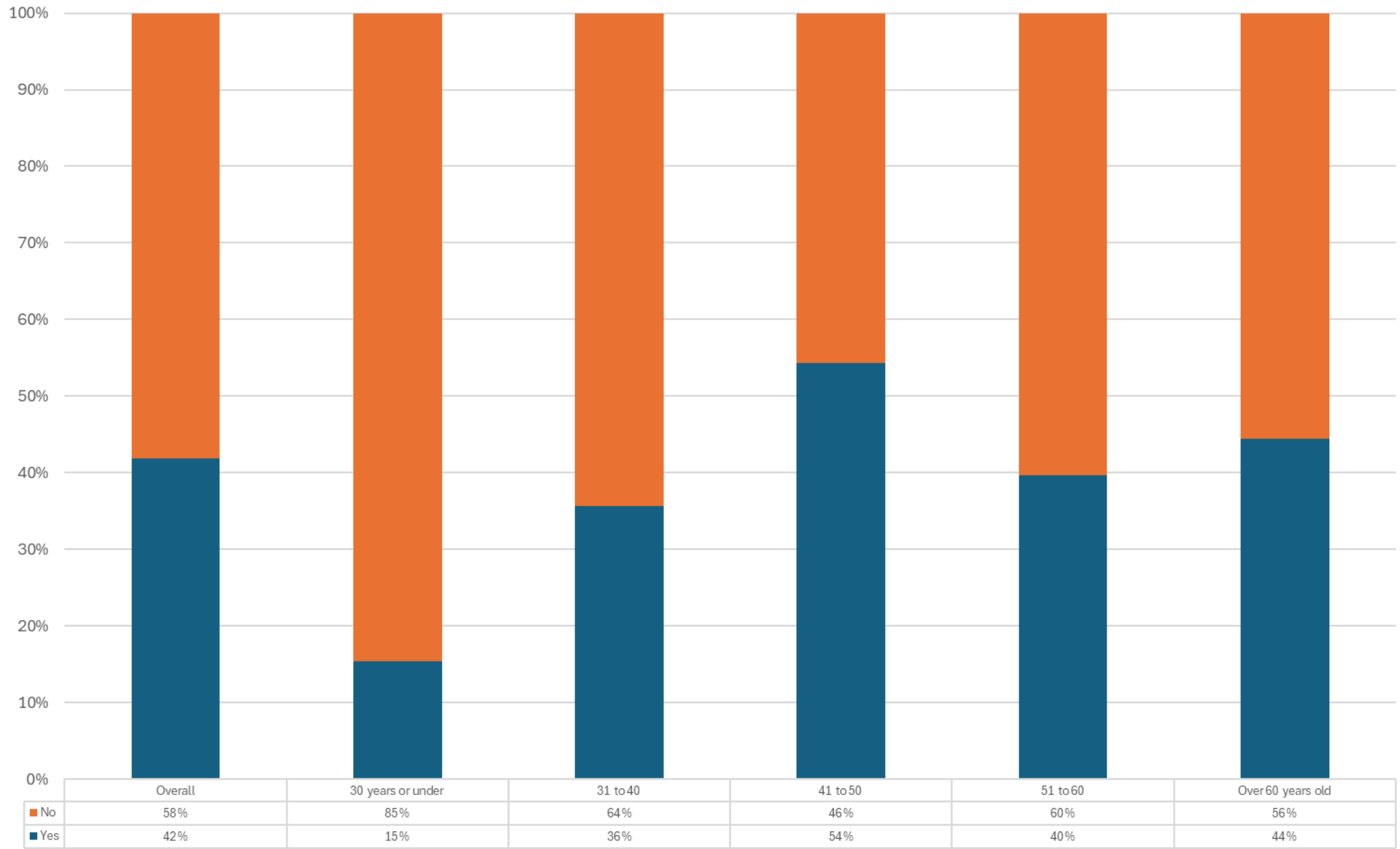
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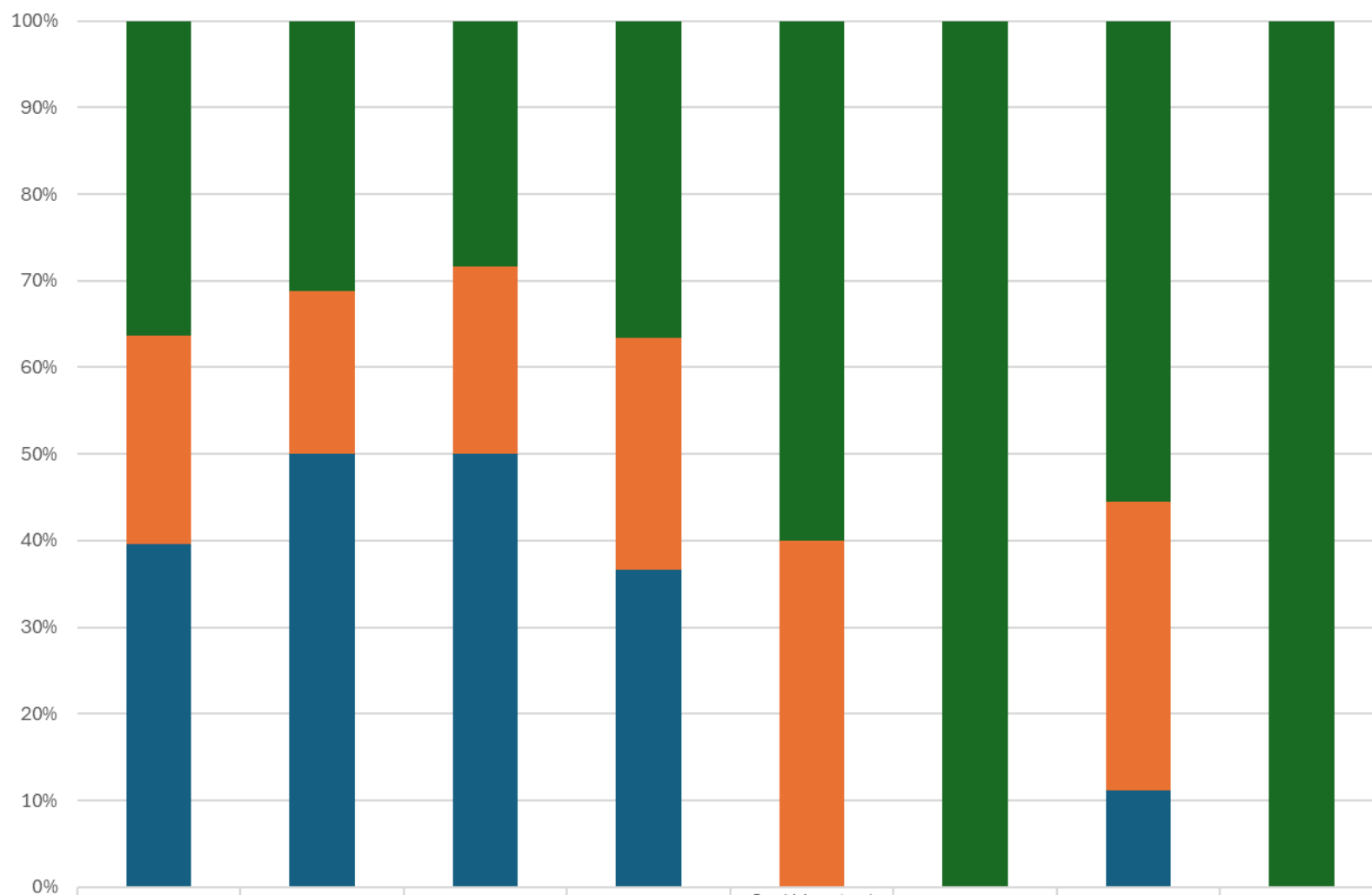
Do you have any further comments you would like to share about poor behaviours at ONR?

104 respondents took the opportunity to provide comments about poor behaviours at ONR.

The key points summarised found that:

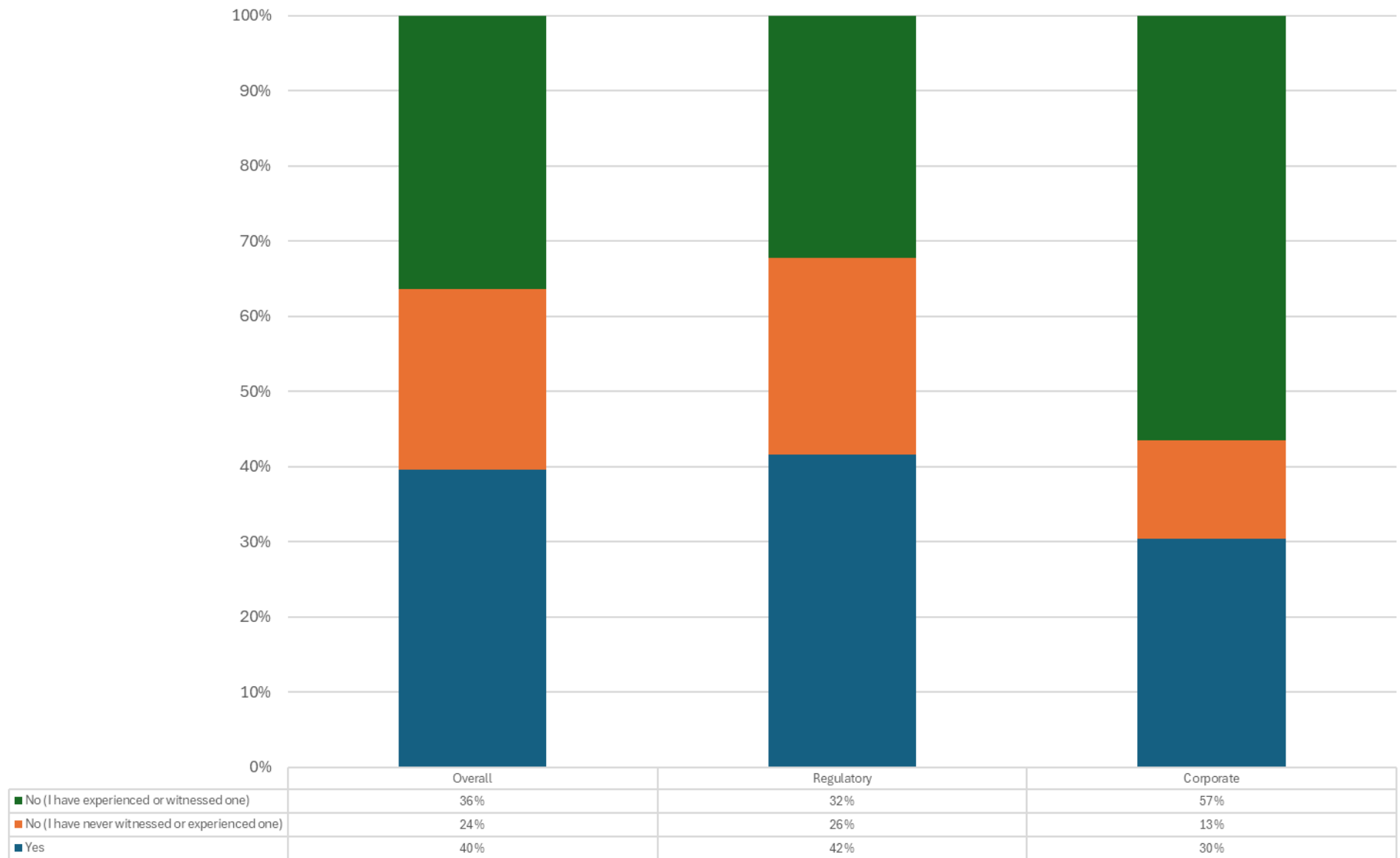
- A large proportion of respondents have not personally witnessed poor behaviours, however the vast majority of them are aware that they do take place and have heard about them “on the grapevine”.
- Moreover whilst they may have not witnessed poor behaviours respondents felt it was important that they were addressed and dealt with correctly.
- Poor behaviours are not likely to be systemically widespread, but do exist “within pockets”.
- Poor behaviours in ONR are wide ranging from subtle microaggressions and undermining to overt bullying and alleged sexual assault.
- The most common form of poor behaviour is from a senior colleague towards a junior colleague, however there are also gender specific poor behaviours, predominantly, but not always from a male to a female.
- Often poor behaviours are not adequately handled, with managers not suitably held accountable, with a culture of “HR sweeping it under the rug to maintain the status quo” and colleagues often being “moved” as a way of resolving the problem rather than actually dealing with it correctly.
- A lack of accountability at best allows the problems to persist, and at worst puts people off reporting issues, through fear of not being believed or worse being victimised.
- There was a feeling that “things are getting better”, but its clear that ONR’s stated values and what actually happens in reality are not completely aligned still.

Have you ever reported an instance of poor behaviour at ONR?

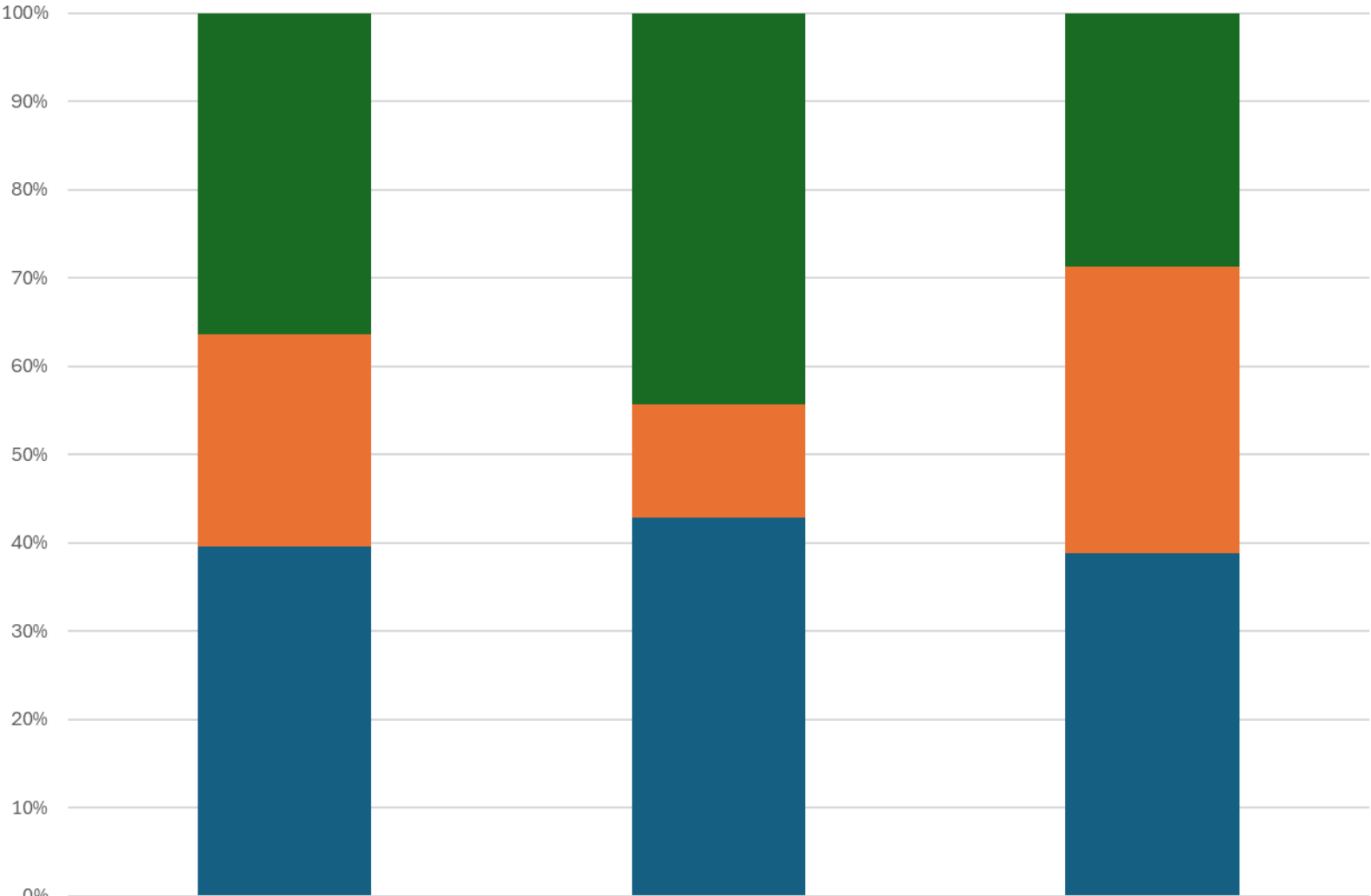


	Overall	Band 1 or above	Band 2	Band 3	Band 4 Associate / Band 3 Equivalent	Band 4	Band 5	Band 6
No (I have experienced or witnessed one)	36%	31%	28%	37%	60%	100%	56%	100%
No (I have never witnessed or experienced one)	24%	19%	22%	27%	40%	0%	33%	0%
Yes	40%	50%	50%	37%	0%	0%	11%	0%

Have you ever reported an instance of poor behaviour at ONR?

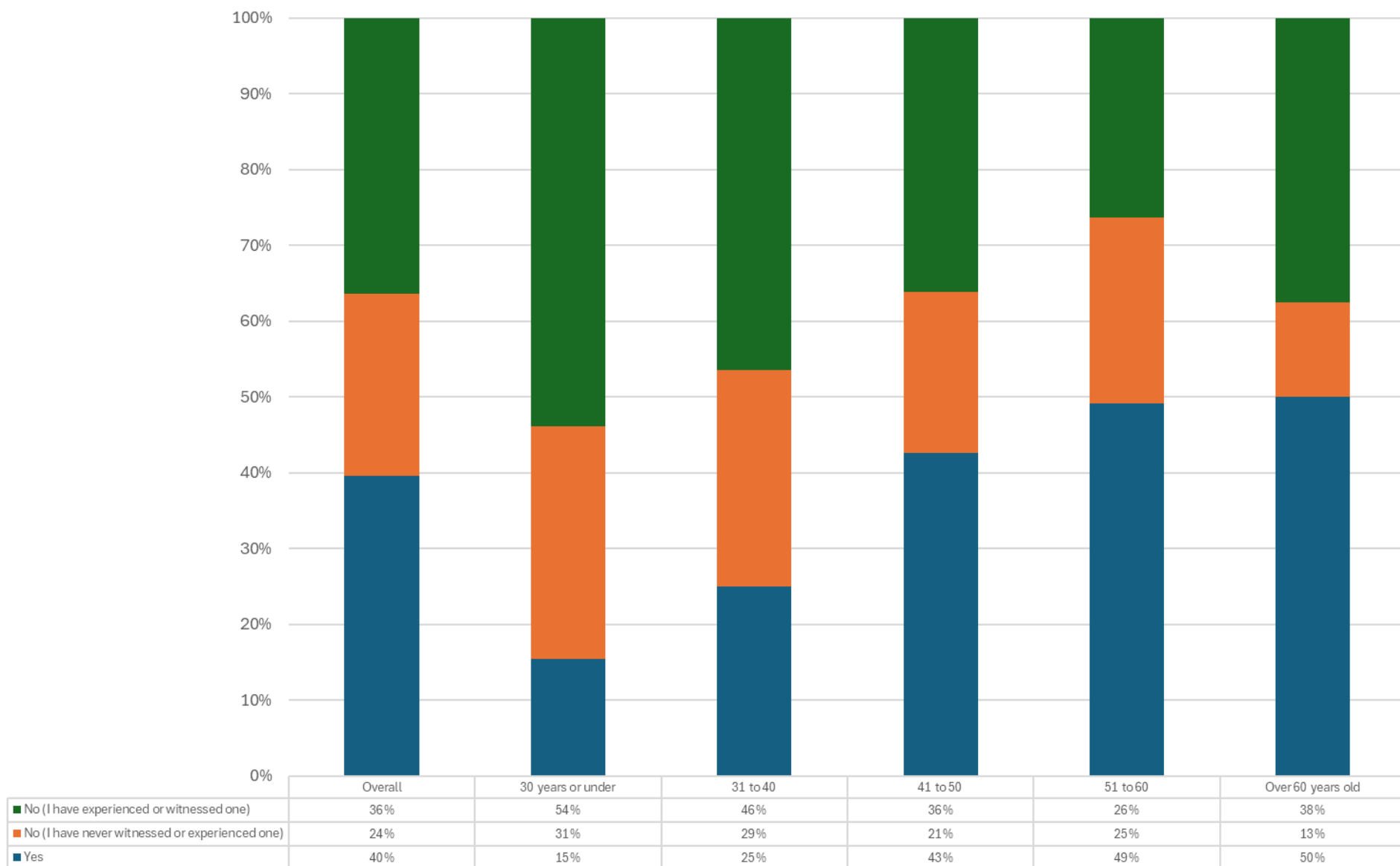


Have you ever reported an instance of poor behaviour at ONR?

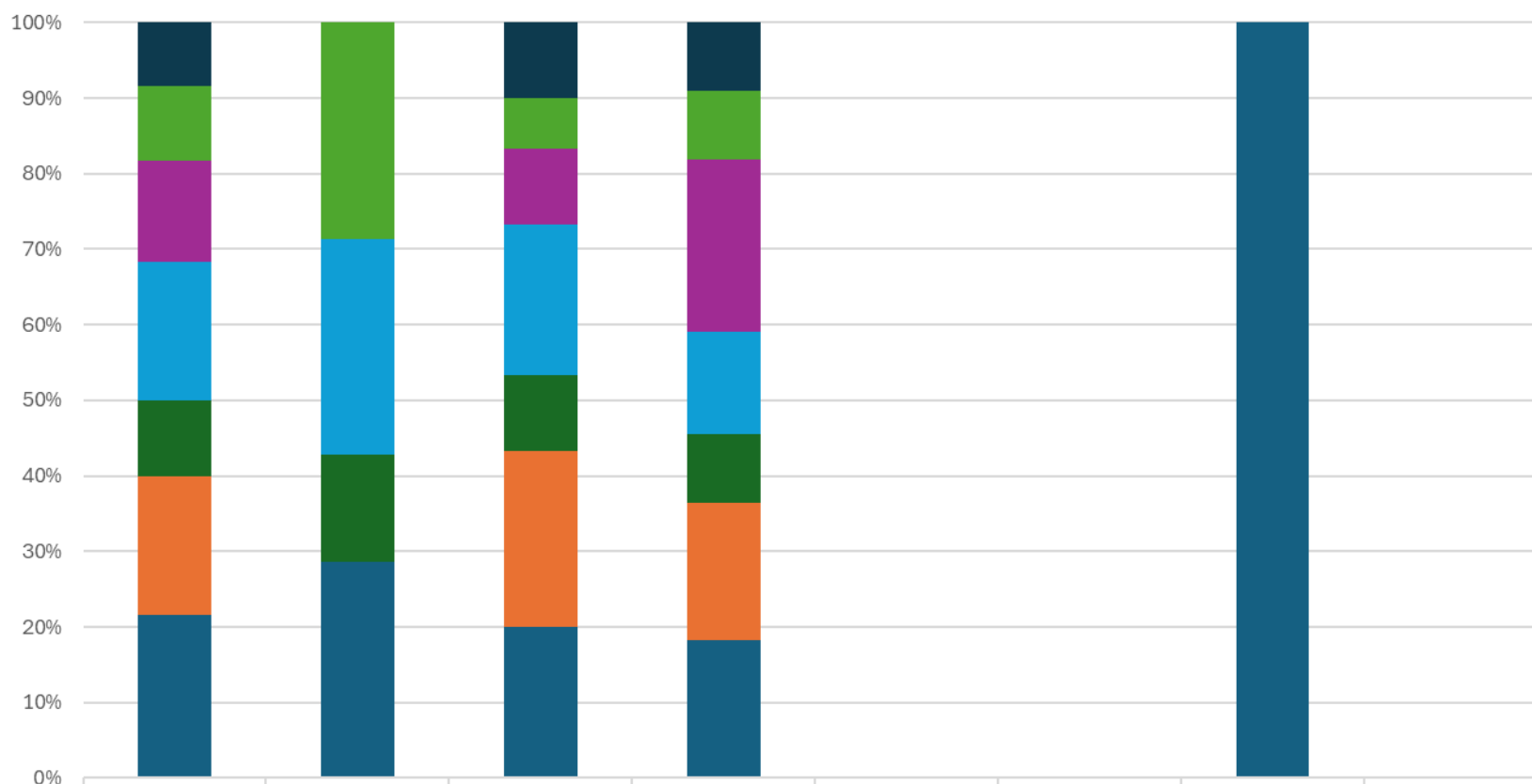


■ No (I have experienced or witnessed one)	36%	44%	29%
■ No (I have never witnessed or experienced one)	24%	13%	33%
■ Yes	40%	43%	39%

Have you ever reported an instance of poor behaviour at ONR?

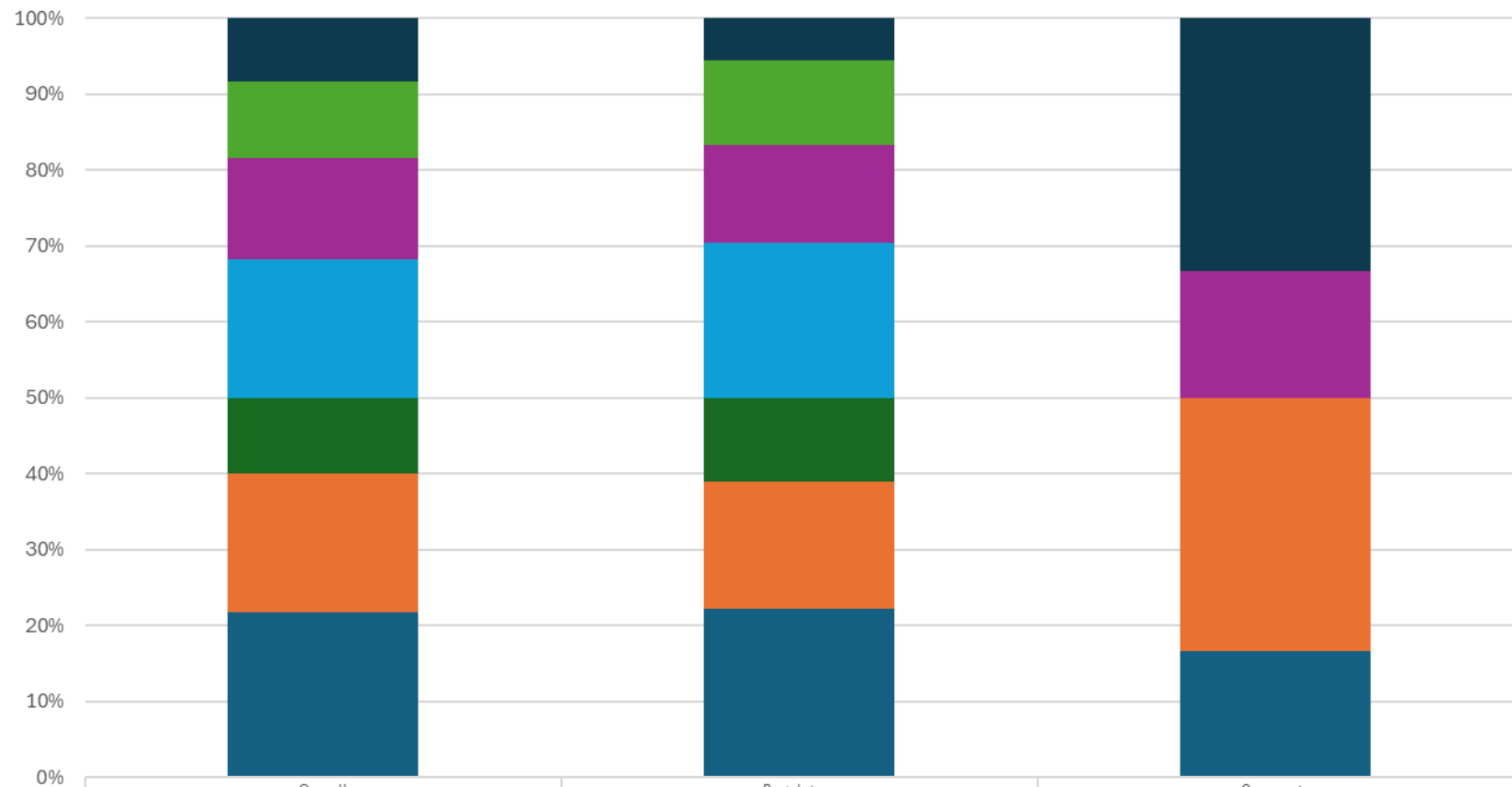


To what extent were the issue(s) of poor behaviour dealt with to your satisfaction?



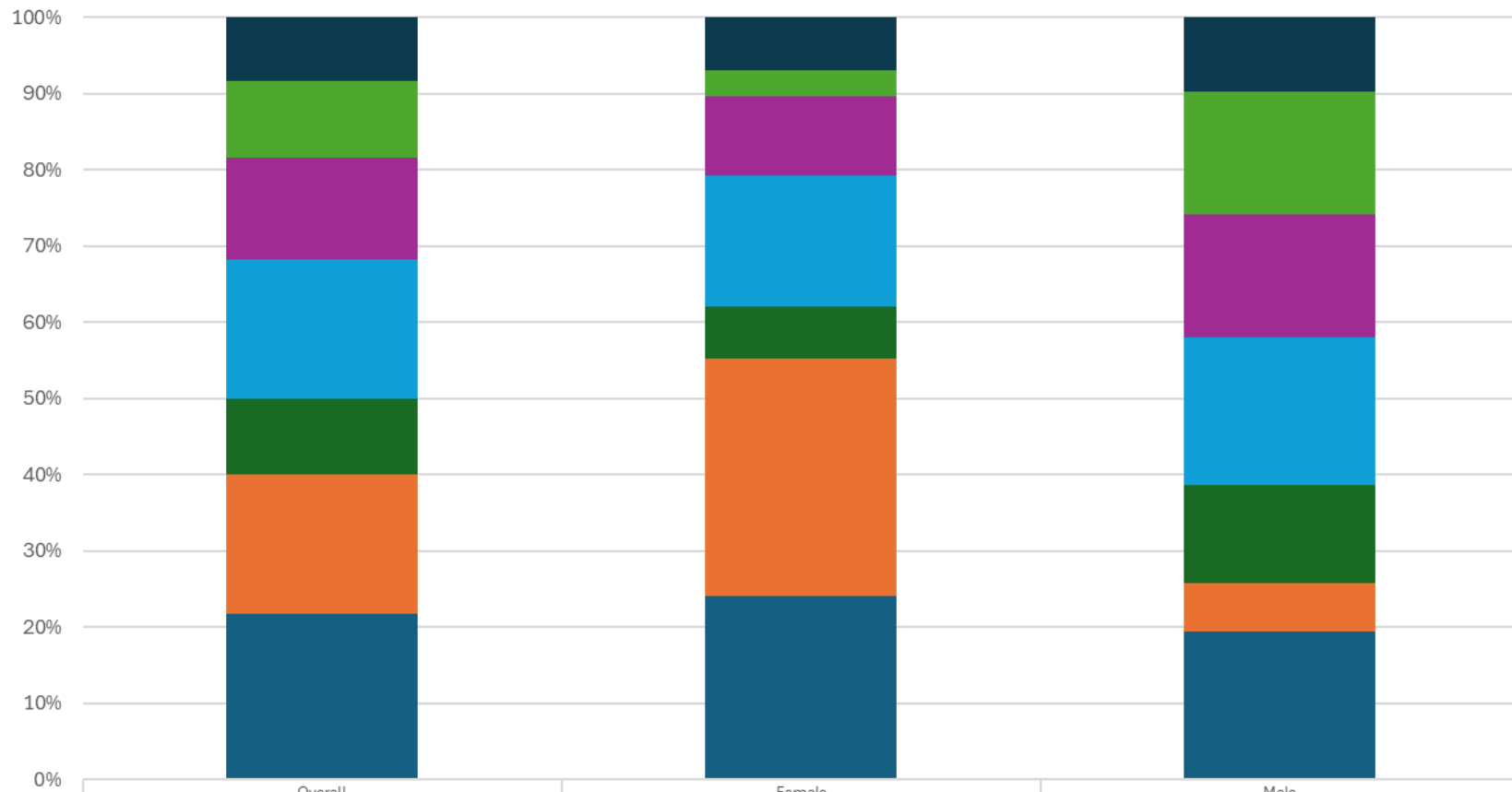
	Overall	Band 1 or above	Band 2	Band 3	Band 4 Associate / Band 3 Equivalent	Band 4	Band 5	Band 6
I was very satisfied with the outcome	8%	0%	10%	9%	0%	0%	0%	0%
I was satisfied with the outcome	10%	29%	7%	9%	0%	0%	0%	0%
I was somewhat satisfied with the outcome	13%	0%	10%	23%	0%	0%	0%	0%
I was not satisfied with the outcome	18%	29%	20%	14%	0%	0%	0%	0%
I was very dissatisfied with the outcome	10%	14%	10%	9%	0%	0%	0%	0%
I was not satisfied with the outcome	18%	0%	23%	18%	0%	0%	0%	0%
I was very dissatisfied with the outcome	22%	29%	20%	18%	0%	0%	100%	0%

To what extent were the issue(s) of poor behaviour dealt with to your satisfaction?



	Overall	Regulatory	Corporate
■ I was very satisfied with the outcome	8%	6%	33%
■	10%	11%	0%
■	13%	13%	17%
■	18%	20%	0%
■	10%	11%	0%
■	18%	17%	33%
■ I was very dissatisfied with the outcome	22%	22%	17%

To what extent were the issue(s) of poor behaviour dealt with to your satisfaction?



■ I was very satisfied with the outcome

■

■

■

■

■

■ I was very dissatisfied with the outcome

Overall

Female

Male

8%

10%

13%

18%

10%

18%

22%

7%

3%

10%

17%

7%

31%

24%

10%

16%

16%

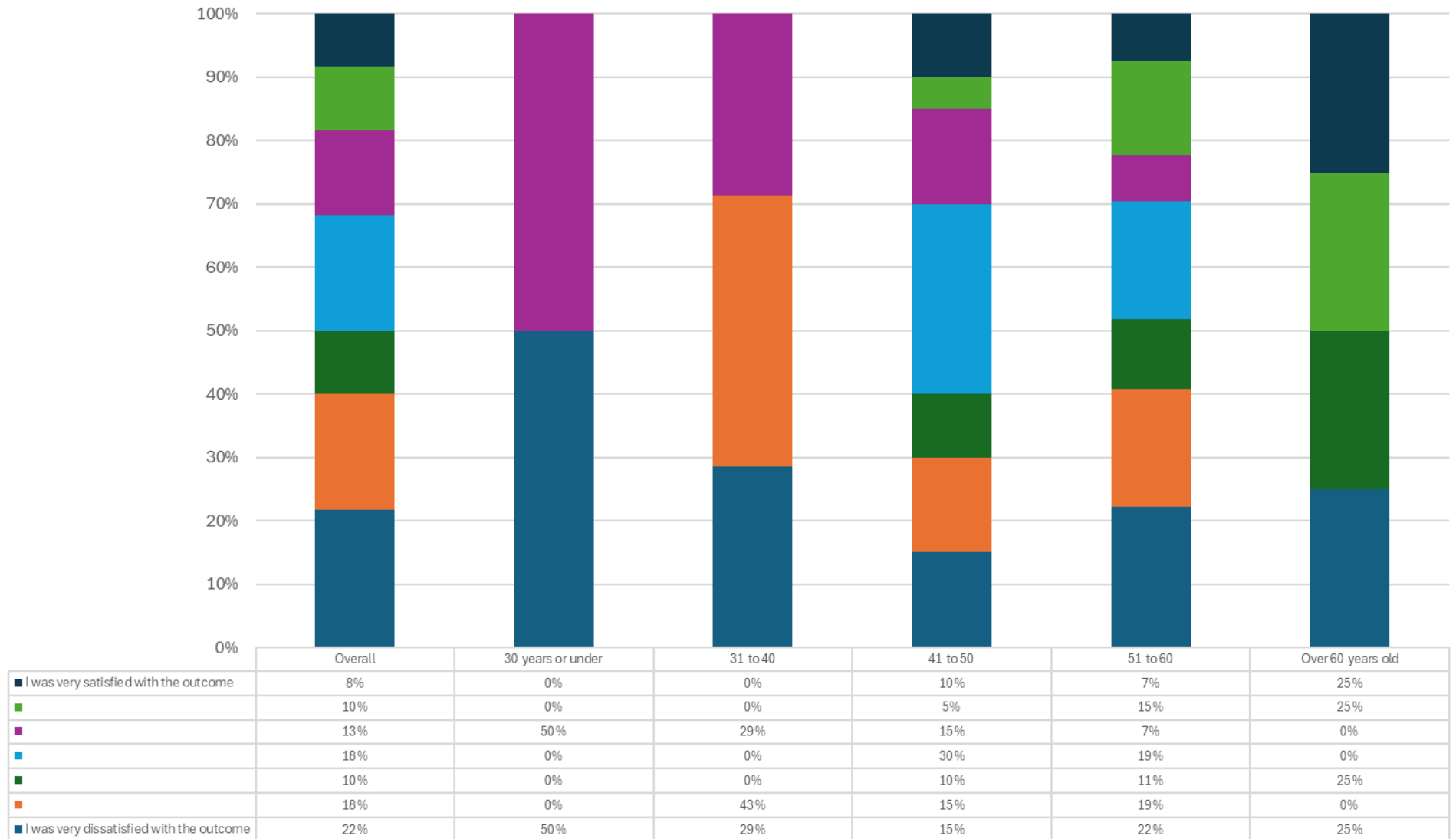
19%

13%

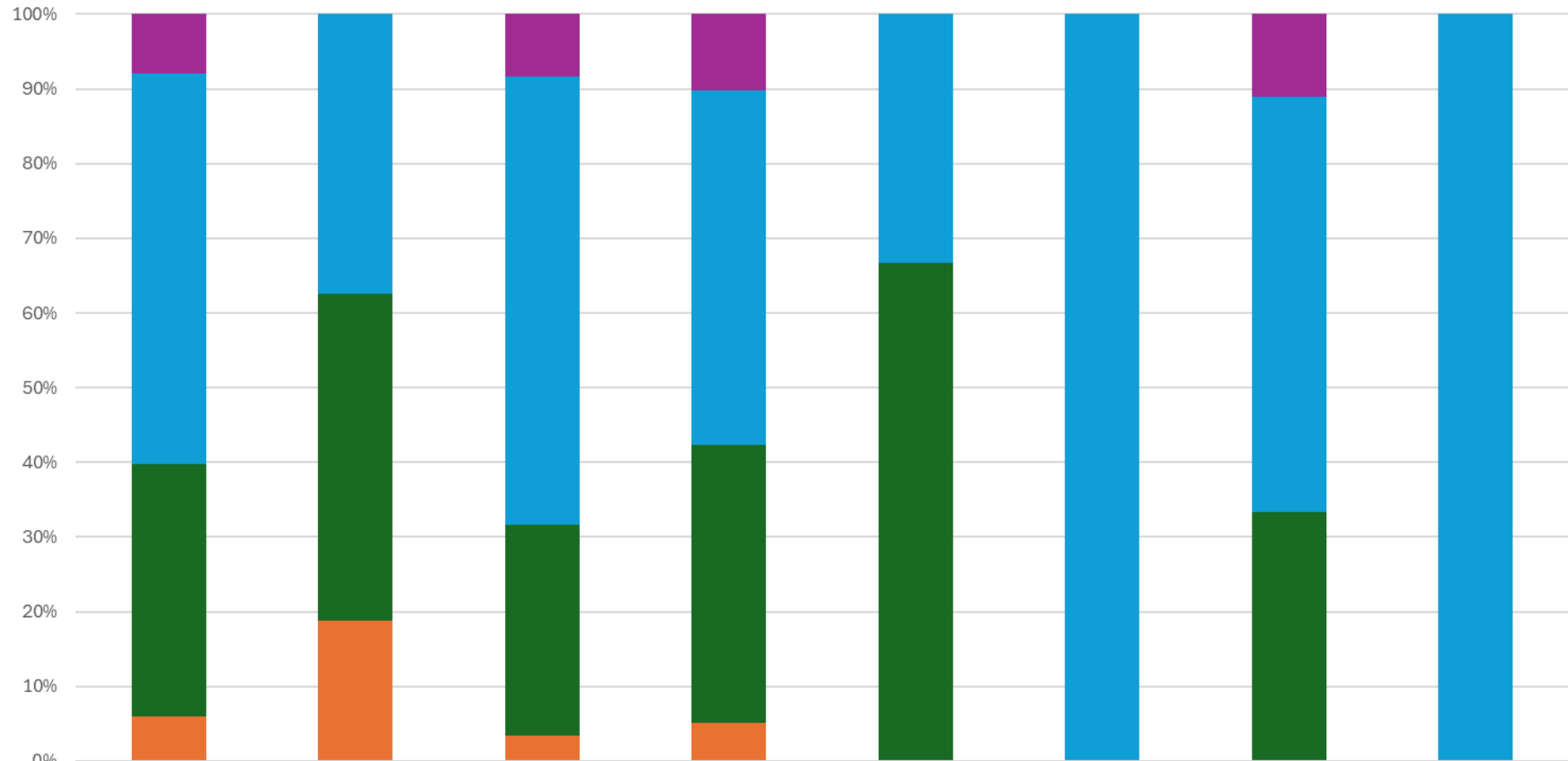
6%

19%

To what extent were the issue(s) of poor behaviour dealt with to your satisfaction?

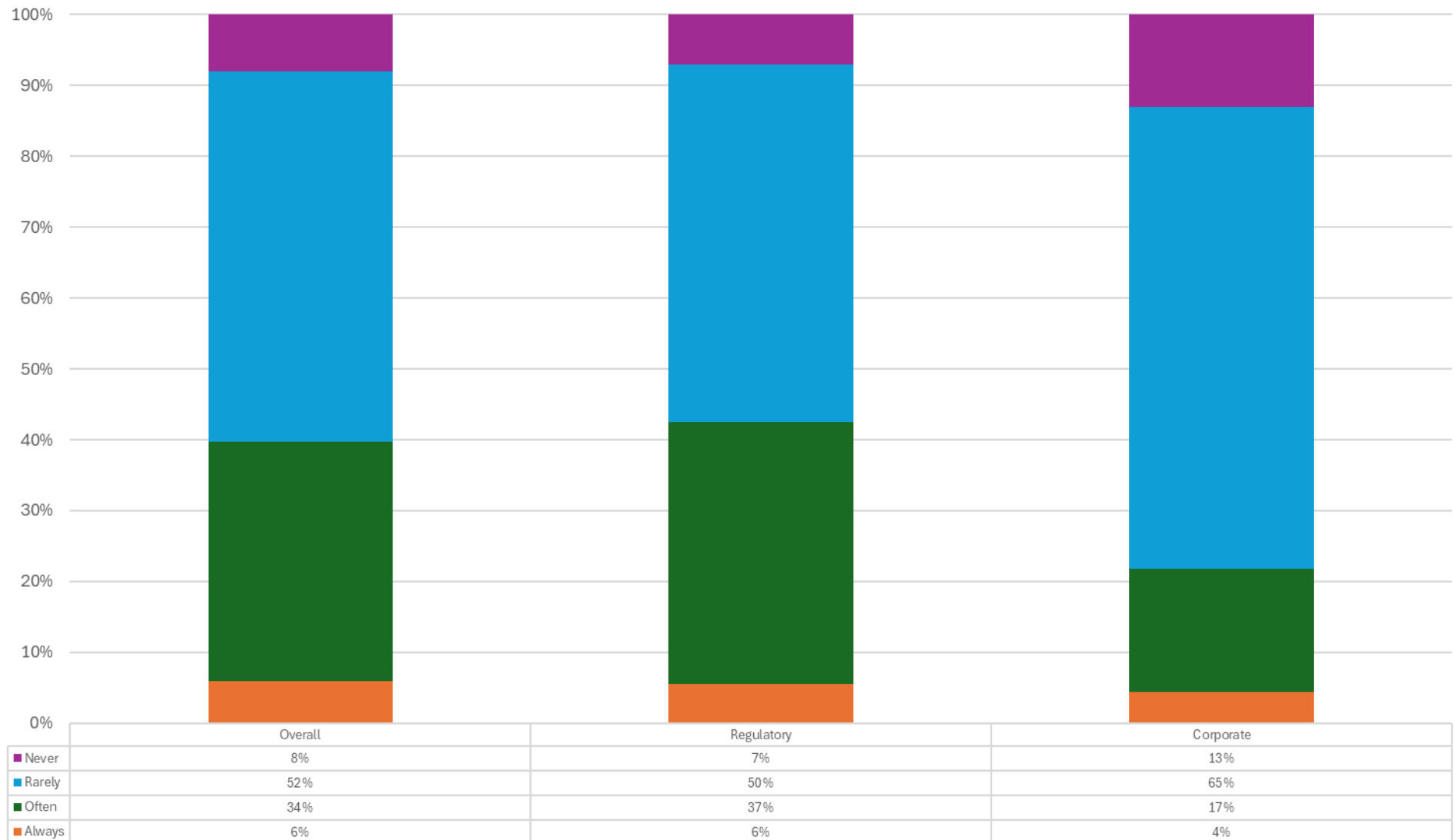


Do you think ONR senior management takes effective action to discourage unwanted behaviours at work?

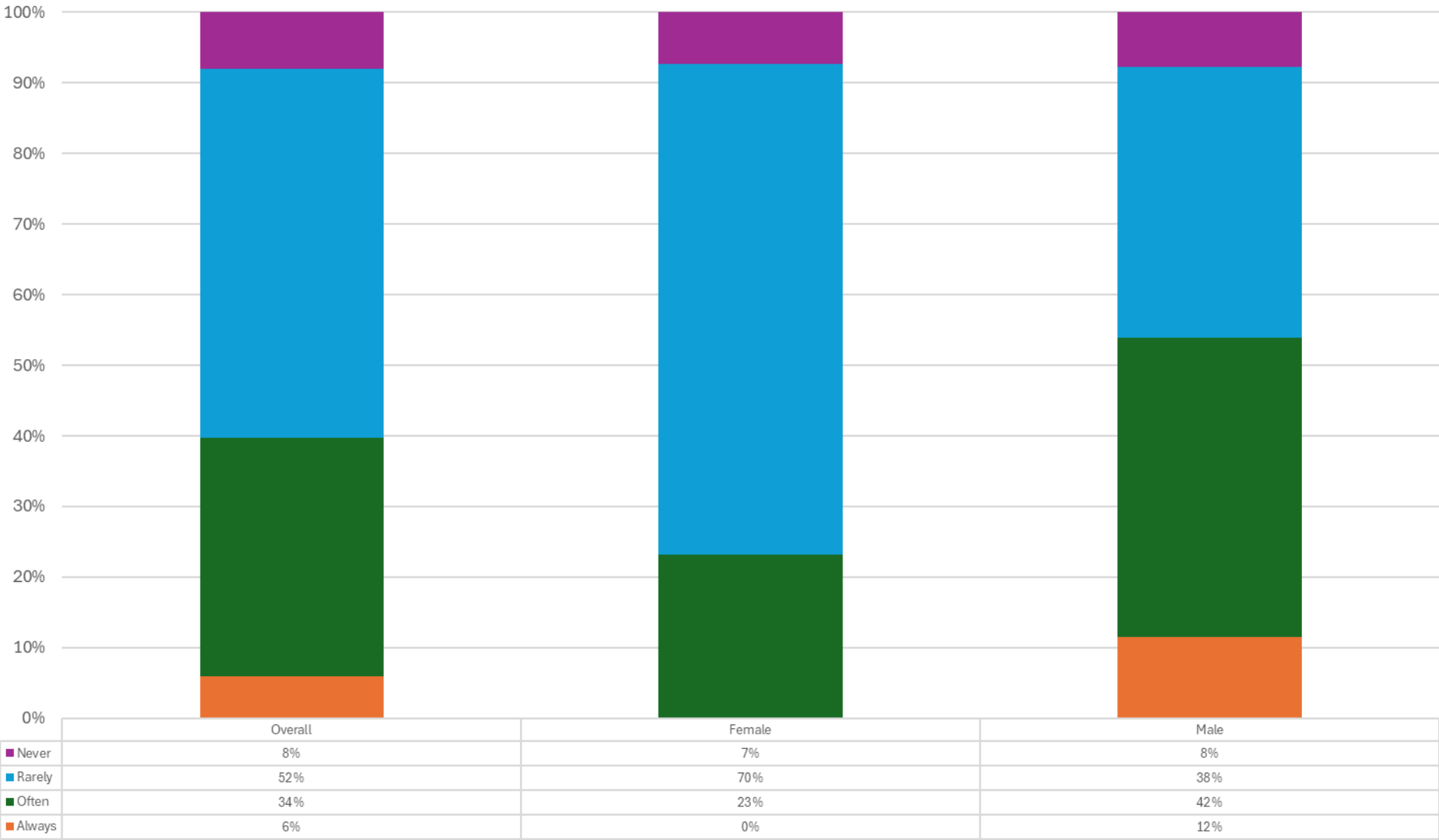


	Overall	Band 1 or above	Band 2	Band 3	Band 4 Associate / Band 3 Equivalent	Band 4	Band 5	Band 6
Never	8%	0%	8%	10%	0%	0%	11%	0%
Rarely	52%	38%	60%	47%	33%	100%	56%	100%
Often	34%	44%	28%	37%	67%	0%	33%	0%
Always	6%	19%	3%	5%	0%	0%	0%	0%

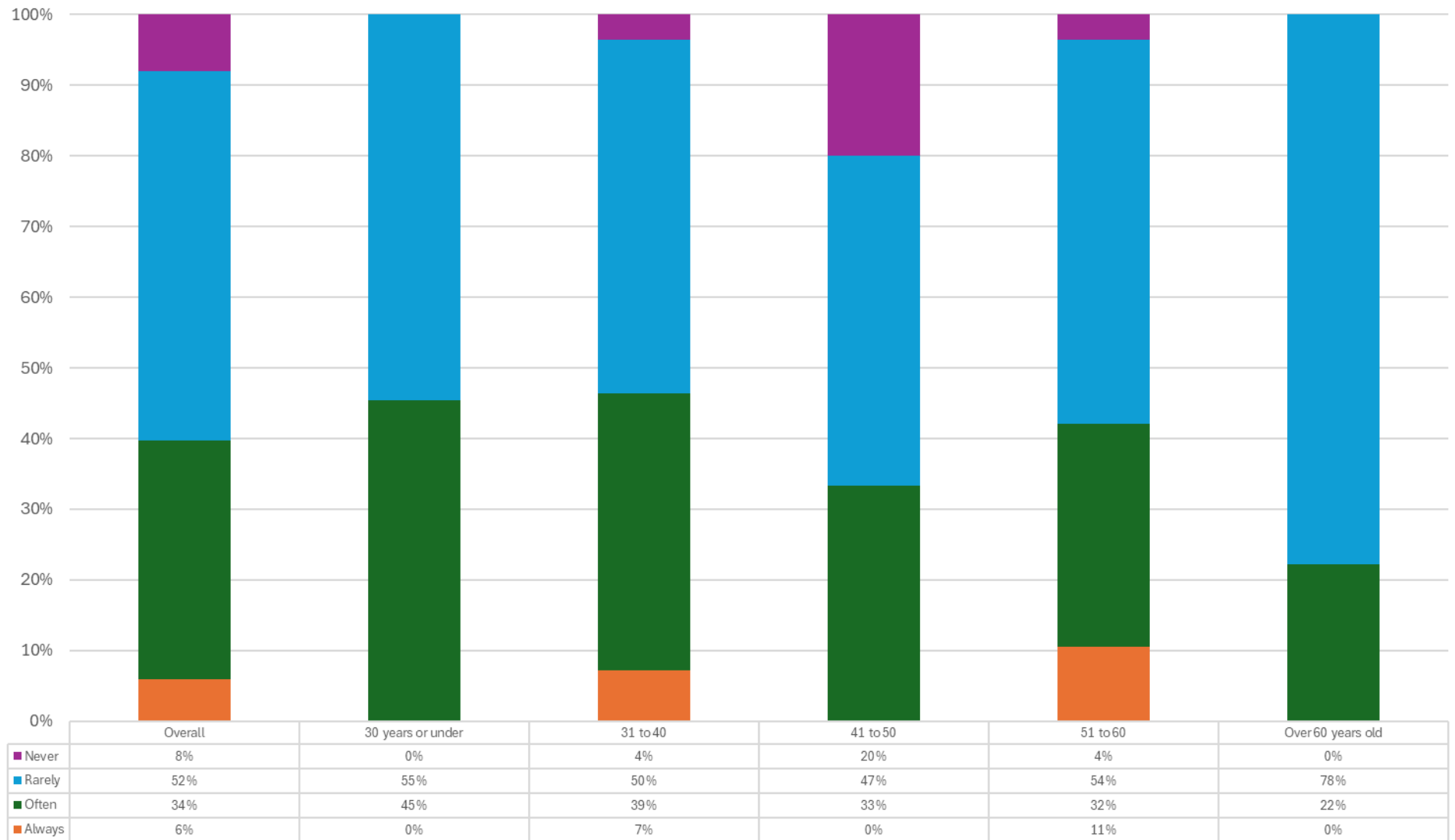
Do you think ONR senior management takes effective action to discourage unwanted behaviours at work?



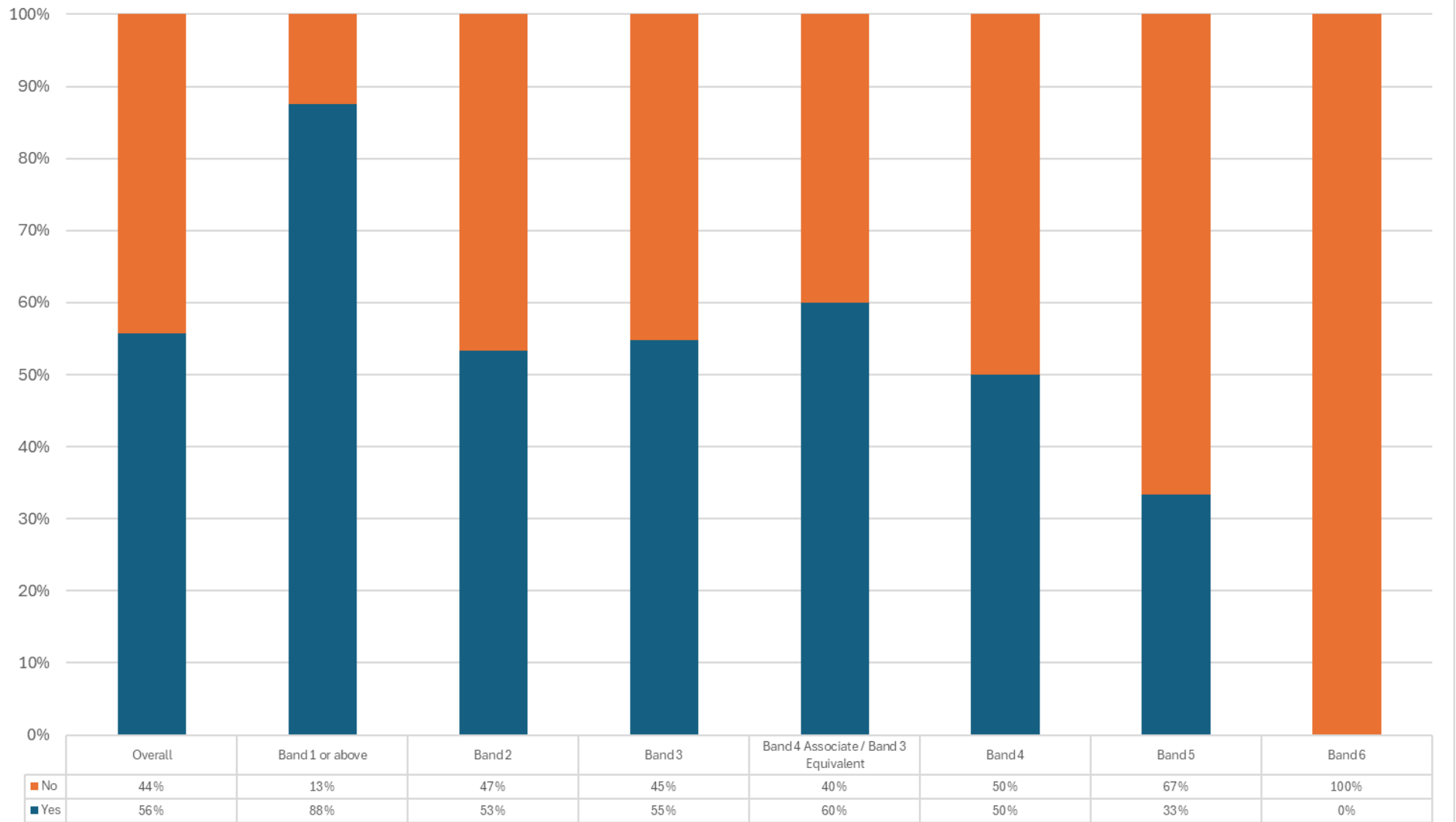
Do you think ONR senior management takes effective action to discourage unwanted behaviours at work?



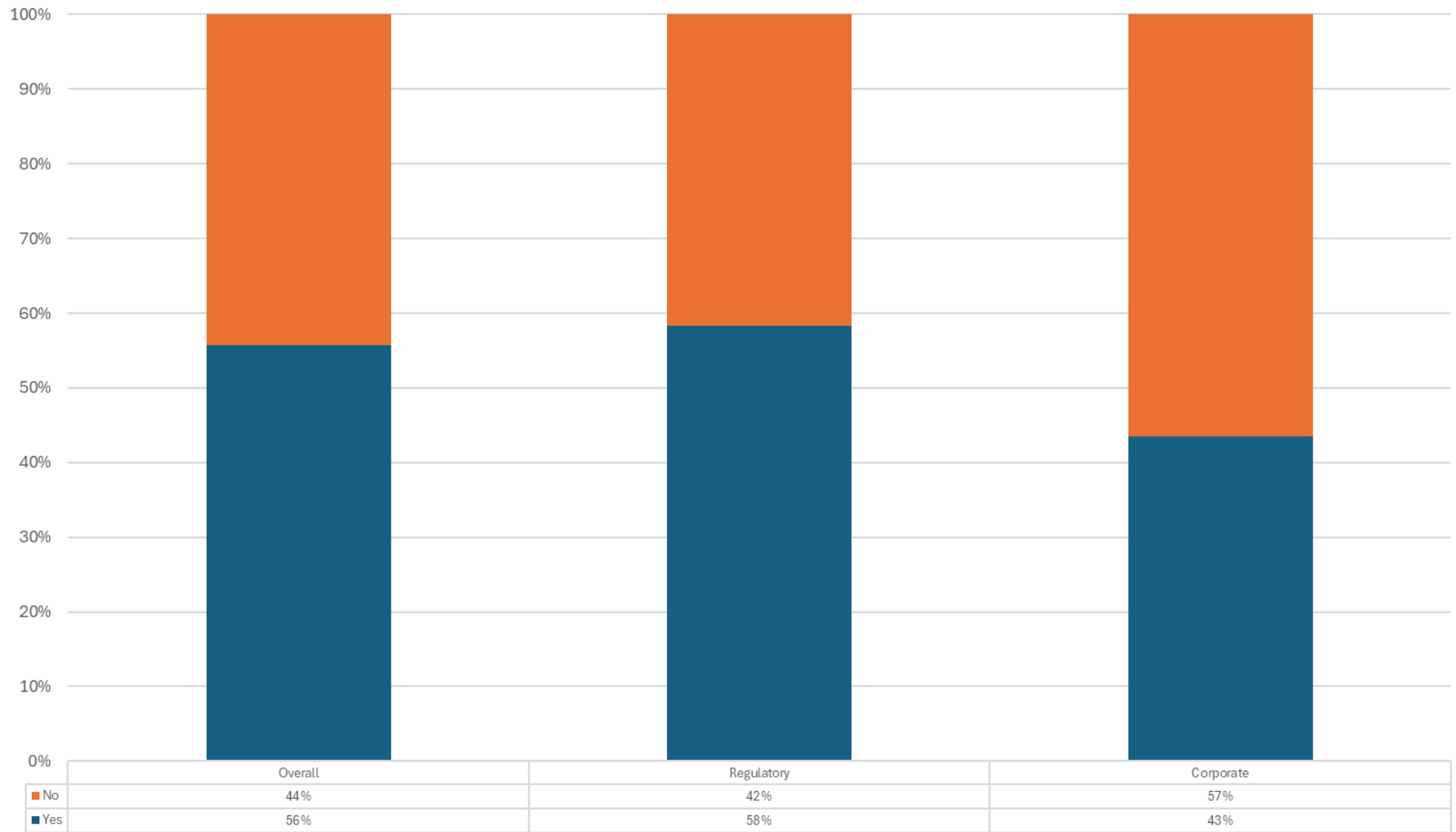
Do you think ONR senior management takes effective action to discourage unwanted behaviours at work?



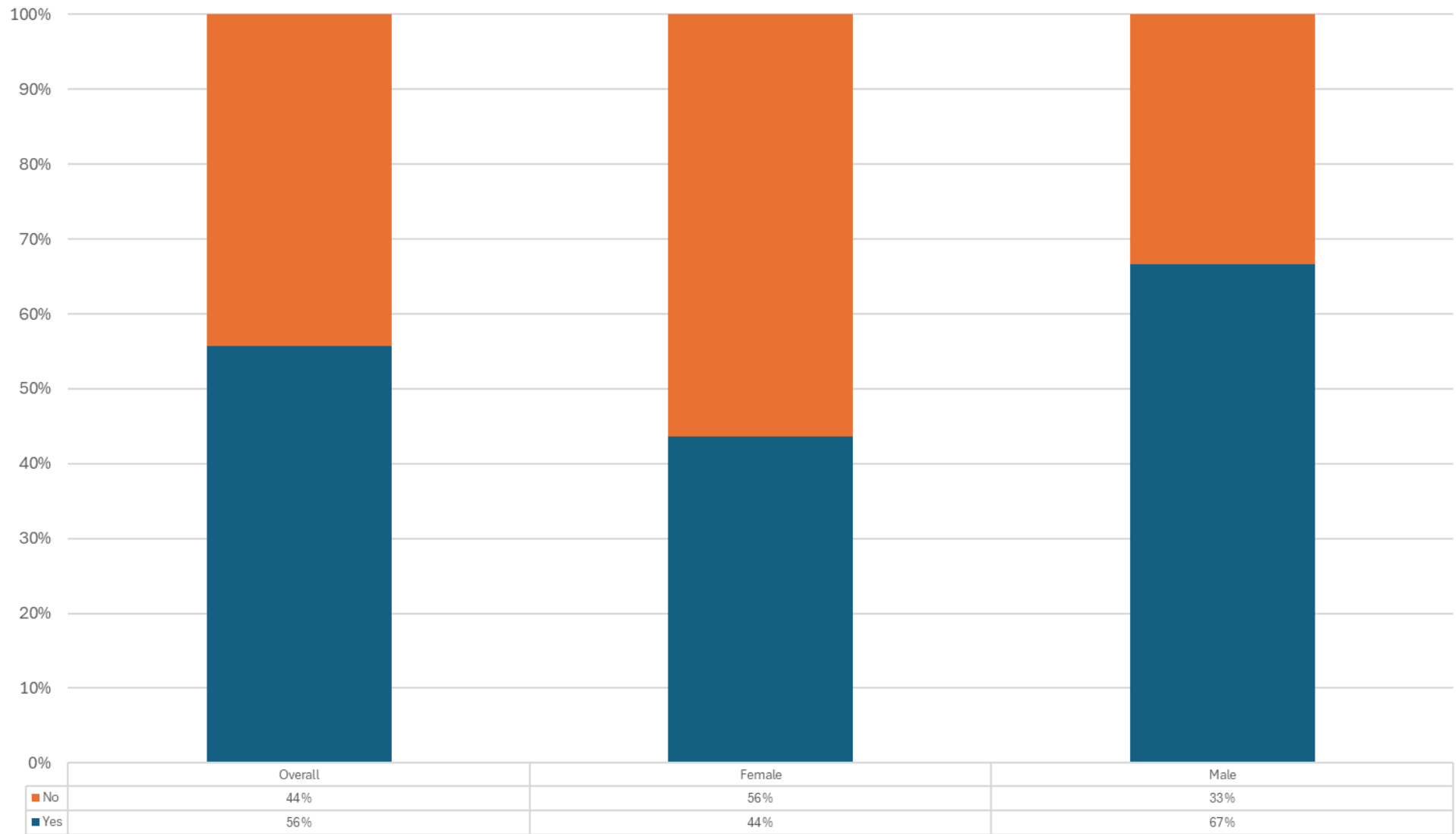
Would you be confident reporting an incident of bullying or harassment to your employer?



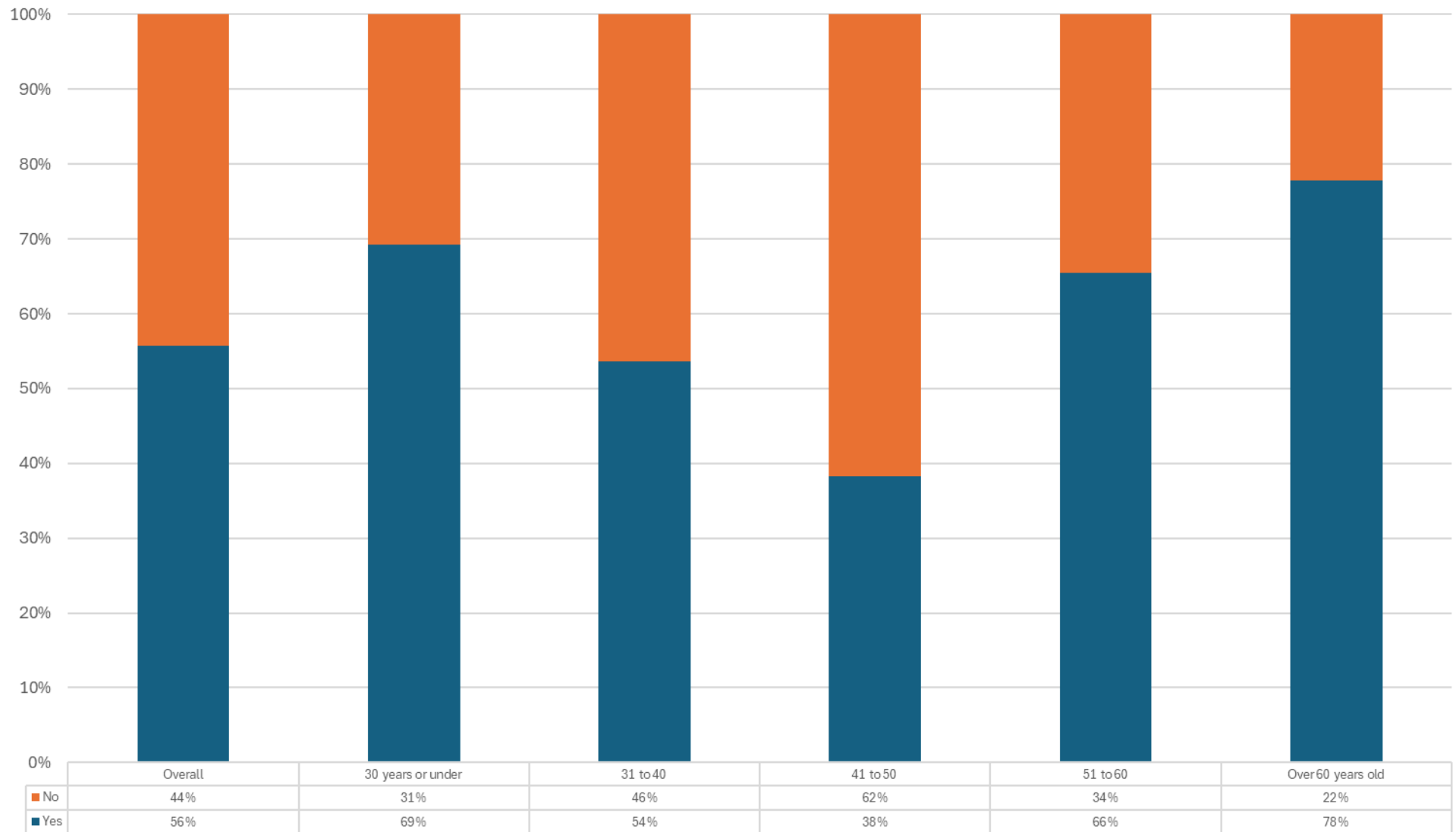
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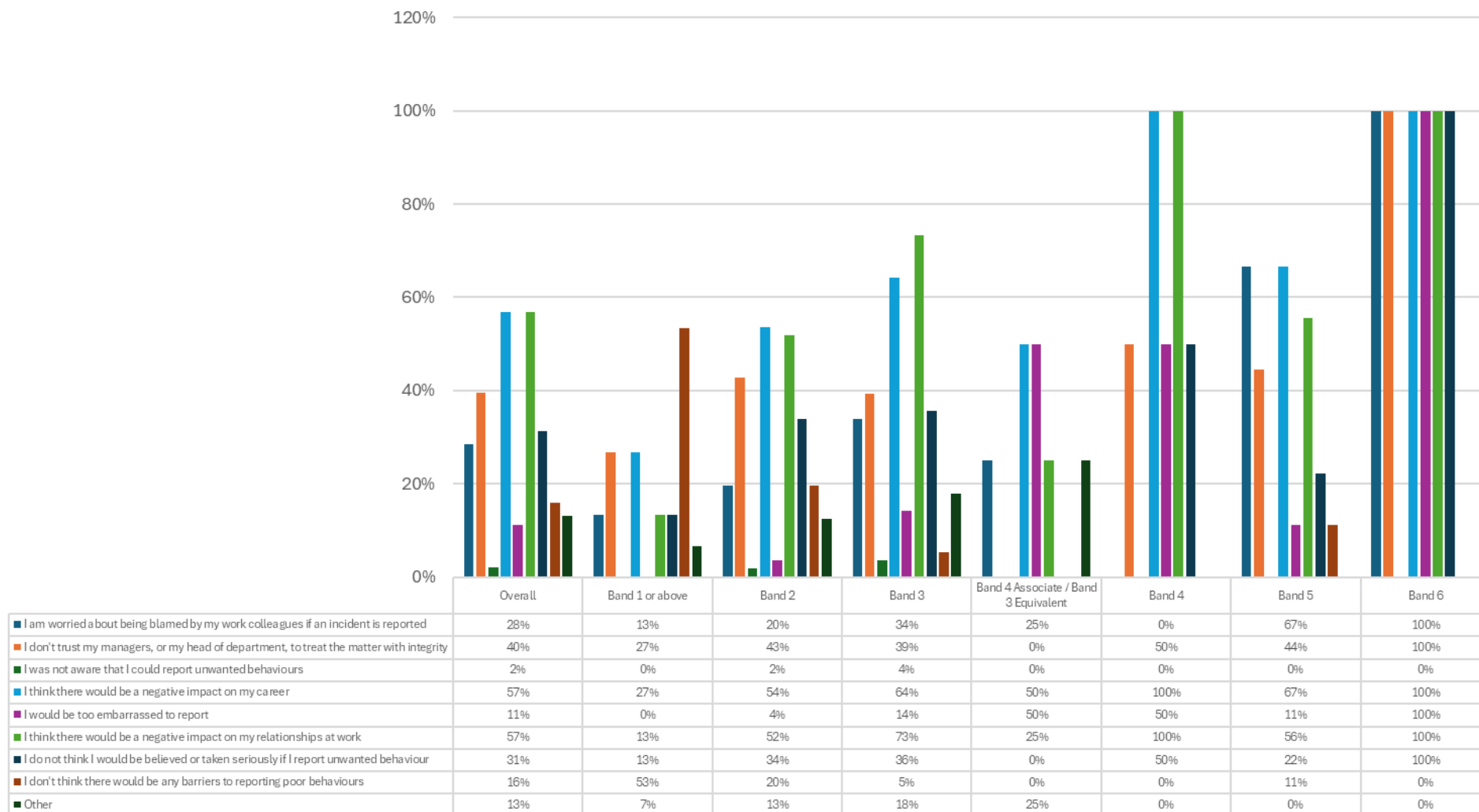


Would you be confident reporting an incident of bullying or harassment to your employer?

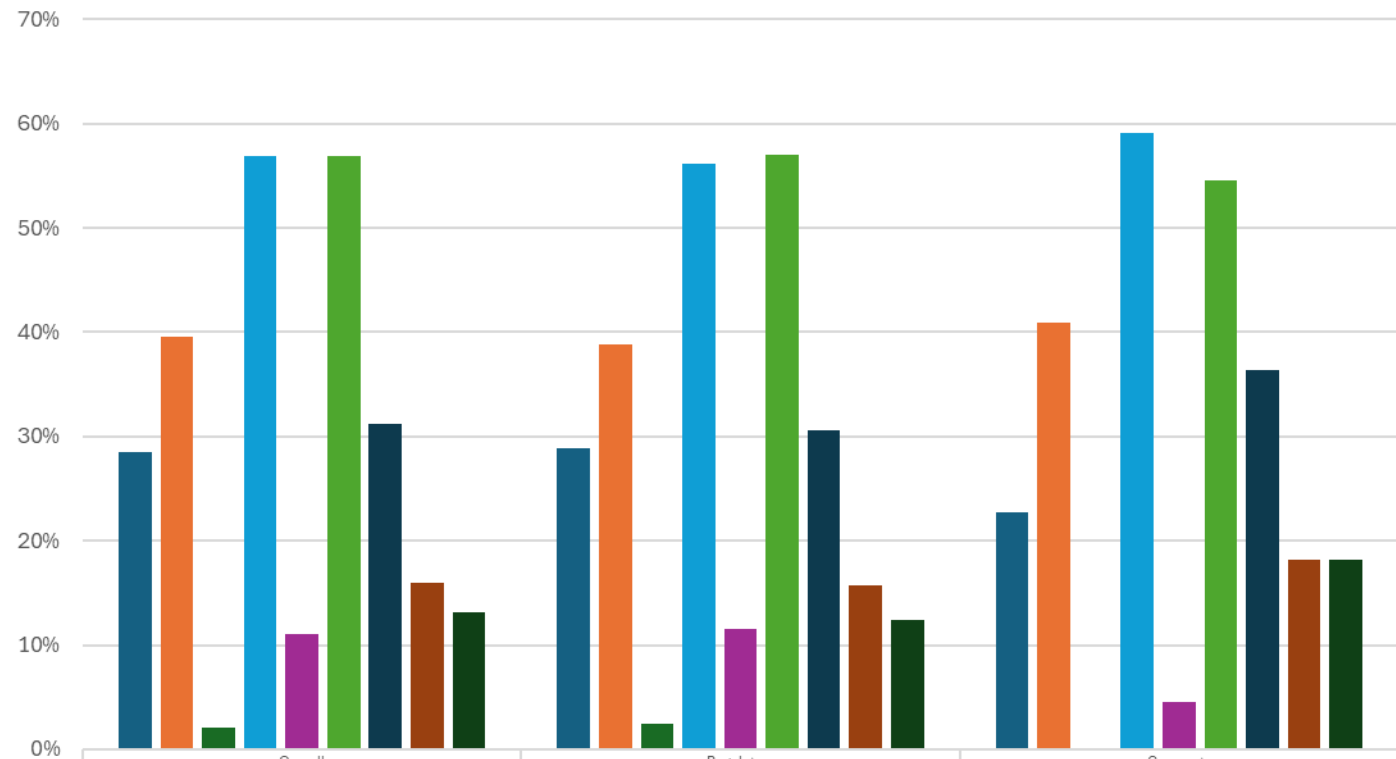


NB: In the following question the results may not add up to 100% as more than one answer could be selected.

When deciding whether to report an incident of poor behaviour, bullying or harassment, would any of the following factors be a barrier to you?

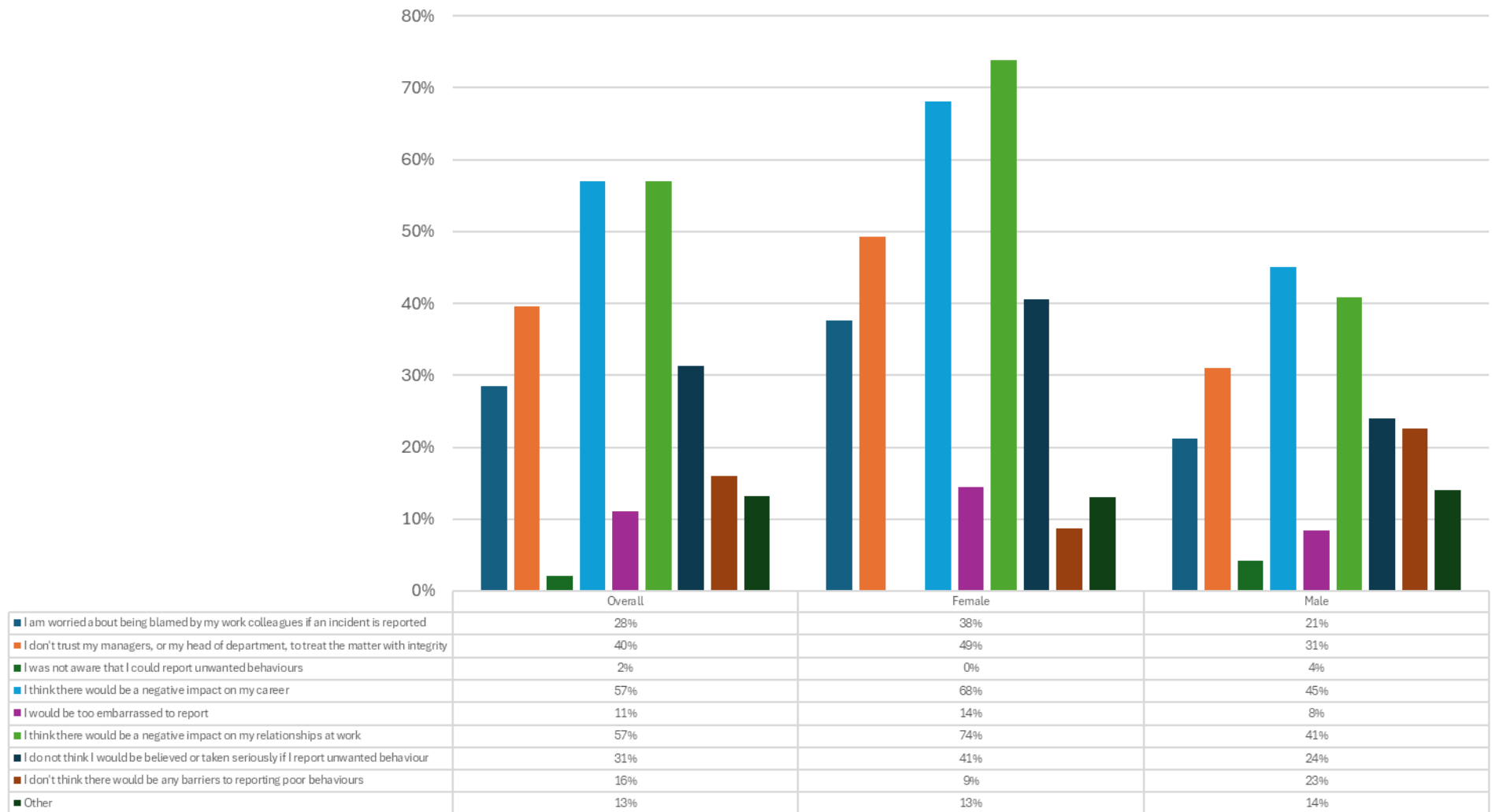


When deciding whether to report an incident of poor behaviour, bullying or harassment, would any of the following factors be a barrier to you?

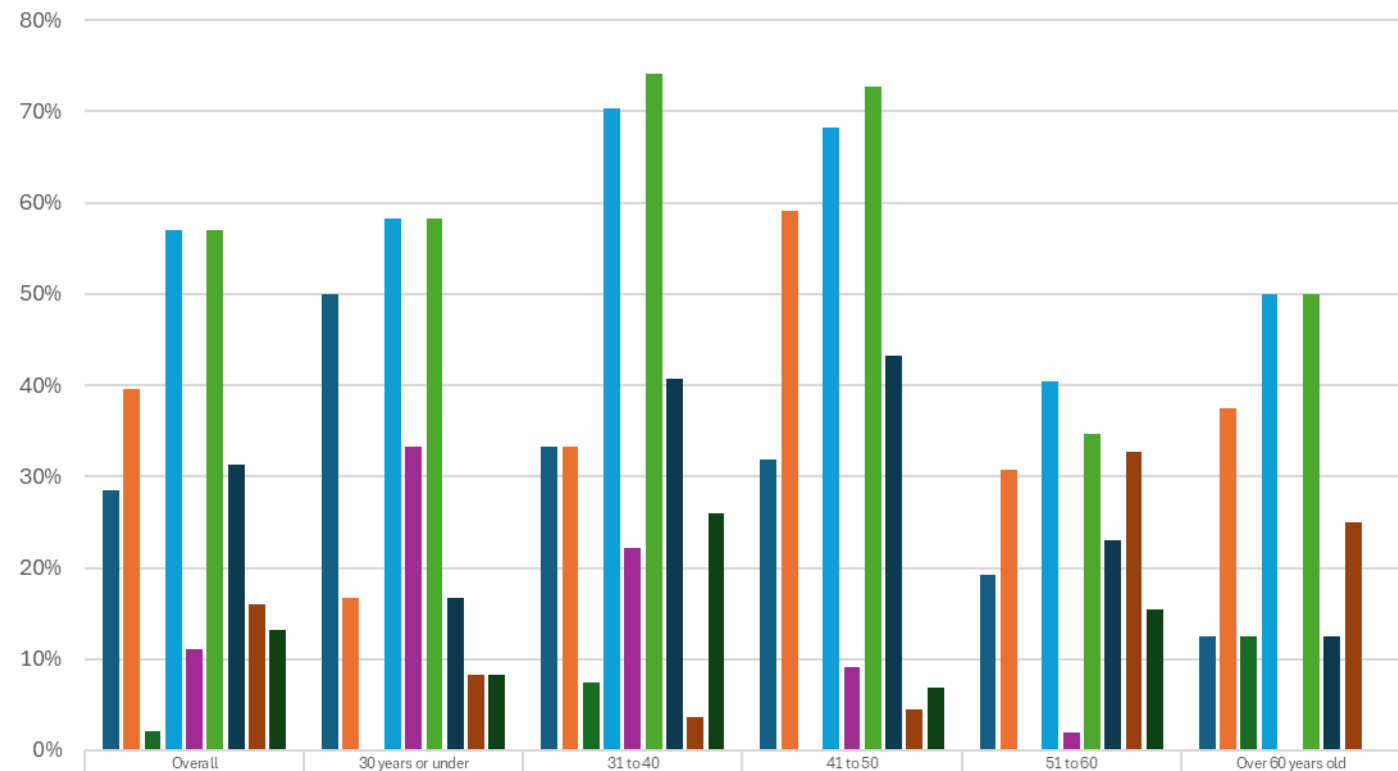


	Overall	Regulatory	Corporate
■ I am worried about being blamed by my work colleagues if an incident is reported	28%	29%	23%
■ I don't trust my managers, or my head of department, to treat the matter with integrity	40%	39%	41%
■ I was not aware that I could report unwanted behaviours	2%	2%	0%
■ I think there would be a negative impact on my career	57%	56%	59%
■ I would be too embarrassed to report	11%	12%	5%
■ I think there would be a negative impact on my relationships at work	57%	57%	55%
■ I do not think I would be believed or taken seriously if I report unwanted behaviour	31%	31%	36%
■ I don't think there would be any barriers to reporting poor behaviours	16%	16%	18%
■ Other	13%	12%	18%

When deciding whether to report an incident of poor behaviour, bullying or harassment, would any of the following factors be a barrier to you?



When deciding whether to report an incident of poor behaviour, bullying or harassment, would any of the following factors be a barrier to you?



	Overall	30 years or under	31 to 40	41 to 50	51 to 60	Over 60 years old
I am worried about being blamed by my work colleagues if an incident is reported	28%	50%	33%	32%	19%	13%
I don't trust my managers, or my head of department, to treat the matter with integrity	40%	17%	33%	59%	31%	38%
I was not aware that I could report unwanted behaviours	2%	0%	7%	0%	0%	13%
I think there would be a negative impact on my career	57%	58%	70%	68%	40%	50%
I would be too embarrassed to report	11%	33%	22%	9%	2%	0%
I think there would be a negative impact on my relationships at work	57%	58%	74%	73%	35%	50%
I do not think I would be believed or taken seriously if I report unwanted behaviour	31%	17%	41%	43%	23%	13%
I don't think there would be any barriers to reporting poor behaviours	16%	8%	4%	5%	33%	25%
Other	13%	8%	26%	7%	15%	0%

Other barriers were:

21 respondents took the opportunity to provide comments additional barriers to reporting poor behaviours at ONR. The key points summarised found that:

- In general there was a distrust in senior leadership, in terms of handling a complaint properly, moreover there was the view that different senior leaders and managers are likely to handle complaints in very different ways
- A lack of trust in HR to handle the process in a fair and effective way, specifically it was felt that they were “not that engaged” and would also be likely to side with a senior leader/manager if its one word against another
- The reporting process itself could do with being reviewed, in terms of how to make the report and steps in the process.
- There were undertones about a lack of confidentiality and the ability of the existing system to deter poor behaviours
- The length of ONR’s probationary period (12 months) presents barriers as colleagues have fewer protections during this time
- Managers do not receive adequate training to handle issues

What could ONR do to encourage you to report poor behaviours if they occur?

115 respondents took the opportunity to provide comments about what could be one to encourage the reporting of poor behaviours at ONR. The key points summarised found that:

- In short respondents want a simple, anonymous reporting system with clear processes and demonstrable consequences for perpetrators. A number recommended that this be run by an outside company
- Across the board changes are needed, with very few respondents feeling that the current system was fit for purpose.
- Managers and HR require better training and to get to a place whereby “they are singing from the same hymn sheet” as the inconsistency and a lack of transparency in terms process and sanction causes an uncertainty that stops reporting taking place like it should.
- There needs to be considerable effort put into either dispelling, or fixing the notion that senior leadership is not held accountable. This includes ensuring consistent treatment at all levels of ONR
- Respondents felt that there also needs to be a robust, and impartial complaints process implements
- A stronger message underpinning these responses is that there needs to be a cultural shift whereby it is understood that poor behaviour is not acceptable or tolerated, regardless of seniority, length of service or gender.

Is there anything else you would like to add?

63 respondents took the opportunity to provide additional comments. The key points summarised found that:

- There are widespread concerns about:
 - poor performance management,
 - lack of accountability for negative behaviours
 - a significant lack of leadership competence
- a permissive blame culture leading to tolerance bullying
- There were also more nuanced concerns about
 - a lack of diversity, particularly in senior management positions,
 - a perceived bias in reporting mechanisms.
- Overall there was a strong feeling that HR, and the leadership team at present are not suitably equipped to tackle these concerns, highlighting the need for training and development.
- There was a strong view that in dealing with poor behaviour ONR needs to be much more proactive and much less reactive, but that this may take a significant cultural change
- Several respondents expressed hope that new leadership can help things improve moving forward
- A small number of respondents provided feedback that ONR is also doing positive things that are not captured by this survey