



IFF Research

PHSO People Survey 2013 Debrief of findings

September 2013

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Executive Summary



Executive Summary

- The majority of staff are committed to PHSO's work and have a high opinion of their peers, providing a foundation of goodwill on which to build
- However, job satisfaction and morale have both declined substantially since 2011, and under half of staff intend to be working for PHSO in 12 months' time
- The programme of change has been highly problematic for staff: although most agree that the reasons for the changes have been explained, there are low levels of buy-in to the changes, low levels of agreement that there has been genuine dialogue, and high perceived job insecurity. Half feel customer service has worsened as a result
- The PHSO engagement score has fallen from 73% in 2011 to 48% in 2013, making it harder to get staff 'on side' with the changes (as half have disengaged)
- Internal communication and senior management visibility and leadership appear to have compounded the inevitable difficulties of managing the change process



Executive Summary (cont.)

- Staff suggestions for action include:

Internal communications

- Internal communication being more succinct, targeted and 'telling it how it is'
- Better management of the relationship between internal and external communications

Change management

- The change management process engaging more with the practicalities of implementation – e.g. being more flexible in adapting the blueprint
- More open acknowledgement/discussion of difficulties, to find ways forward

Senior management

- Senior management being more visible (e.g. through 'meet and greets')
- Demonstrable engagement with the practicalities of service delivery (e.g. 'back to the floor' exercises)

Customer service

- Refocus on the customer over the 'PHSO process' e.g. with simpler forms
- More efficient and better resourced initial 'gatekeeping'



Introduction



Introduction

- The PHSO People Survey has been conducted on various occasions to measure staff views on the experience of working for PHSO
- A consistent focus has been on measuring engagement, on the basis that this is central to PHSO's ability to get the best out of its staff – and, in 2013, change management was added as a further prominent area of focus
- The survey covers topics including:

Individuals' engagement with, and perceptions of, their role

Communications

Pay and benefits

Senior management

Customer service

Learning and development

Line management

Managing money wisely

- Data was collected via an online survey, with invitations and reminders emailed to staff
- 377 members of staff responded between X July and 26th August, a 79% response rate
- Differences between groups are only commented on where statistically significant, and we have avoided commenting on sub-groups smaller than 10



Main findings



A foundation of commitment and goodwill

The majority of staff are engaged with, and committed to, PHSO's objectives and have a high opinion of their peers

**Engaged
with PHSO's
aims**

- 81% understand how their work contributes to the objectives of PHSO
- 71% feel committed to PHSO's aims and objectives
- 22% spontaneously say the single best thing about working for PHSO is 'helping to resolve injustice / making a difference'

**Committed
to delivery**

- 82% are happy to go 'the extra mile' when required
- 82% suggest ways of improving things
- 78% act on feedback received on customer service
- 74% feel they have the training needed to provide good customer service

**High opinion
of their
PHSO peers**

- 85% feel the people they work with co-operate to get the job done
- 23% spontaneously say the single best thing about working for PHSO is 'the people'

**Positive re:
equality and
diversity**

- 73% feel PHSO respects individuals' differences
- 71% feel they are treated fairly



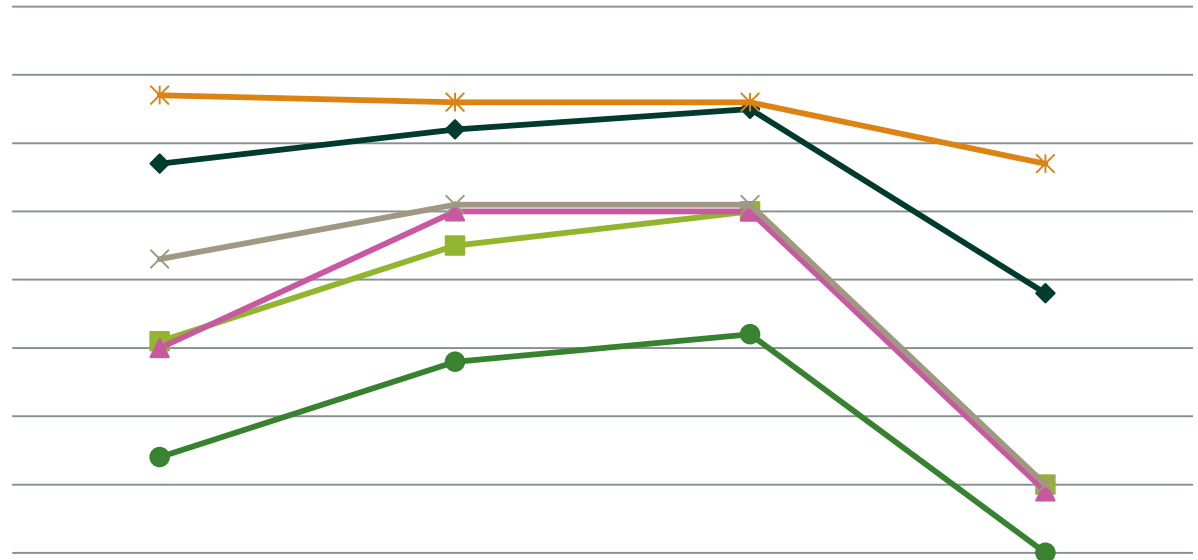
At present, there is a foundation that can be built on, to take PHSO forward

Selected trends over time

As the selected key measures below suggest, ratings of other aspects have declined significantly in 2013

- My team is managed well**
- Considering everything, I am satisfied with my job at PHSO**
- Senior managers are sufficiently visible at PHSO**
- Morale is good where I work**
- Overall, I have confidence in the Senior Managers at PHSO**
- PHSO manages change effectively**

% agreeing each year



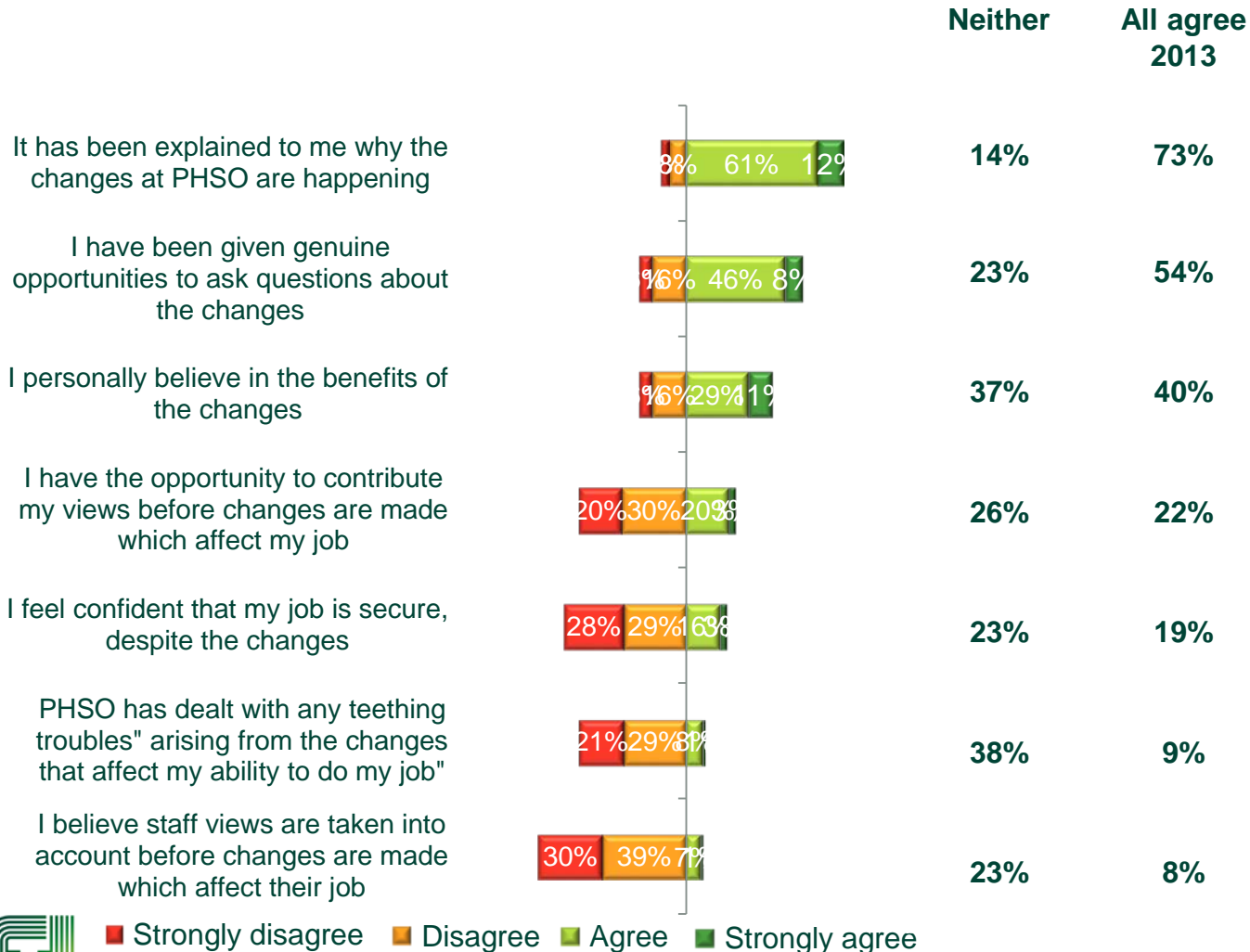
	2007	2009	2011	2013
◆ Considering everything, I am satisfied with my job at PHSO	67	72	75	48 ↓
■ Morale is good where I work	41	55	60	20 ↓
▲ Overall, I have confidence in the Senior Managers at PHSO	40	60	60	19 ↓
× Senior managers are sufficiently visible at PHSO	53	61	61	20 ↓
✱ My team is managed well	77	76	76	67 ↓
● PHSO manages change effectively	24	38	42	10 ↓



Base: All (2013: 377, 2011: 405, 2009: 396, 2007: 234)

Managing current change

Organisational change has been highly problematic: although the majority feel the reasons for the changes have been explained, there is lower perceived opportunity for dialogue, low 'buy in' to the changes, and high perceived job insecurity



Complex Investigations and Operations respond less positively in relation to perceived opportunity for dialogue and job security



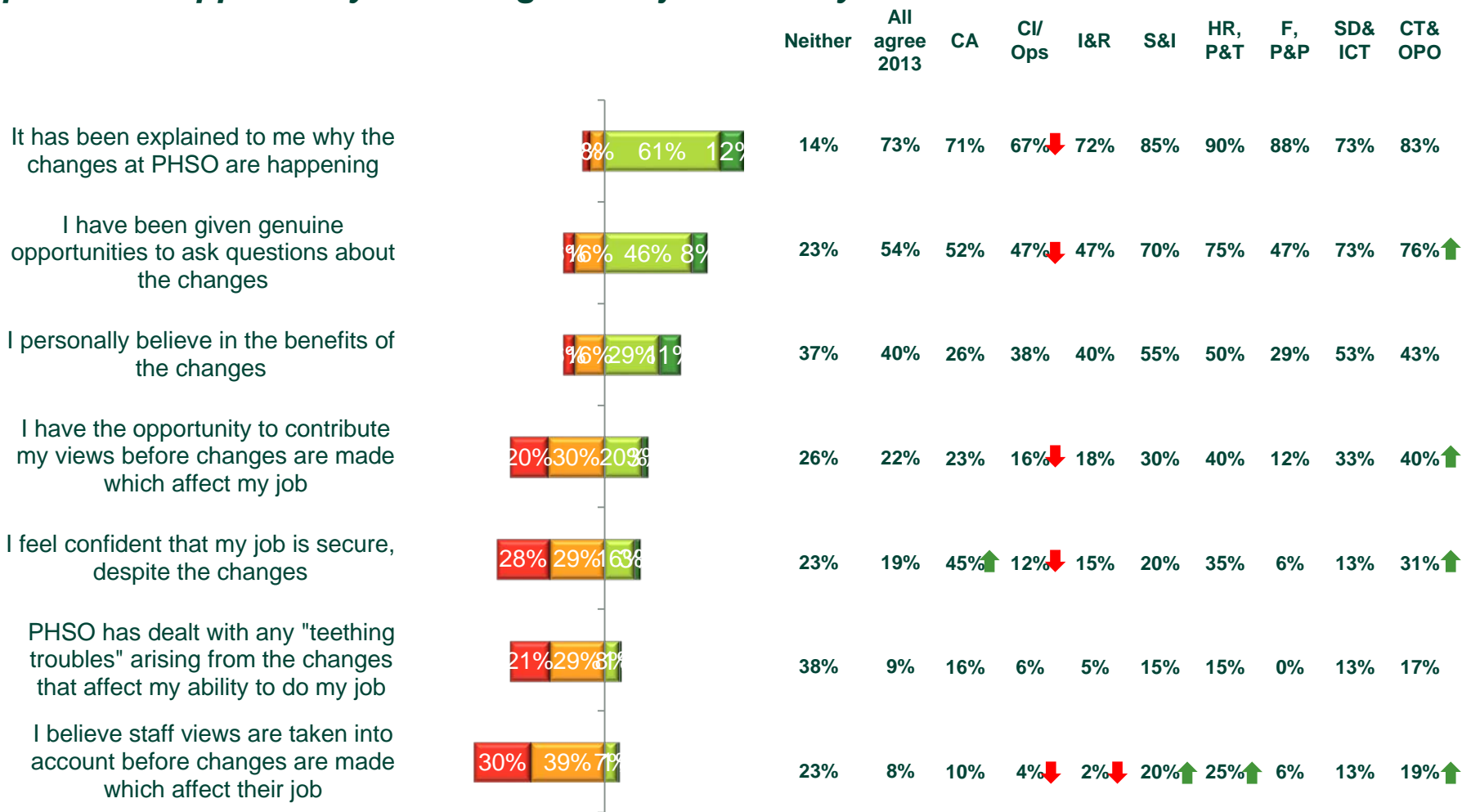
■ Strongly disagree
 ■ Disagree
 ■ Agree
 ■ Strongly agree

E1. Please tick one box only for each question (in relation to 'Change Management')

Base: All (2013: 377, 2011: 405)

Managing current change

Complex Investigations and Operations tend to respond less positively in relation to perceived opportunity for dialogue and job security



(31) (135) (94) (20) (20) (17) (15) (42)



■ Strongly disagree
 ■ Disagree
 ■ Agree
 ■ Strongly agree

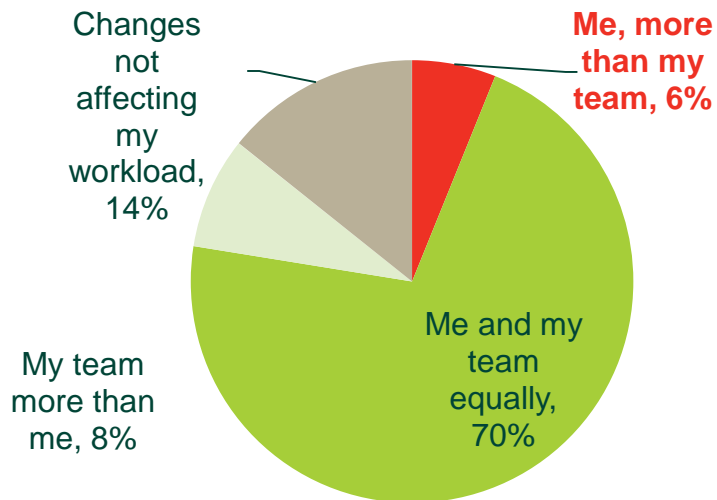
E1. Please tick one box only for each question (in relation to 'Change Management')

Base: All (2013: 377)

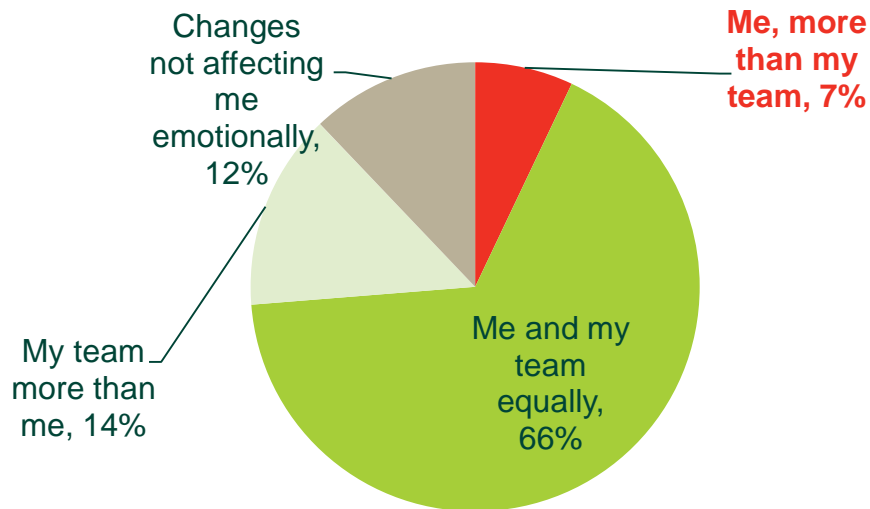
Managing current change

One in ten feels disproportionately burdened by the changes, and half feel customer service has suffered as a result of the changes

E2. Thinking about day to day workload, are the changes affecting:...



E3. Thinking about the emotional impact, are the changes affecting:...



10% of staff feel disproportionately affected by the changes – particularly those in HR, People and Talent (25%) and the Casework Team / Ombudsman’s Private Office (19%)

FCN



(E4) As a result of the current changes, 12% of staff feel the customer service delivered by PHSO has become better, 51% feel it has become worse

(M1) 60% disagree that morale is good where they work
Only 22% agree, down from 60% agreeing in 2011

(M1) Under half (46%) agree that they intend to be working for PHSO in 12 months’ time
Down from 70% agreeing in 2011

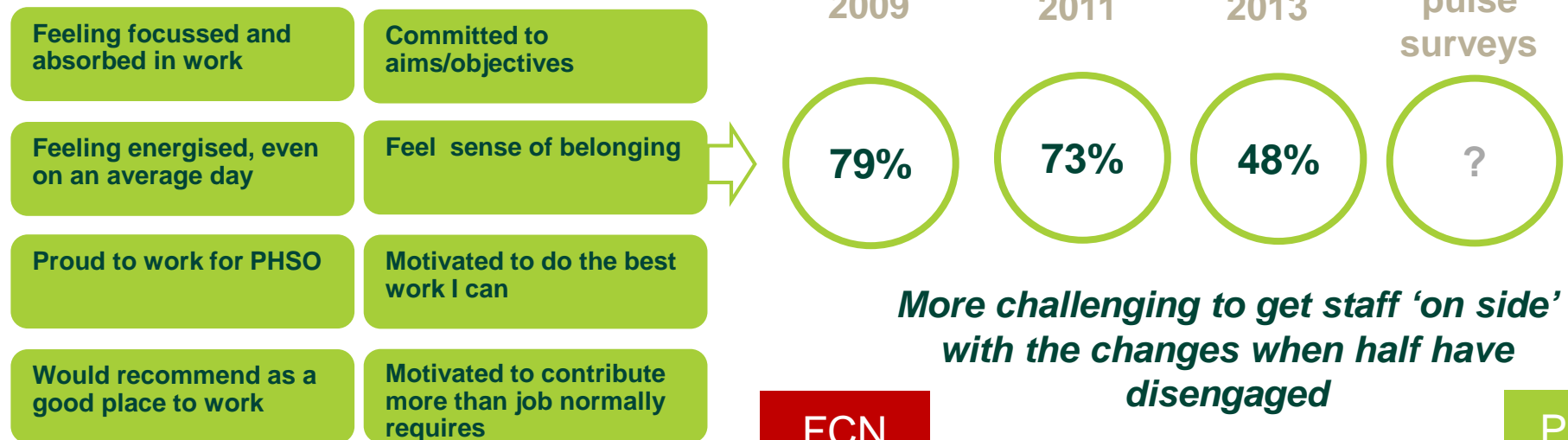
Engagement and Change Management dashboard

The resulting benchmark for change management is low, while staff engagement has declined substantially since 2011

Change Management Score

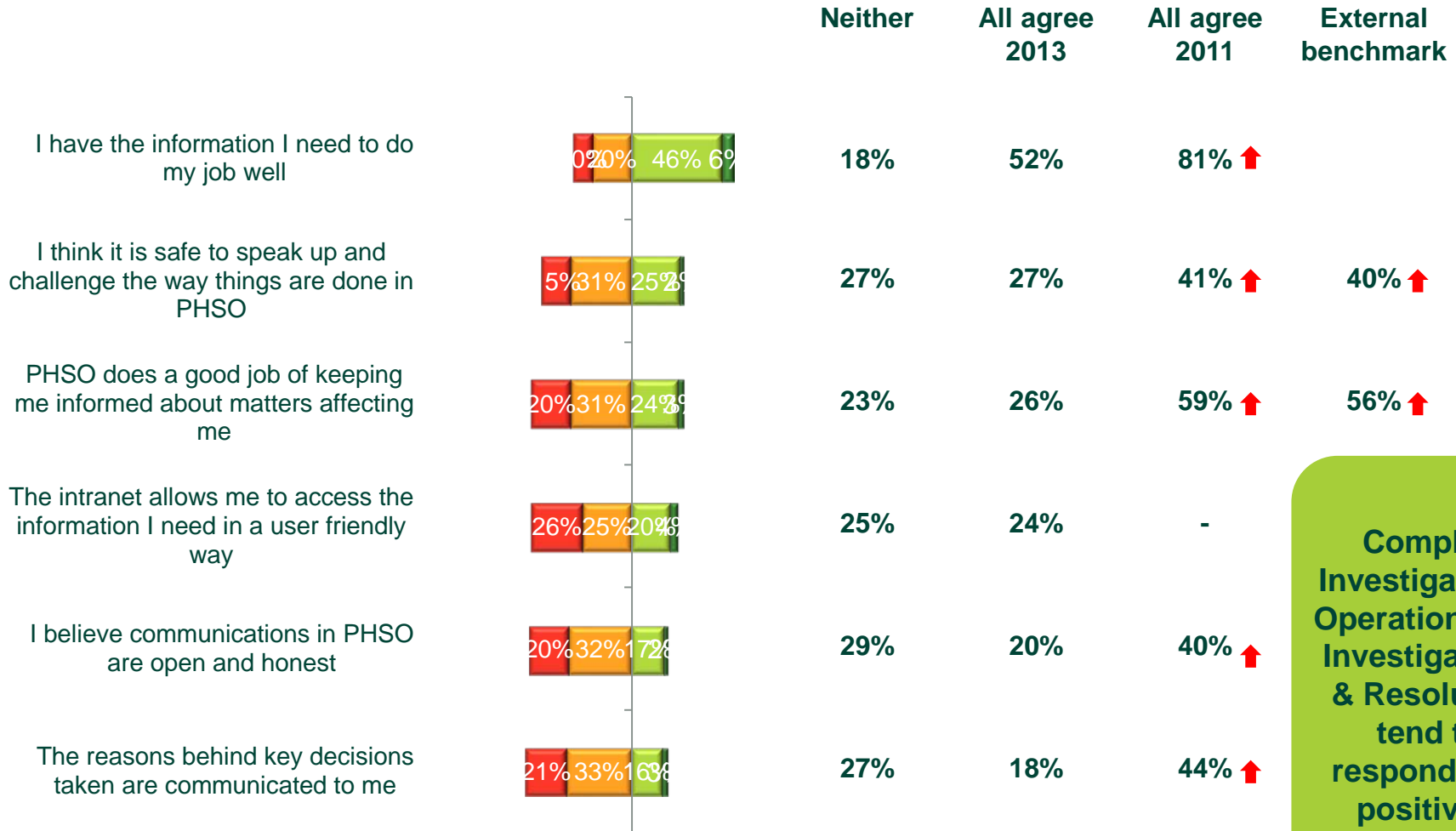


Engagement Score



Communication

Part of the issue appears to be internal communications: these are rated less positively than in 2011 and compared with external benchmarks



Complex Investigations/ Operations and Investigations & Resolution tend to respond less positively



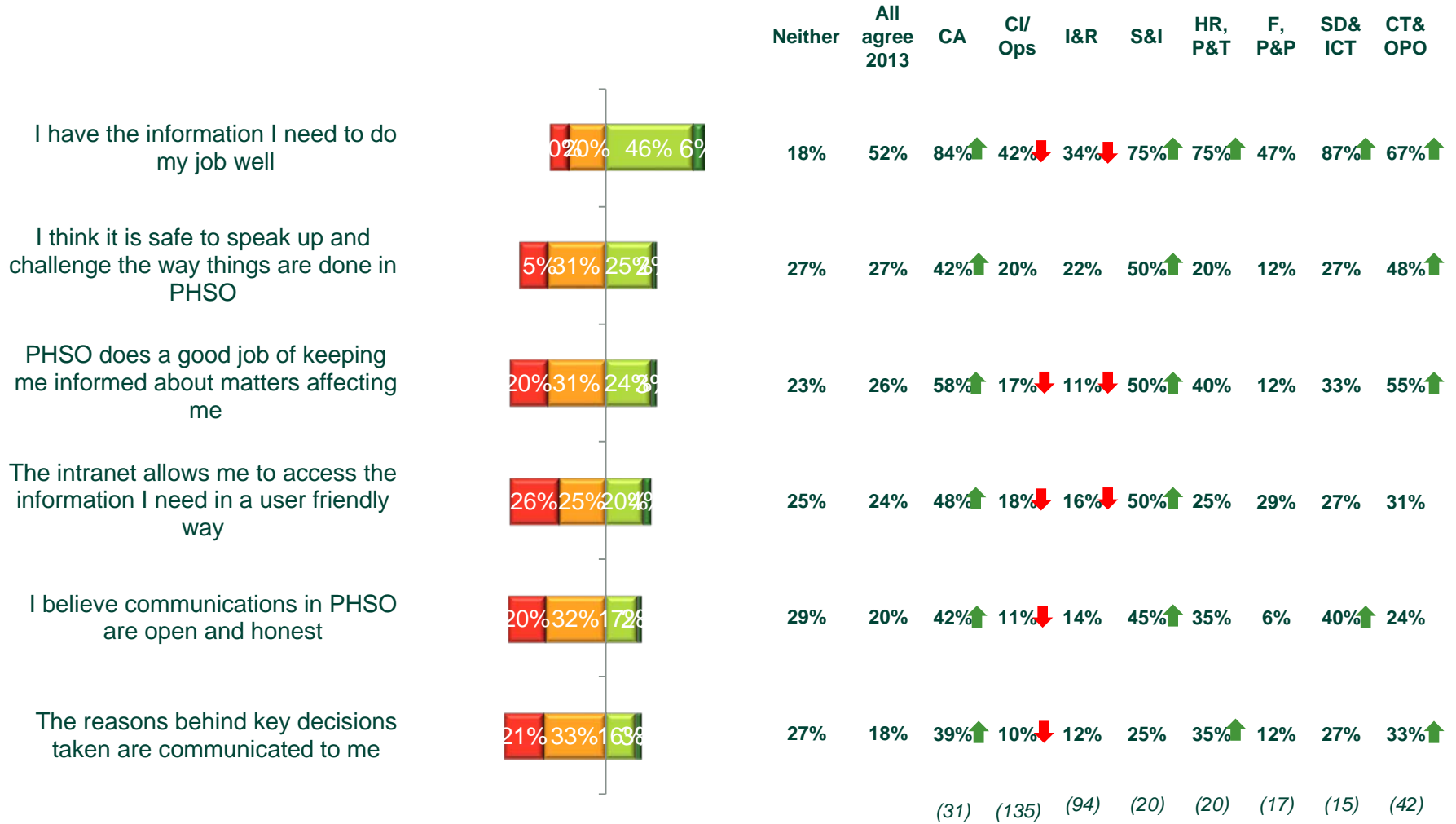
■ Strongly disagree
 ■ Disagree
 ■ Agree
 ■ Strongly agree

D1. Please tick one box only for each question (in relation to 'Communication')

Base: All (2013: 377, 2011: 405)

Communication

Complex Investigations/Operations and Investigations & Resolution tend to respond less positively; Clinical Advice and Strategy and Insight more so



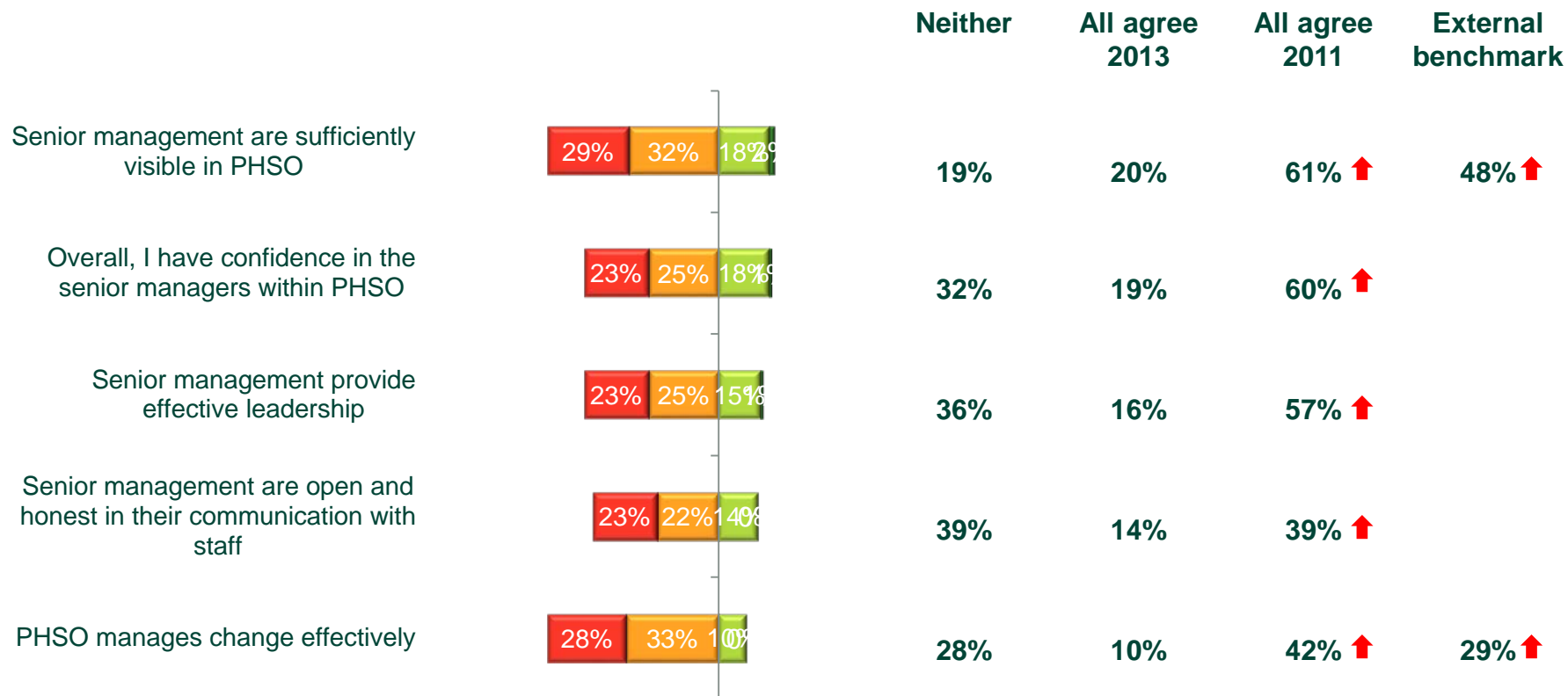
■ Strongly disagree
 ■ Disagree
 ■ Agree
 ■ Strongly agree

D1. Please tick one box only for each question (in relation to 'Communication')

Base: All (2013: 377)

Senior Management

Ratings of senior management visibility, leadership, change management and communication have all substantially declined since 2011



- **Investigations & Resolution tend to respond less positively re: senior management visibility, confidence and leadership; Complex Investigations/Operations re: open/honest communication**
- **Directors/Clinical Advisor grades more likely to agree re: open/honest communication and overall confidence; Payband C less likely to agree re: open/honest communication**



■ Strongly disagree ■ Disagree ■ Agree ■ Strongly agree

11. Please tick one box only for each question (in relation to 'Senior Management')

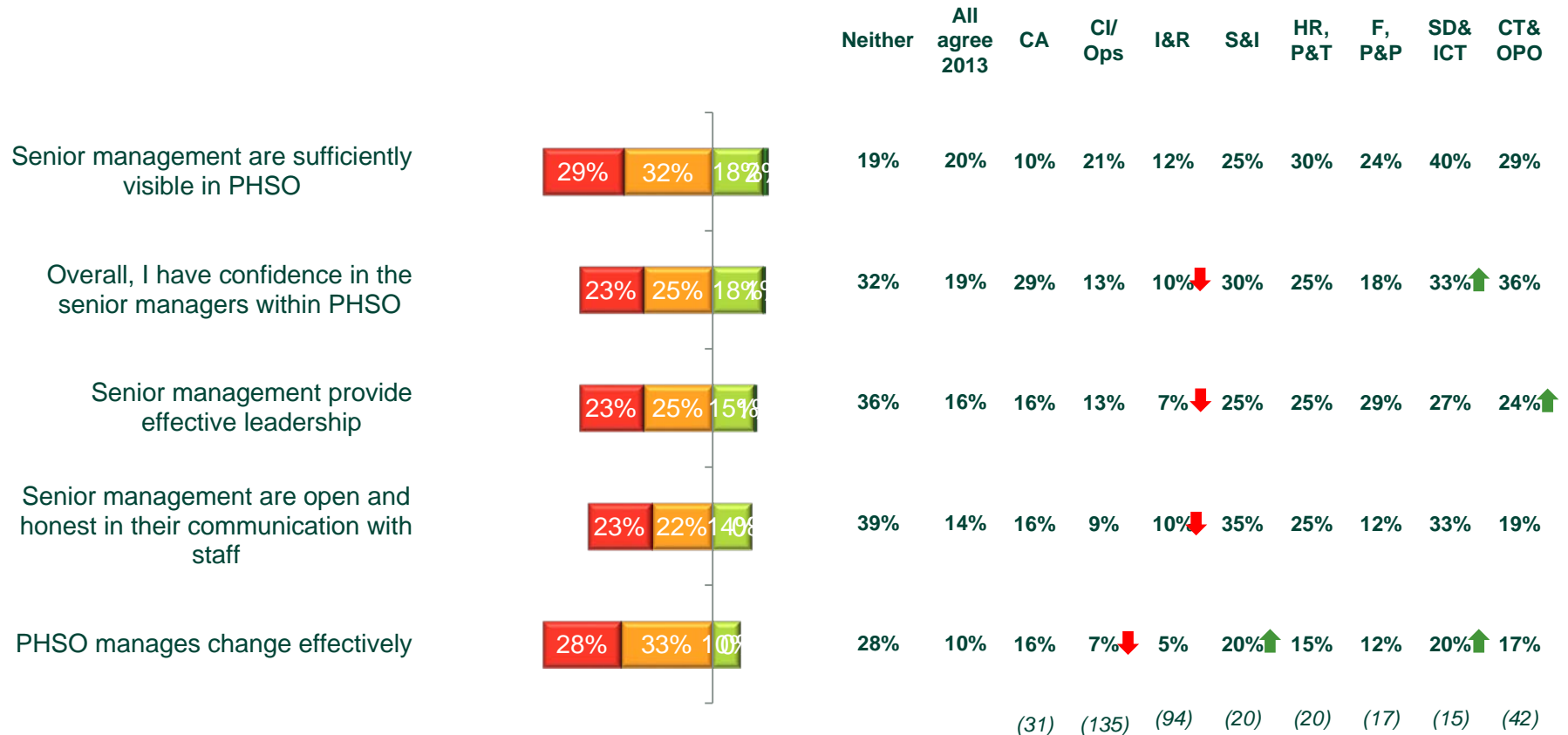
Base: All (2013: 377, 2011: 405)

FCN

P

Senior Management

Investigations & Resolution tend to respond less positively in relation to senior management visibility, confidence and leadership



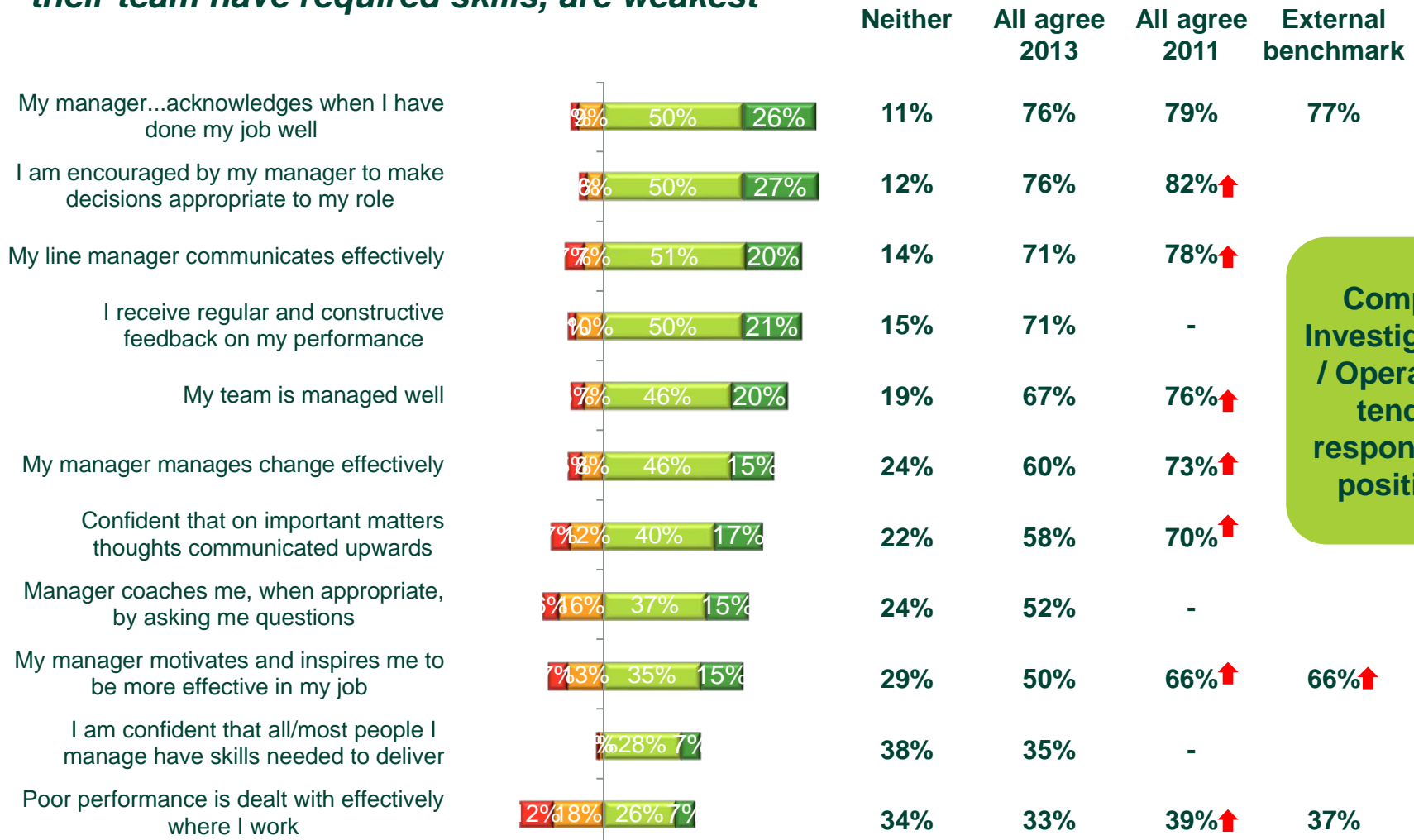
■ Strongly disagree
 ■ Disagree
 ■ Agree
 ■ Strongly agree

I1. Please tick one box only for each question (in relation to 'Senior Management')

Base: All (2013: 377)

Line Management

Though lower than in 2011, perceptions of line management have held up relatively well. Confidence that poor performance is addressed and managers' confidence that their team have required skills, are weakest



Complex Investigations / Operations tend to respond less positively



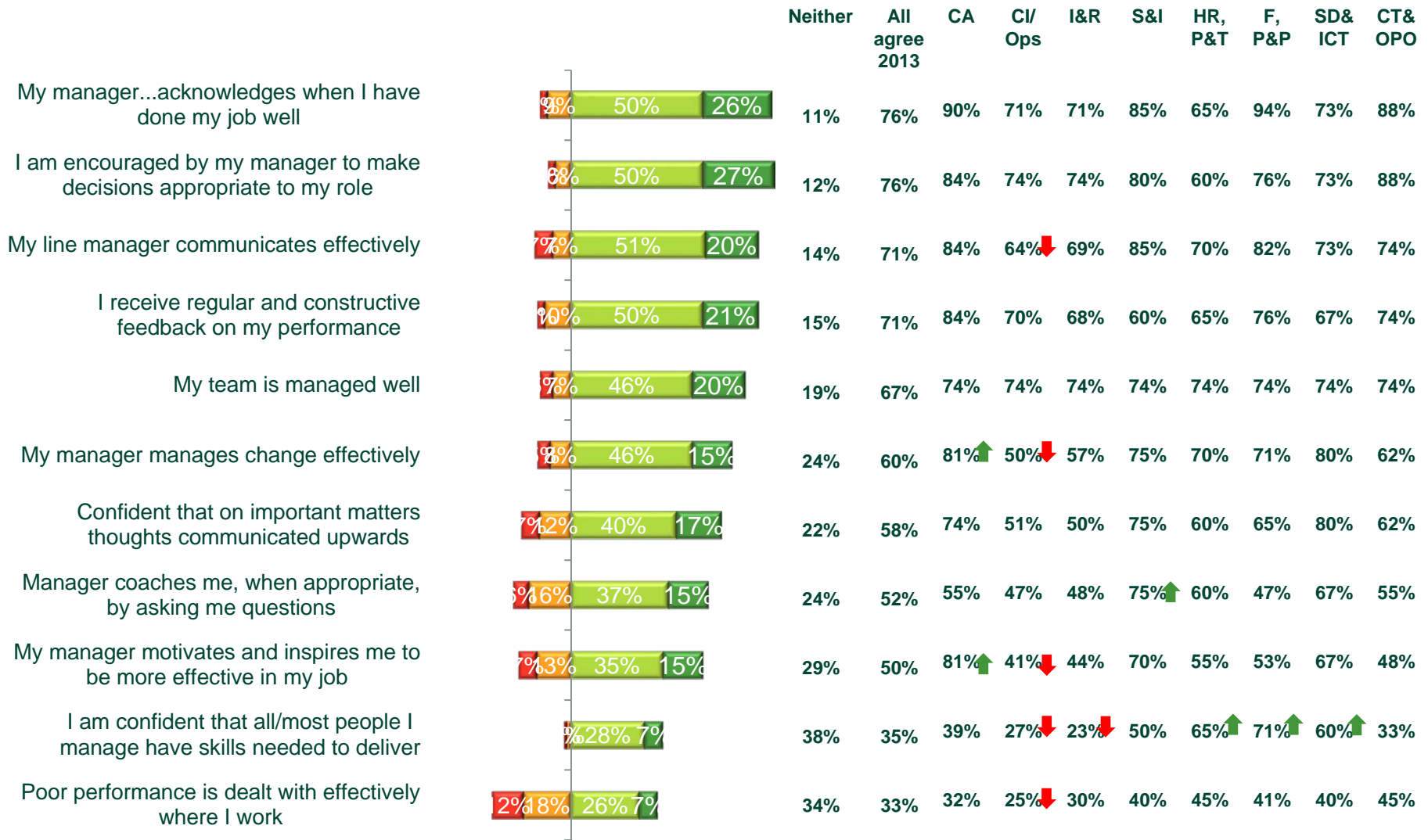
■ Strongly disagree
 ■ Disagree
 ■ Agree
 ■ Strongly agree

H2. Please tick one box only for each question (in relation to 'Line Management')

Base: All (2013: 377, 2011: 405)

Line Management

Complex Investigations/Operations tend to respond less positively



■ Strongly disagree
 ■ Disagree
 ■ Agree
 ■ Strongly agree

H2. Please tick one box only for each question

Base: All (2013: 377)

(31) (135) (94) (20) (20) (17) (15) (42)

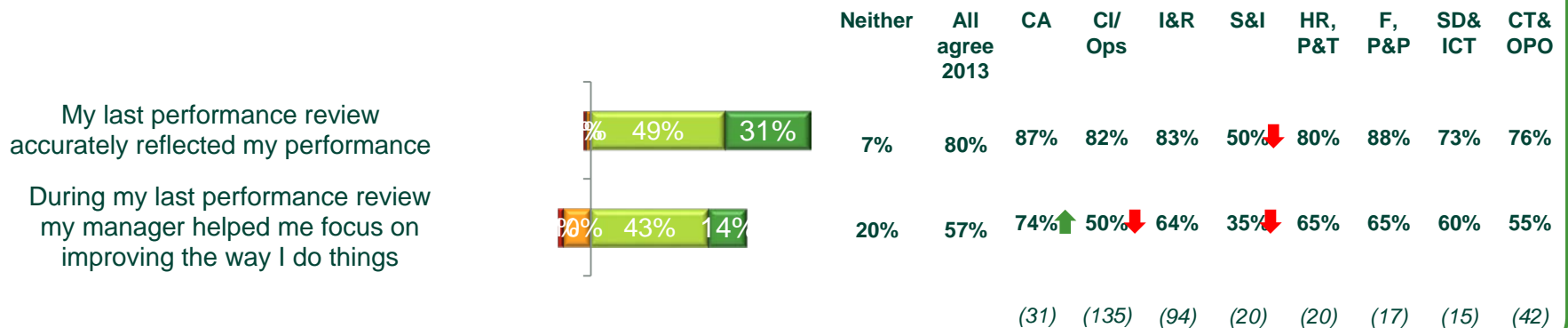
Line Management

The vast majority have had a performance review: these are more highly rated for perceived accuracy than for helping to drive improvement

H1. 90% of staff have had a performance review in the last 12 months



Significantly lower for Strategy & Insight (60%) and Service Delivery & ICT (73%)



Strategy & Insight staff are less likely to have had a performance review and less likely to agree it was accurate or helped to focus on improvement



■ Strongly disagree ■ Disagree ■ Agree ■ Strongly agree

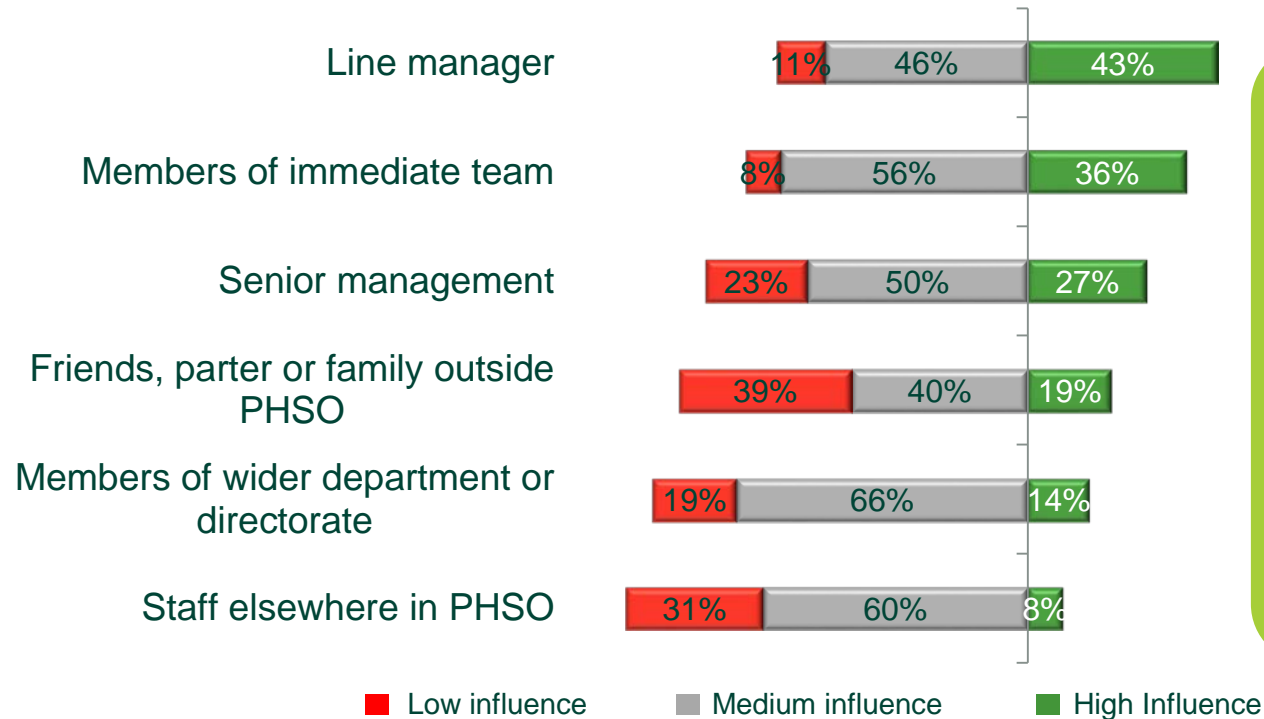
H2. Please tick one box only for each question

Base: All (2013: 377)

Key influencers on perceptions of PHSO

Individuals' line managers and their immediate teams have by far the greatest influence on feelings about working for PHSO

M2. How strongly do the following influence how you personally feel about working for PHSO?



- **Complex Investigations & Projects / Operations less likely to be influenced by line manager or team**
- **Clinical Advice and HR, People & Talent more likely to be influenced by line manager**
- **HR, People & Talent more likely to be influenced by senior management**

Alongside increased senior management visibility, a 'grass roots' approach – actively involving line management and immediate team members – will be key in driving recovery from the problematic changes



Base: All (377)

FCN – subgroups in green box and speaker notes

Staff suggestions for action



Managing current change – staff suggested actions

Staff want the change process to engage more with the practicalities of implementation, with more open acknowledgement of difficulties

Greater genuine engagement with the day-to-day practicalities of individuals' roles

- More practical and concrete information about how staff will actually be affected (not just high level strategic developments – perception that much information has been too 'high level' and jargon-filled)
- Ensuring staff in new roles have had appropriate training (and explain their roles in meetings)
- More flexibility in implementing consultants' ideas when staff feel they will not work in practice without modifications – perception that only 'lip service' has been paid to consulting staff
- Suggestion of 'back to the floor' sessions for Senior Management to understand difficulties
- Explicitly acknowledge when something is not going to plan (e.g. CAT), to make it easier to find a way forward

I appreciate that there were efforts made to involve those in the casework area in the design of the proposed changes. However, it does not appear to me that much (if anything) we have said about the proposed changes...has been taken into consideration. ...Julie and Helen need to be aware of this. It might be a good idea for the two of them to attend a casework meeting to hear and discuss our concerns first hand.

The All Staff Event in January 2013 was almost meaningless...the event was too short to provide a proper opportunity to provide feedback and came across as a box-ticking consultation exercise.

A lot of jargon was used and there were no clear answers to questions about how feedback given had been incorporated into the process.



Managing current change – staff suggested actions

Staff want the change process to engage more with the practicalities of implementation, with more open acknowledgement of difficulties

Reassurances re: job security

- Recognising that concerns about job security are widespread and giving more information about the future of individuals' roles
- Clarify the next steps to individuals who have not been job-matched – otherwise little choice but to job search elsewhere
- Further unease caused by inclusion of the clause "TP can be withdrawn at any time without notice" in temporary promotion ads

We have been left for months with doubts about whether there are any jobs for us at the end...The emotional strain has been intolerable...Why would you ask someone to undergo over 5 hours of interviews simply to retain their present post?

Don't simply tell people they do not job match – tell them what the next steps are! If someone is not matched, should they be looking externally for a new role?

Recognition of difficulty of transition period

- More explicit acknowledgement from Senior Management that staff are working in difficult circumstances
- Flexibility over targets during transition period would go some way to send a signal about this

I don't feel there has sufficient recognition of the gravity of the changes ...It would have also been helpful if there had been more visibility of senior managers and an acknowledgement that we were going through major change.

Don't sugar coat things that aren't going to plan e.g. CAT back log.



Communication – staff suggested actions

Staff want internal communication to be more targeted, succinct and open, with better management of the relationship between internal and external communications

Targeted, succinct and open internal communication

- Desire for more open and direct communication – currently perception that it is 'sugar coated'/'party line' and 'hiding behind management-speak'
- Perception that large volumes of information are 'dumped' indiscriminately, making it difficult to sift and identify relevant info (or retrieve it at a later date)
- Too many electronic channels being used, to confusing effect
- Desire for more face-to-face communication from senior staff, instead

Too much information about lots of things that don't concern me which swamps the information I actually need.

Something might have changed in how you are meant to do things and you know you saw it a few weeks ago - but was it in casework news, an internal email, weekly updates etc.? It is hard to find afterwards.

Better management of external communication

- Desire for advance warning of significant external communications (e.g. reports being published, PHSO media appearances) to all staff – currently operational staff feel 'in the dark' and can take as a signal that they are not valued
- This is particularly critical with issues that directly affect individuals' work (staff felt that they were informed about the Liverpool Care Pathway by the press)

We used to be told if the office was publishing a report, or if the Ombudsman or other senior staff were appearing in the media. Recently there has been no publicity...and I have been surprised to hear the Ombudsman on BBC radio, etc. It used to make me feel like I was part of the organisation...now I feel like support staff are treated as if they have no interest in the business of the office – which is just not true.



Senior Management – staff suggested actions

Staff believe that senior management need to be more visible and demonstrably engage with the practicalities of service delivery

Increased senior management visibility

- Perception that senior management are remote and unavailable could be addressed by more face-to-face communication; 'meet and greet' sessions and floor-walking to create opportunities to familiarise with new senior managers
- Desire for more senior management site visits to Manchester

Although they all seem like very nice people, we don't have very much interaction at all. It would also be nice if Julie were bit more visible to the staff in terms of direct communication and presentations.

Increased engagement with service delivery

- Concern that senior managers who understand the practicalities of PHSO's work are being replaced by external recruits without 'PHSO experience'
- Desire for more direct, open communication, acknowledging difficulties
- Desire for earlier discussion of changes, and clarity re: how feedback used
- Suggestion of 'back to the floor' sessions to build confidence that senior management understand delivery

I feel very few of the current senior staff, with two exceptions, have a deep understanding of casework which at the end of the day is 'our product'. This was not the case when I joined the organisation.

Perhaps senior managers who have not done so previously should follow a case through from enquiry to closure to see the steps that are followed and the decision making process that takes place.

Senior managers need to have more dialogue with managers at E1 level – both sharing information and seeking their views.



Customer service – staff suggested actions

Staff believe that there needs to be more focus on the customer over the 'PHSO process', with more efficient and better resourced initial 'gatekeeping'

Increased focus on customer needs, above internal process

- Perception that new approaches have led to a focus on process at the expense of customer needs
- Suggested single ownership of cases, regardless of complexity, to avoid the customer having to deal with multiple teams, i.e. removing CAT, which many perceive to have led to bottlenecks
- Desire to simplify the complaints form – currently perceived to be complex and serving the process, not the customer (thus making PHSO less accessible)

The new complaint form has been designed entirely for our own convenience, not for the customer.

How does that square with our E&D values, our work on language or our aims to reach vulnerable people? It is driven by process alone.

Scrap CAT asap. Have a single, simple, clear complaint process that people inside and outside PHSO can see and understand. That means a case comes in; goes to a caseworker; that caseworker sees it through from beginning to end, be it 'simple' or 'complex'.

More efficient 'gatekeeping'

- Better 'gatekeeping' to ensure cases to be rejected or sent back for further information are not inappropriately passed through for investigation, for instance, by increasing resourcing at the 'front end' (e.g. more customer service staff), bringing in D1s and D2s to support this function, and encouraging swift notifications by phone (e.g. if premature)

Sharing of learning

- Desire for formalised sharing of learning / best practice among staff with regards to customer service – currently staff feel they are quite insular



Staff suggestions for action – in summary

Internal communications

- Internal communication being more succinct, targeted and ‘telling it how it is’
- Better management of the relationship between internal and external communications

Change management

- The change management process engaging more with the practicalities of implementation – e.g. being more flexible in adapting the blueprint
- More open acknowledgement/discussion of difficulties to find ways forward

Senior management

- Senior management being more visible (e.g. through ‘meet and greets’)
- Demonstrably engagement with the practicalities of service delivery (e.g. ‘back to the floor’ exercises)

Customer service

- Refocus on the customer over the ‘PHSO process’ e.g. with simpler forms
- More efficient and better resourced initial ‘gatekeeping’

M1.

Only 31% of staff believe that these survey findings will be acted upon

A significant fall from 52% in 2011

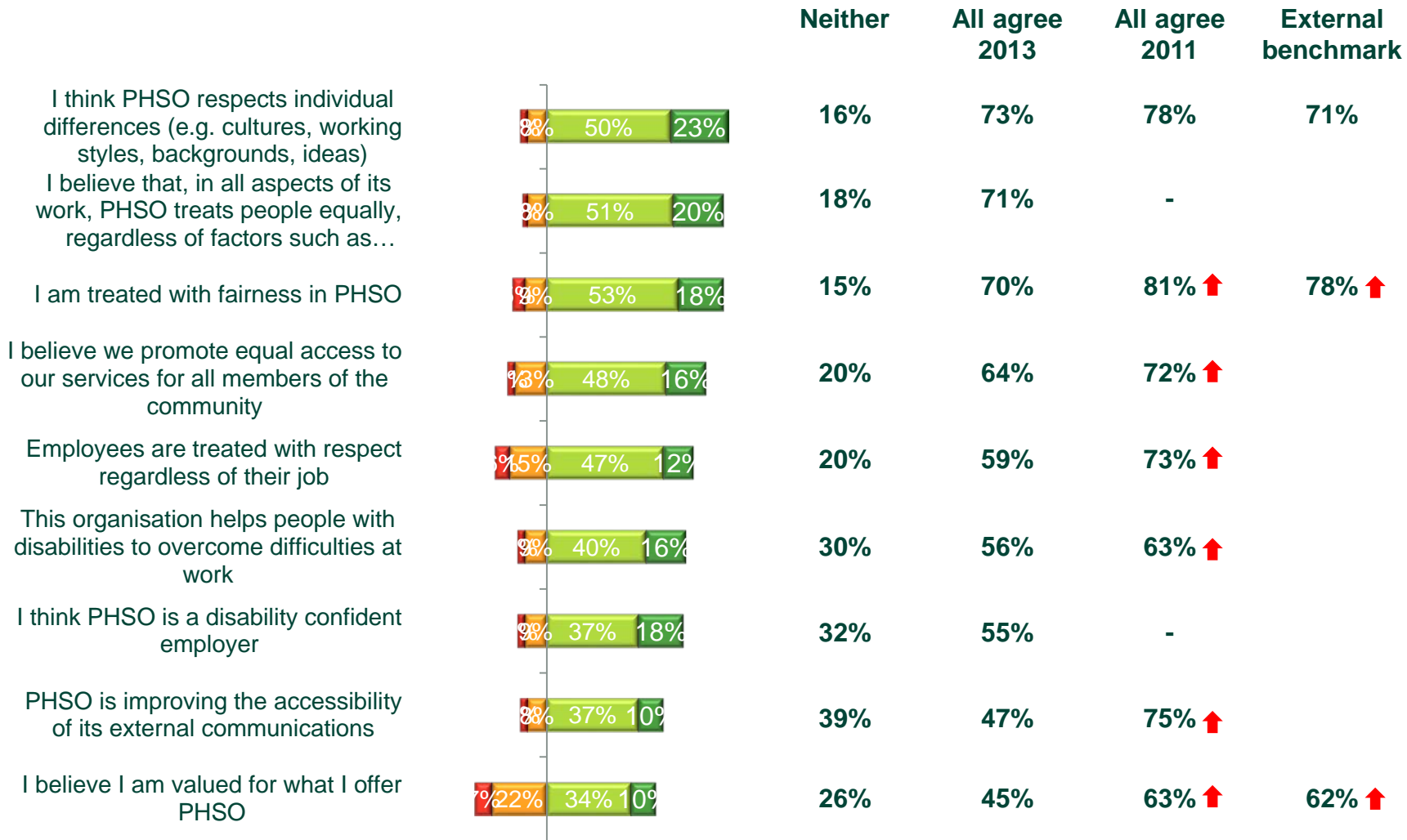


Other main findings



Culture: Equality and Diversity

Staff remain relatively positive about equality and diversity, although there is decline since 2011 and by comparison with external benchmarks



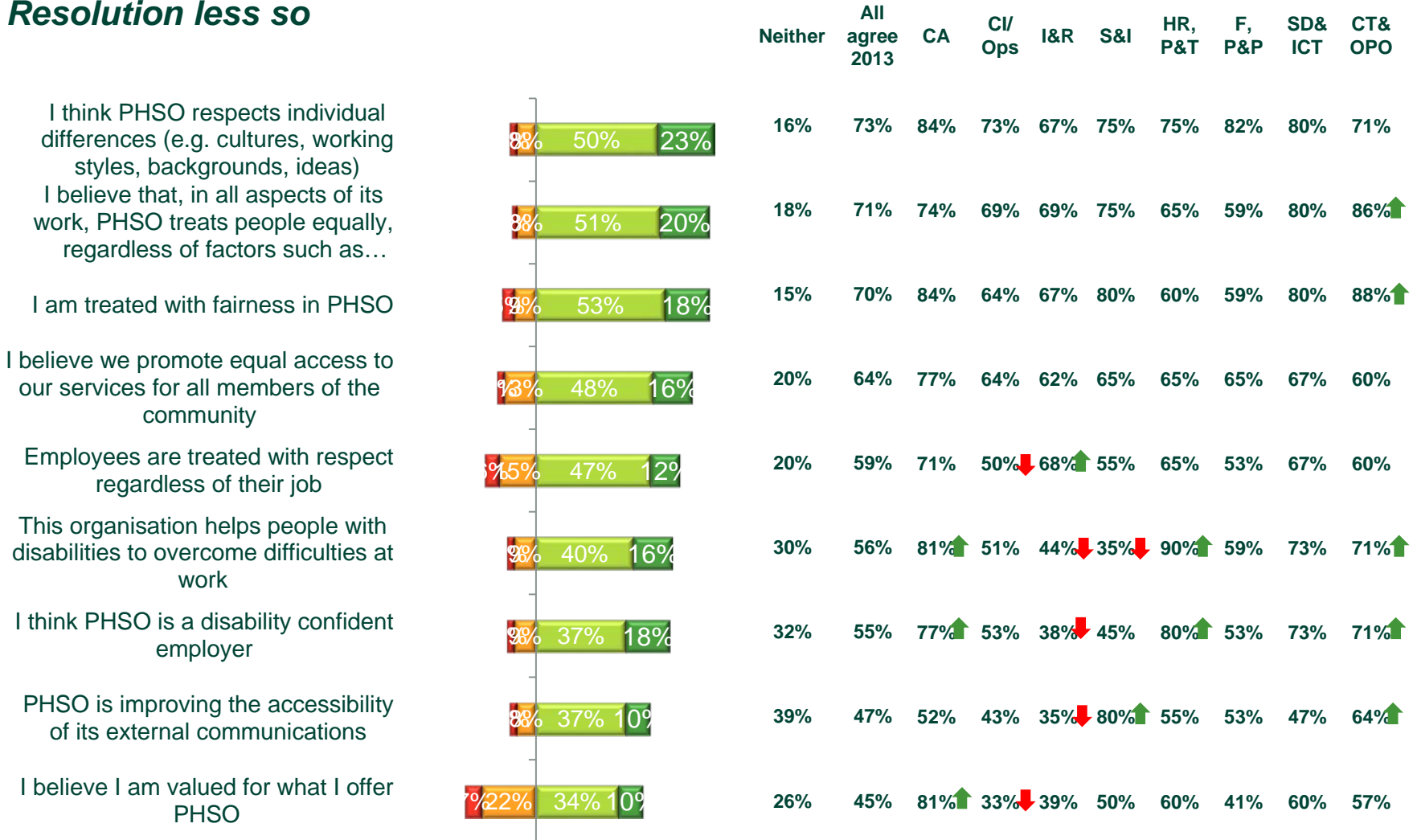
■ Strongly disagree
 ■ Disagree
 ■ Agree
 ■ Strongly agree

K1. Please tick one box only for each question (in relation to 'Equality and Diversity')

Base: All (2013: 377, 2011: 405)

Culture: Equality and Diversity

Clinical Advice; HR, People & Talent; and the Casework Team/Ombudsman's Private Office respond more positively in relation to disability awareness; Investigations & Resolution less so



■ Strongly disagree
 ■ Disagree
 ■ Agree
 ■ Strongly agree

K1. Please tick one box only for each question

Base: All (2013: 377)

(31) (135) (94) (20) (20) (17) (15) (42)

Culture: Equality and Diversity

However, around one in ten reports experiencing harassment, bullying or discrimination

K2.

11% of staff say they have experienced harassment

More likely to be staff members with a disability; and those who feel their workload is unacceptable

K3.

11% of staff say they have experienced bullying

More likely to be LGB staff members; those with a disability; and those who feel their workload is unacceptable

K4.

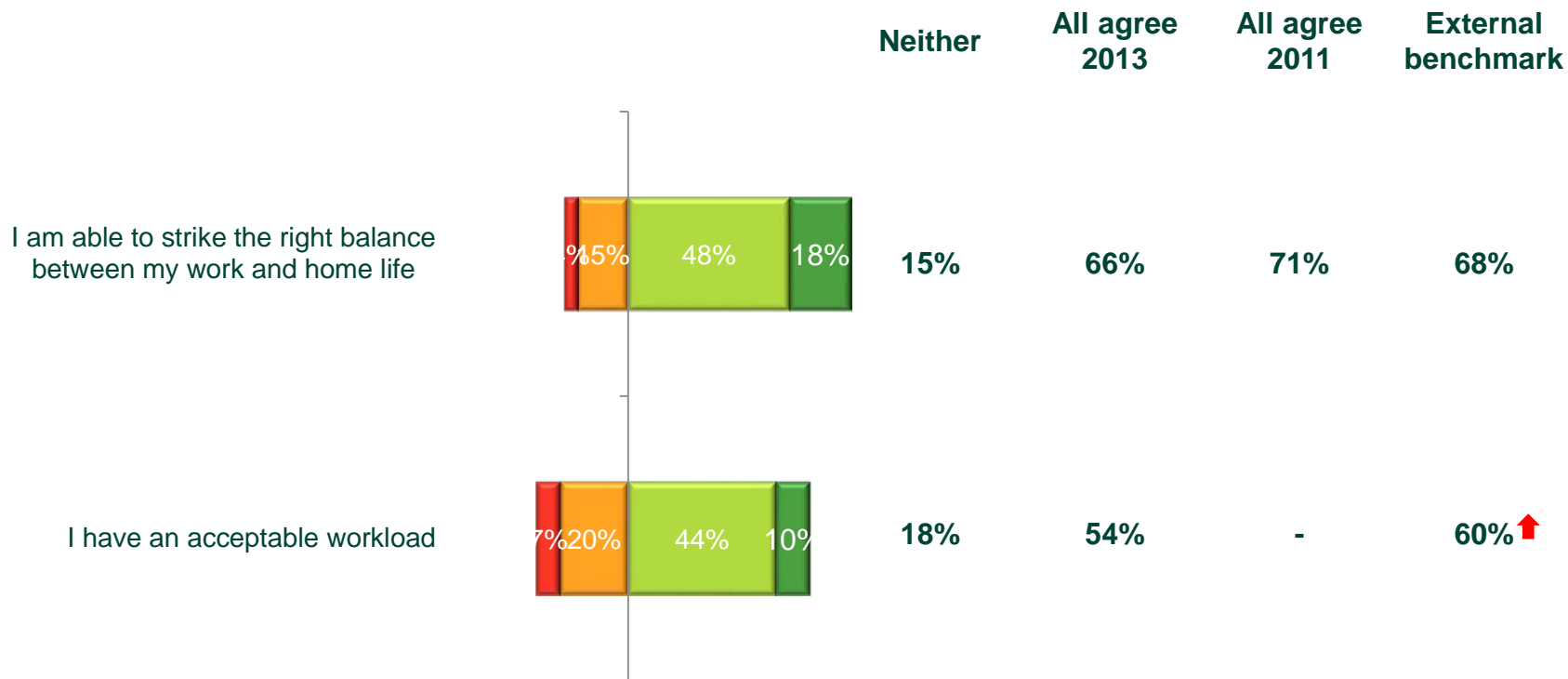
9% of staff say they have experienced discrimination

More likely to those who feel their workload is unacceptable; those whose role has changed in the past 12 months; and those who feel disproportionately burdened by the changes



Culture: Work-Life Balance

Staff remain relatively positive about their work-life balance, although the proportion of staff that believe they have an acceptable workload is slightly lower than the external benchmark



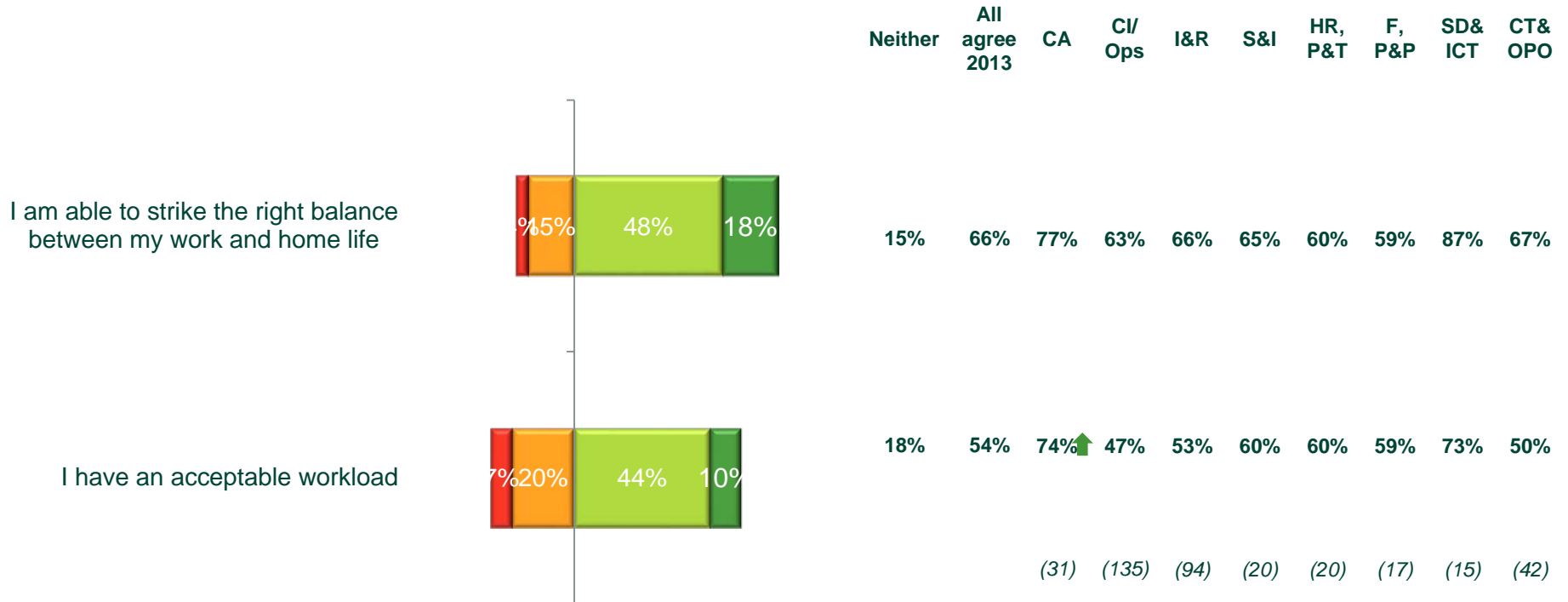
■ Strongly disagree
 ■ Disagree
 ■ Agree
 ■ Strongly agree

L1. Please tick one box only for each question (in relation to 'Work-Life Balance')

Base: All (2013: 377, 2011: 405)

Culture: Work-Life Balance and Morale

Clinical Advice are more likely to say they have an acceptable workload



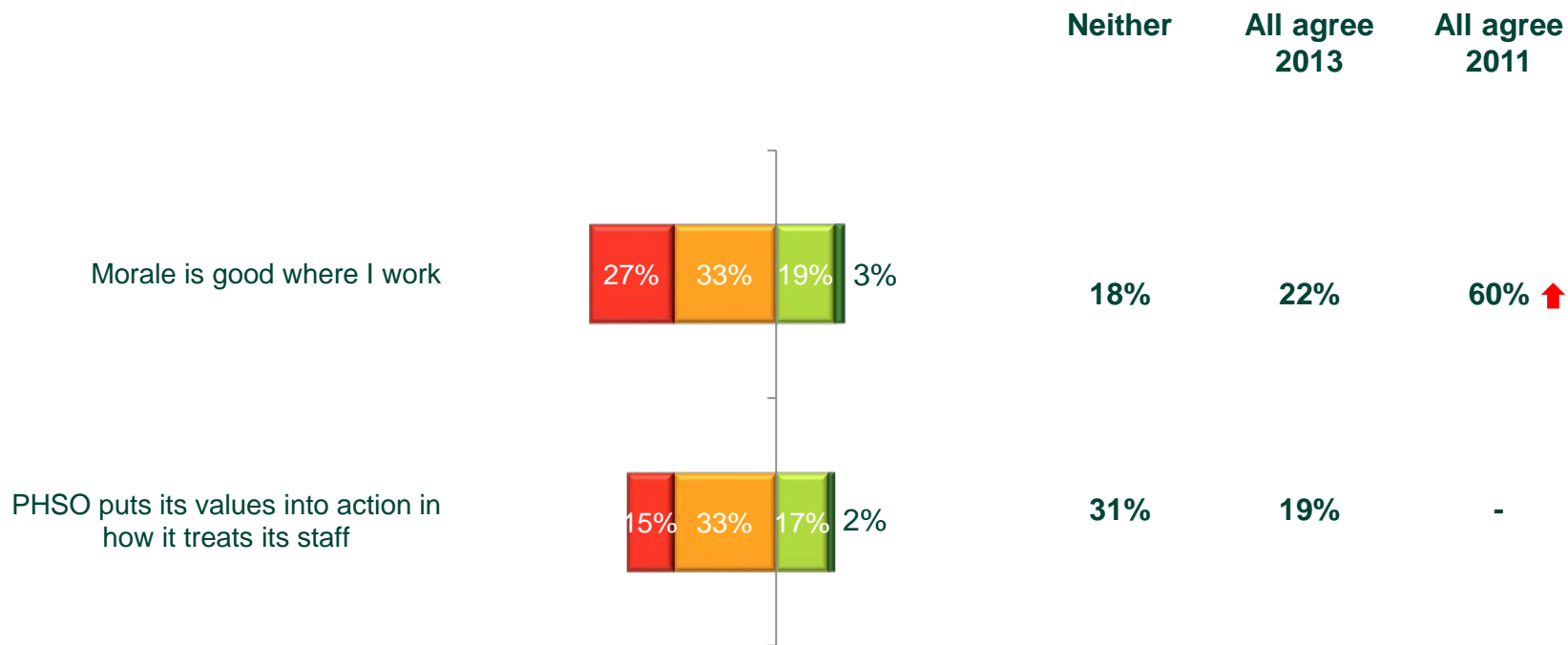
■ Strongly disagree
 ■ Disagree
 ■ Agree
 ■ Strongly agree

L1. Please tick one box only for each question (in relation to 'Work-Life Balance')

Base: All (2013: 377)

Culture: Morale

Reported morale has fallen significantly since 2011



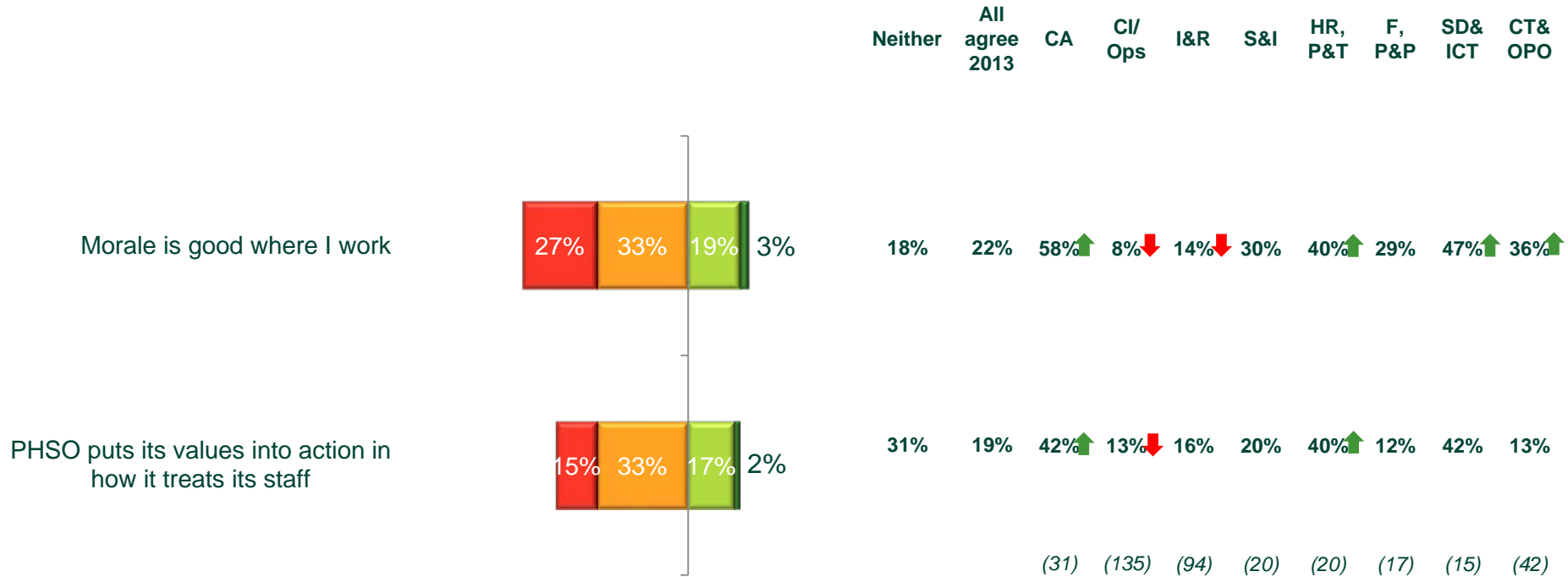
■ Strongly disagree
 ■ Disagree
 ■ Agree
 ■ Strongly agree

M1. Please tick one box only for each question (in relation to 'Perceptions of PHSO')

Base: All (2013: 377, 2011: 405)

Culture: Morale

There is poorer reported morale among Complex Investigations & Projects/Operations, and Investigations & Resolution; and better morale among Clinical Advice, HR, People & Talent, Service Delivery & ICT, and the Casework Team/Ombudsman's Private Office



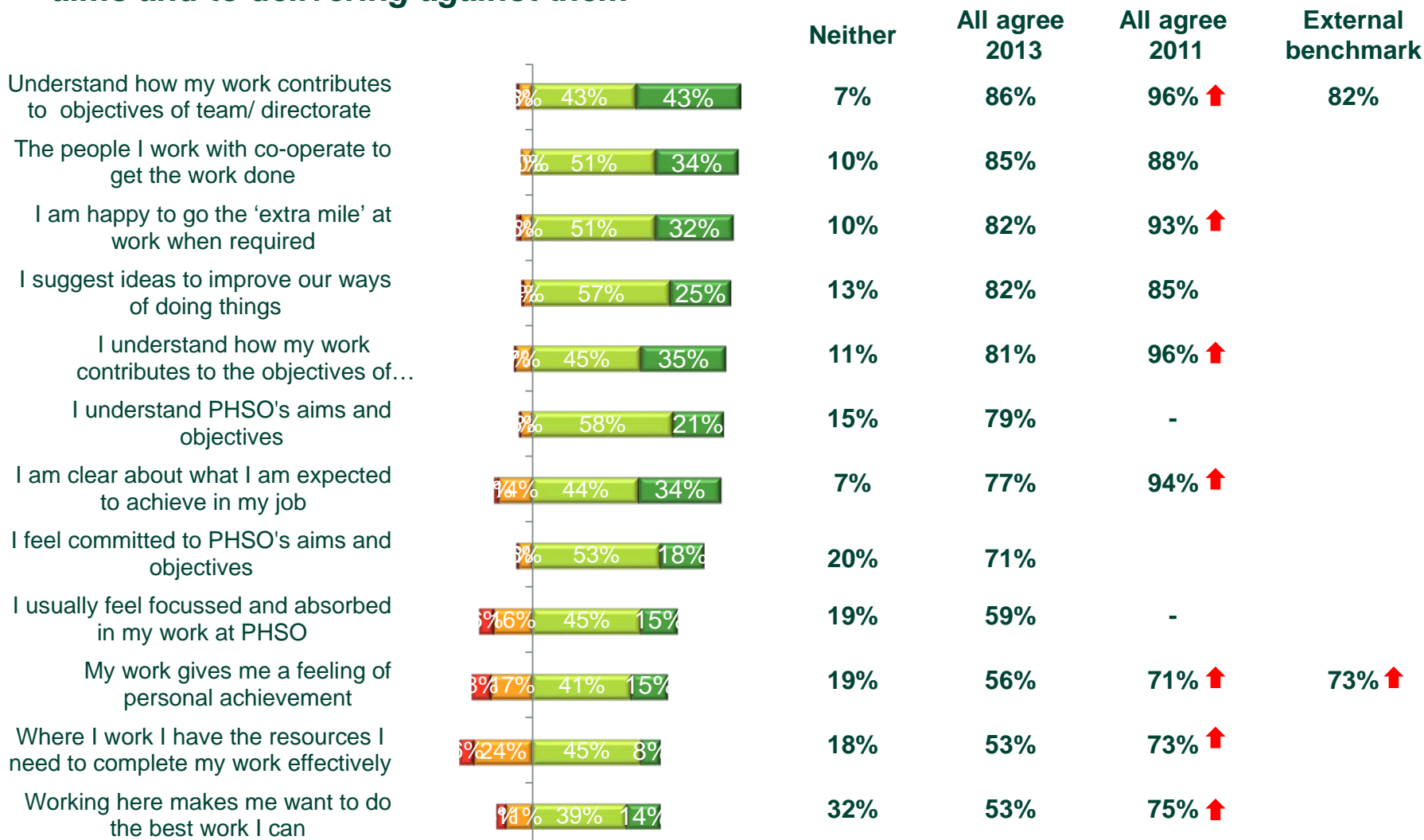
■ Strongly disagree
 ■ Disagree
 ■ Agree
 ■ Strongly agree

M1. Please tick one box only for each question (in relation to 'Perceptions of PHSO')

Base: All (2013: 377)

My Job 1

Although lower than in 2011 on several measures, staff remain committed to PHSO's aims and to delivering against them



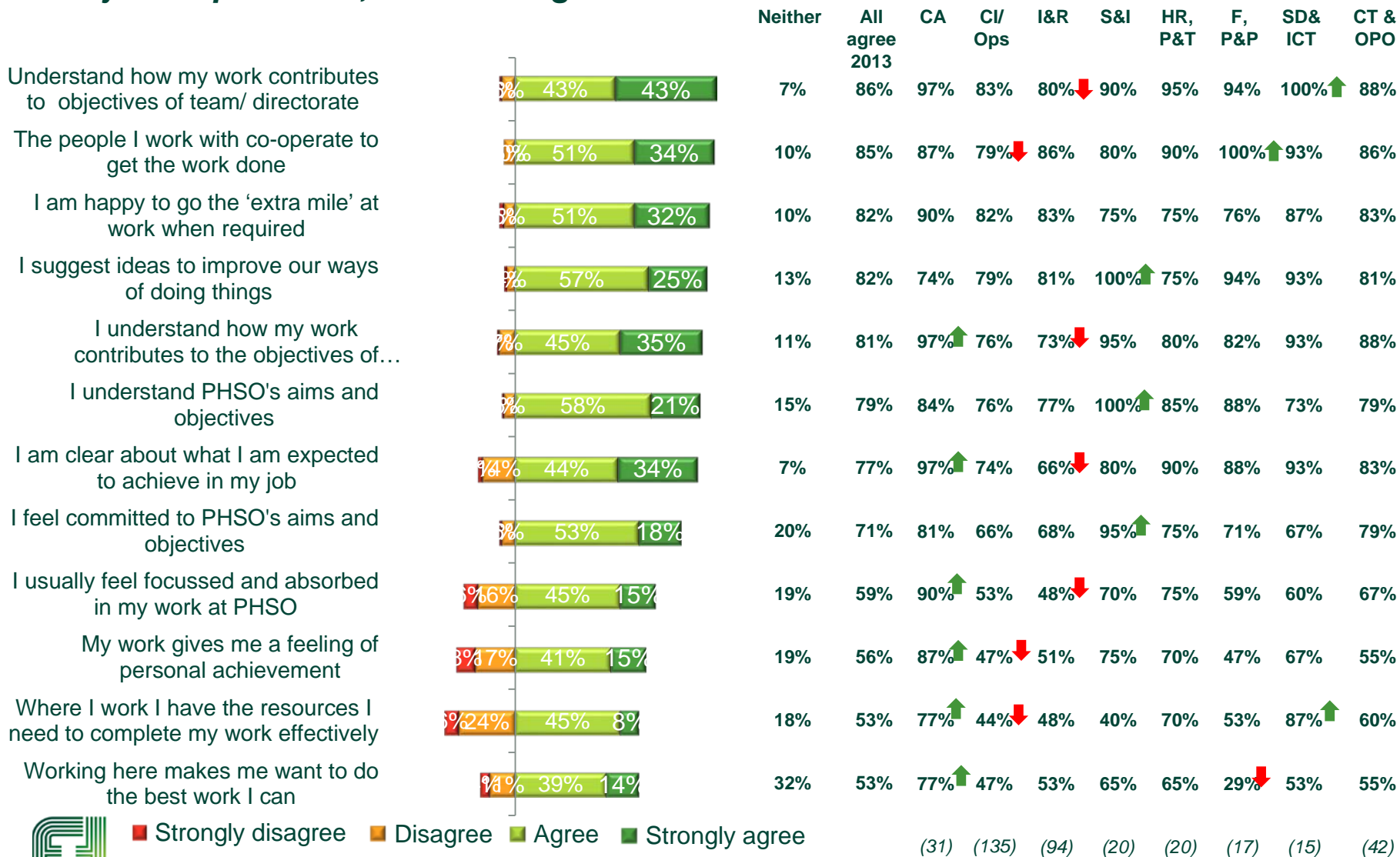
■ Strongly disagree
 ■ Disagree
 ■ Agree
 ■ Strongly agree

B1. Please tick one box only for each question (in relation to 'My job')

Base: All (2013: 377, 2011: 405)

My Job 1

Clinical Advice tend to respond more positively; Complex Investigations & Projects/Operations, and Investigations & Resolution less so



■ Strongly disagree
 ■ Disagree
 ■ Agree
 ■ Strongly agree

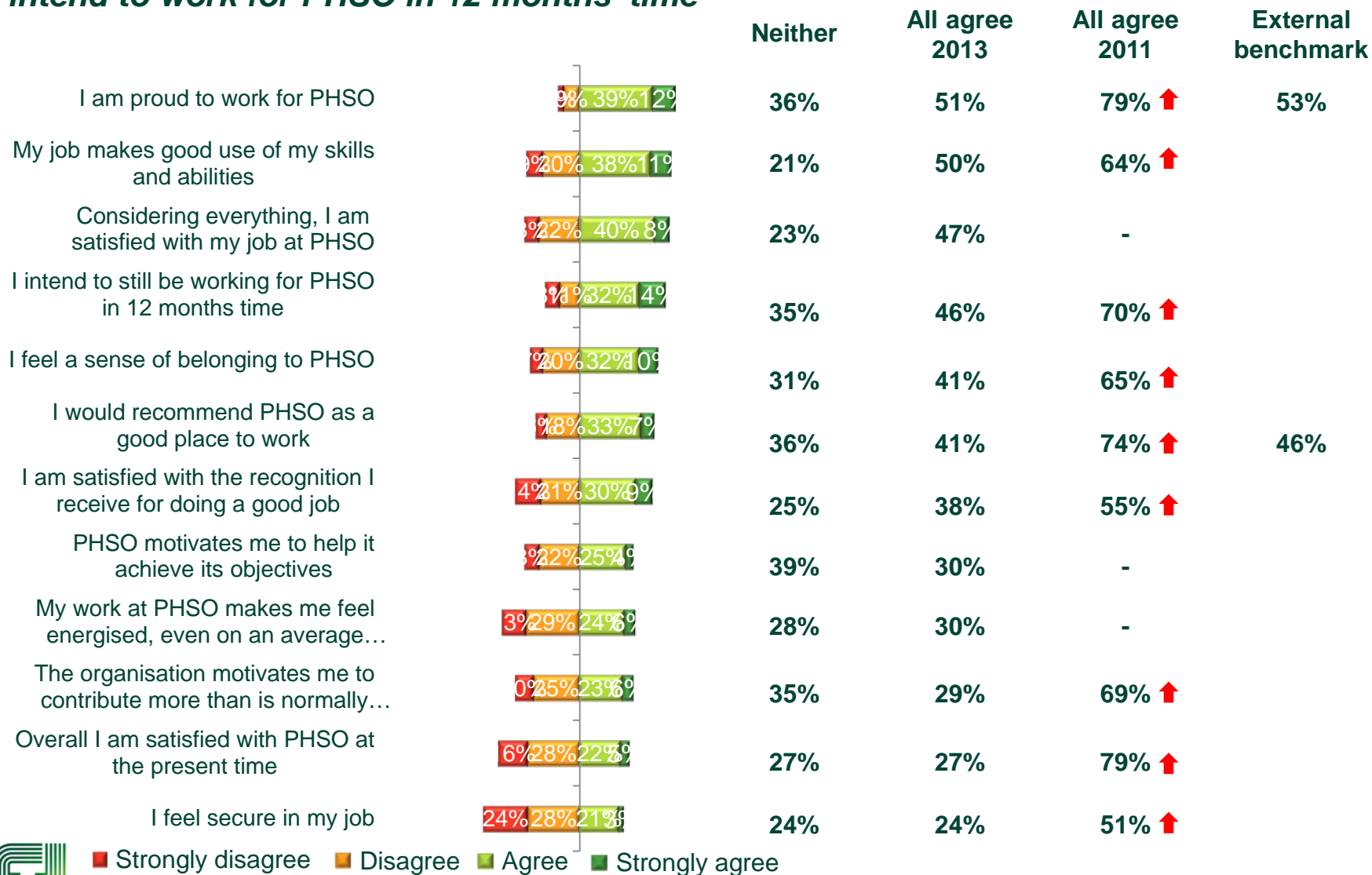
B1. Please tick one box only for each question

Base: All (2013: 377, 2011: 405)

(31) (135) (94) (20) (20) (17) (15) (42)

My Job 2

Satisfaction and job security have fallen substantially – and less than half agree they intend to work for PHSO in 12 months' time



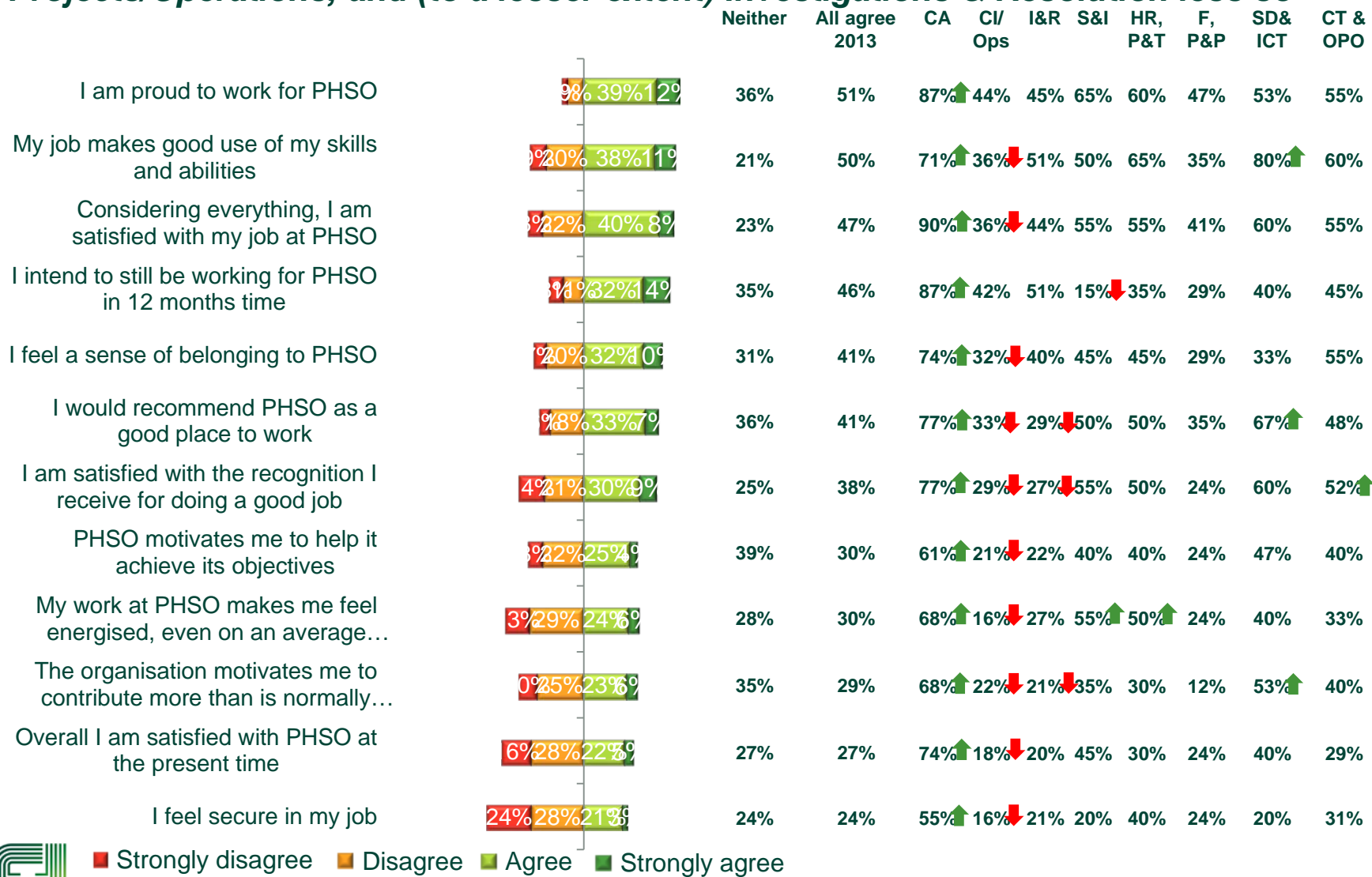
■ Strongly disagree
 ■ Disagree
 ■ Agree
 ■ Strongly agree

B1. Please tick one box only for each question (in relation to 'My job')

Base: All (2013: 377, 2011: 405)

My Job 2

Clinical Advice tend to respond more positively; Complex Investigations & Projects/Operations, and (to a lesser extent) Investigations & Resolution less so



■ Strongly disagree
 ■ Disagree
 ■ Agree
 ■ Strongly agree

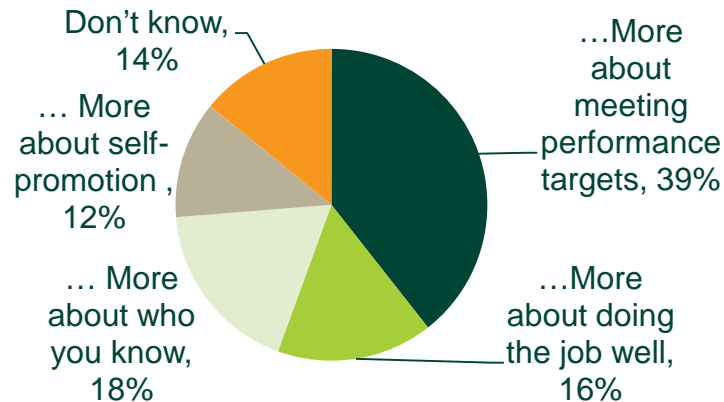
B1. Please tick one box only for each question (in relation to 'My job')

Base: All (2013: 377, 2011: 405)

My Job 3

Only 16% feel that rewards and recognition at PHSO are about doing the job well, over and above other factors

B2. Do you feel that rewards and recognition at PHSO are...?

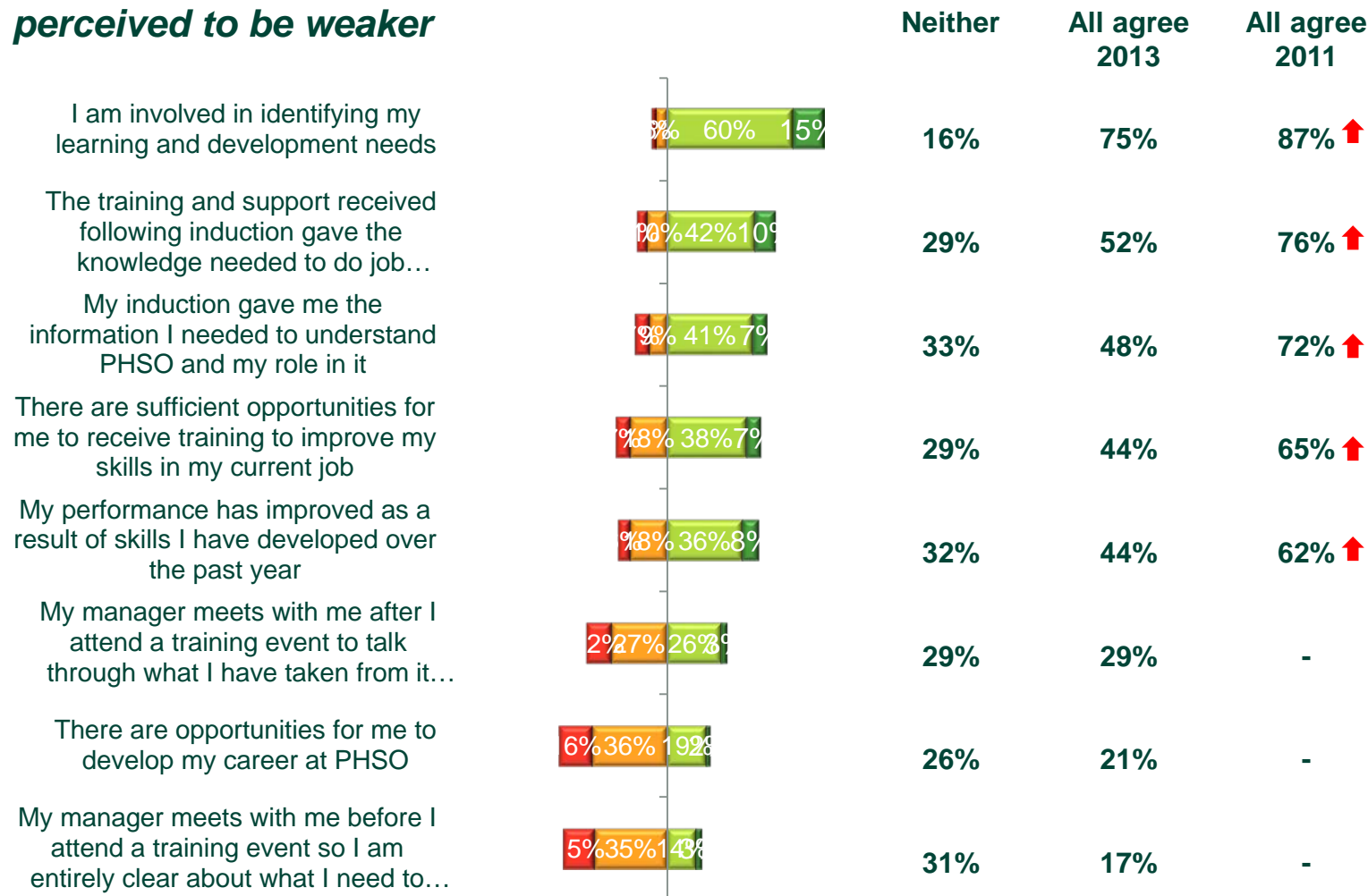


Base: All (377)



My learning and development

Induction, and learning and development are still viewed relatively positively; opportunities for career development and manager input into training events are perceived to be weaker



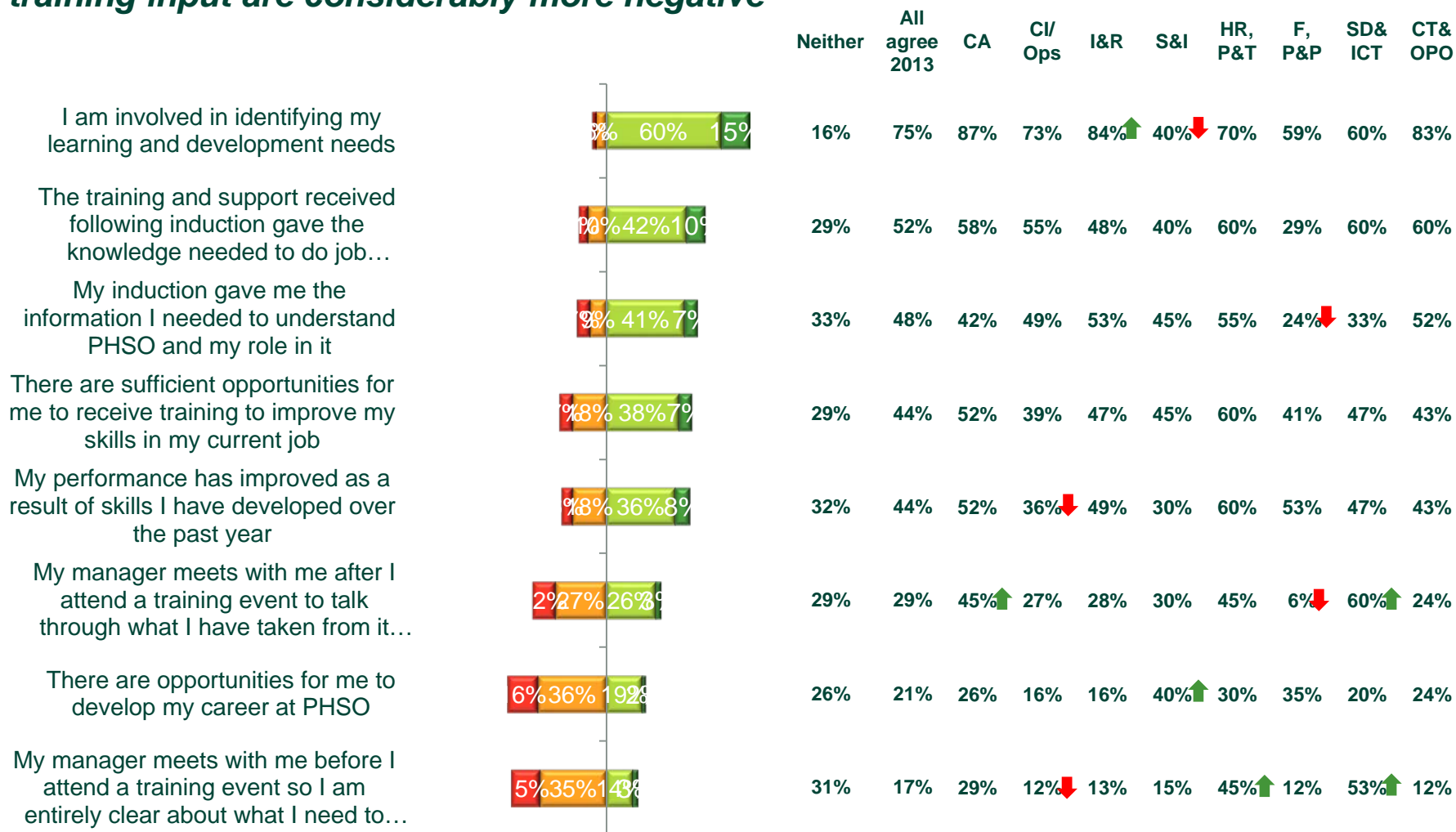
■ Strongly disagree
 ■ Disagree
 ■ Agree
 ■ Strongly agree

C1. Please tick one box only for each question (in relation to 'Learning and Development')

Base: All (2013: 377, 2011: 405)

My learning and development

Finance, Planning & Performance views of induction effectiveness and manager post-training input are considerably more negative



■ Strongly disagree
 ■ Disagree
 ■ Agree
 ■ Strongly agree

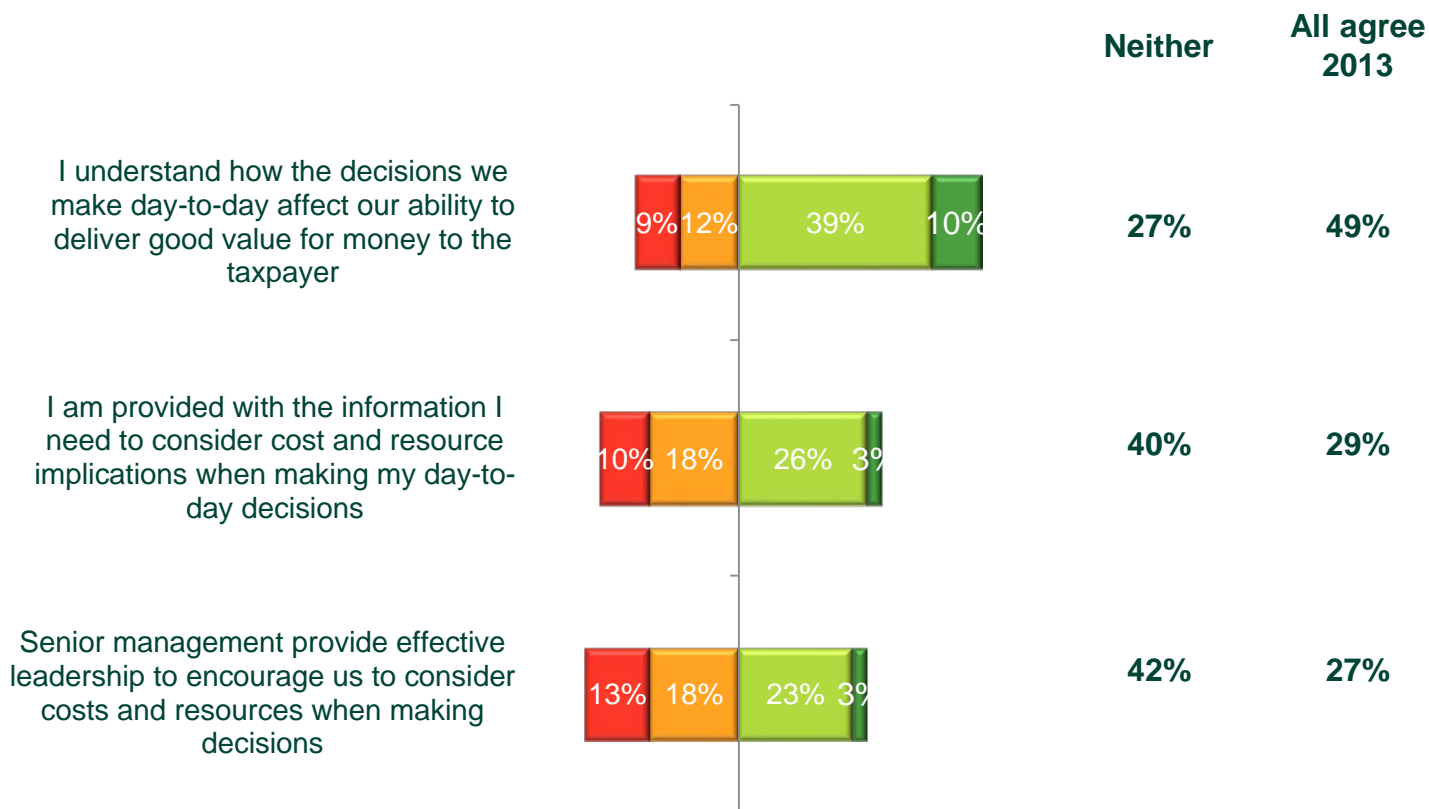
(31) (135) (94) (20) (20) (17) (15) (42)

C1. Please tick one box only for each question (in relation to 'Learning and Development')

Base: All (2013: 377)

Managing Money Wisely

Staff are more likely to agree that they understand how their day-to-day decisions affect their ability to delivery taxpayer value for money, than they are to say they have the required information or leadership to put this understanding into action



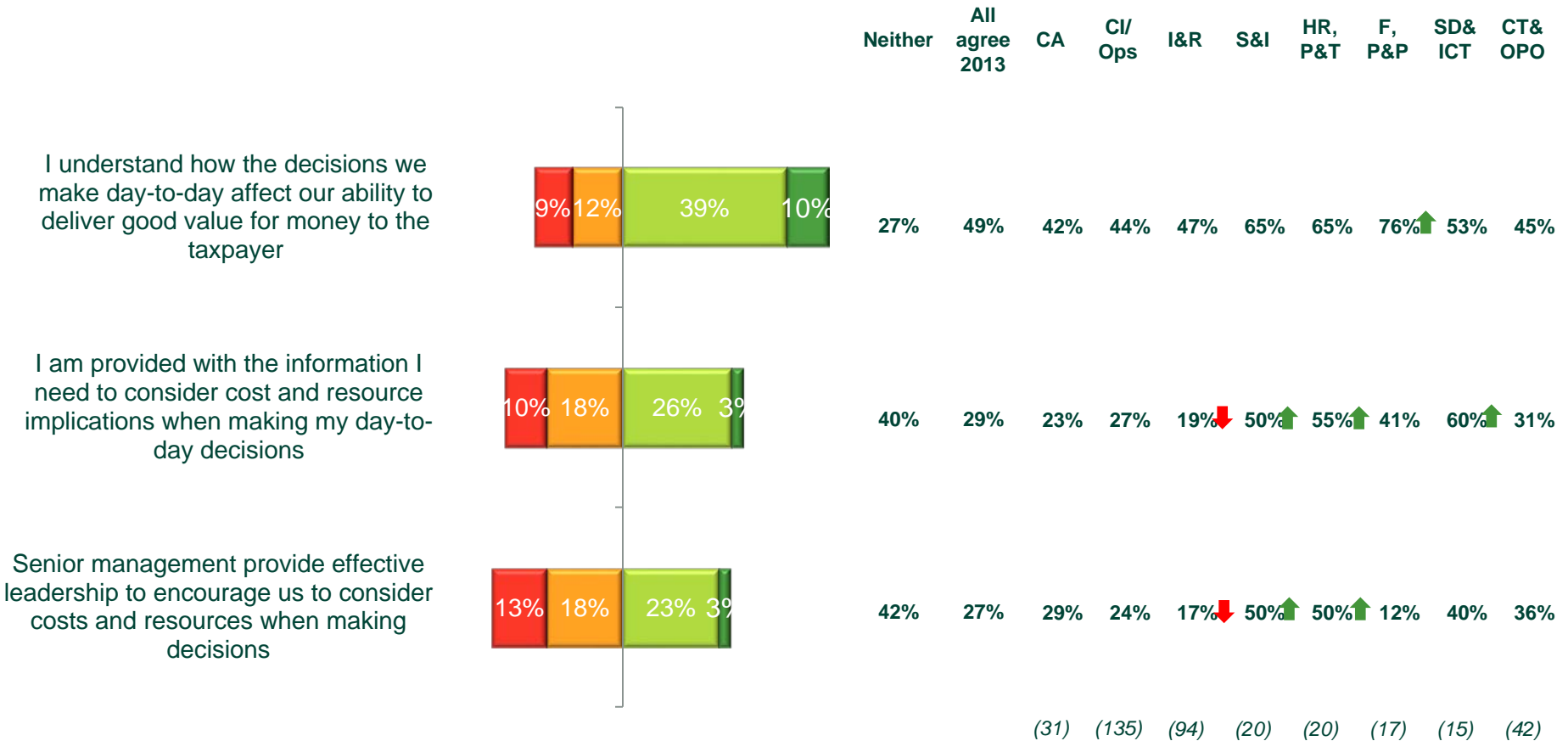
■ Strongly disagree
 ■ Disagree
 ■ Agree
 ■ Strongly agree

J1. Please tick one box only for each question (in relation to 'Managing Money Wisely')

Base: All (2013: 377)

Managing Money Wisely

Strategy & Insight and HR, People & Talent are more likely to agree that they have the information / leadership needed on this issue; Investigations & Resolution less so



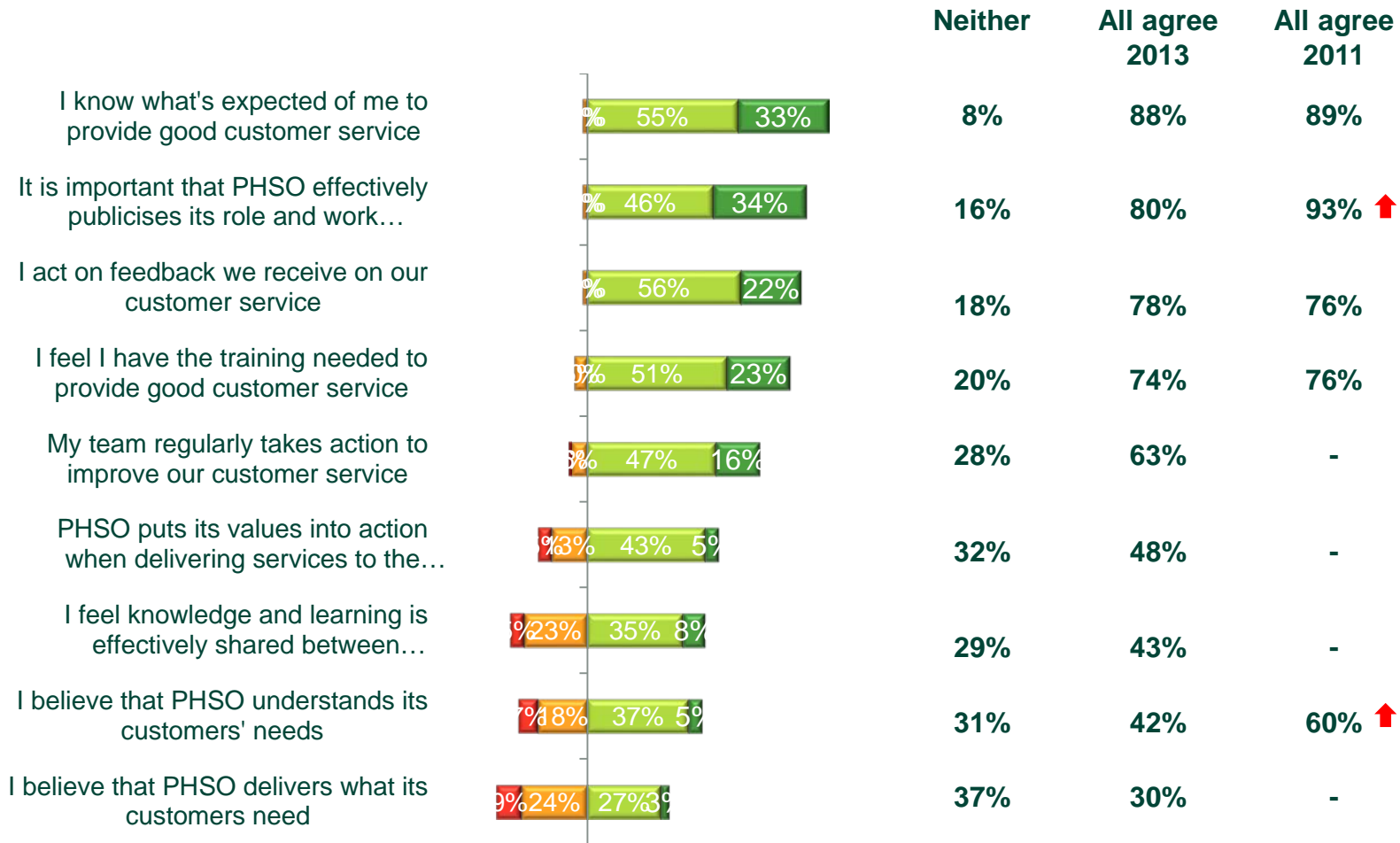
■ Strongly disagree
 ■ Disagree
 ■ Agree
 ■ Strongly agree

J1. Please tick one box only for each question (in relation to 'Managing Money Wisely')

Base: All (2013: 377)

Customer Service

Staff believe they are customer-focused and appropriately skilled to deliver; but there are concerns about sharing learning, and about delivery meeting customer needs



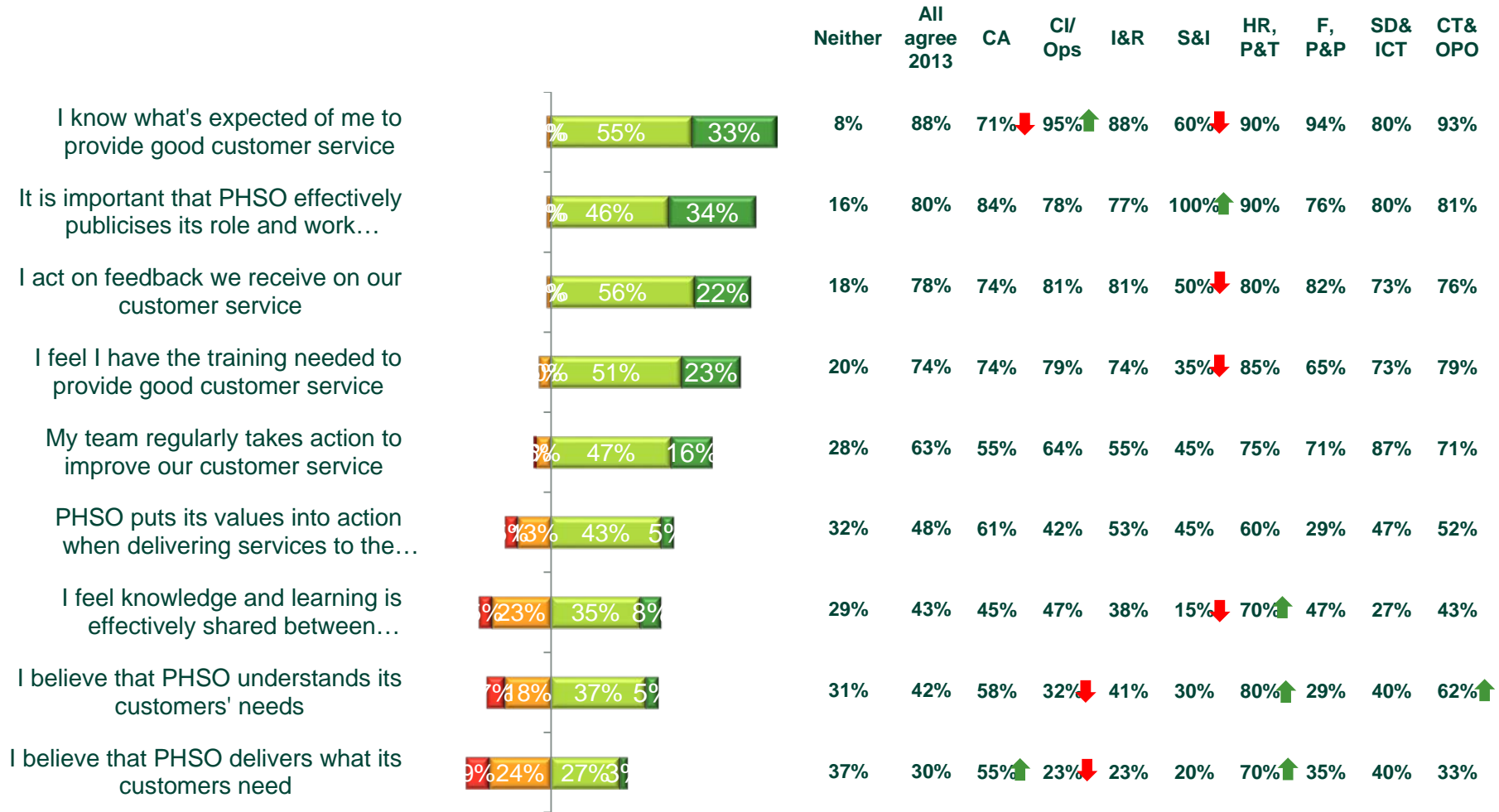
■ Strongly disagree
 ■ Disagree
 ■ Agree
 ■ Strongly agree

F1. Please tick one box only for each question (in relation to 'Customer Service')

Base: All (2013: 377, 2011: 405)

Customer Service

HR, People & Talent are more positive about end-delivery and sharing learning; Strategy & Insight are less so about personal customer service skills/focus



(31) (135) (94) (20) (20) (17) (15) (42)



■ Strongly disagree ■ Disagree ■ Agree ■ Strongly agree

F1. Please tick one box only for each question (in relation to 'Customer Service')

Base: All (2013: 377)

Pay and Benefits

Agreement that pay is reasonable compares favourably with the external benchmark, but on all measures, perceptions of pay have declined since 2011



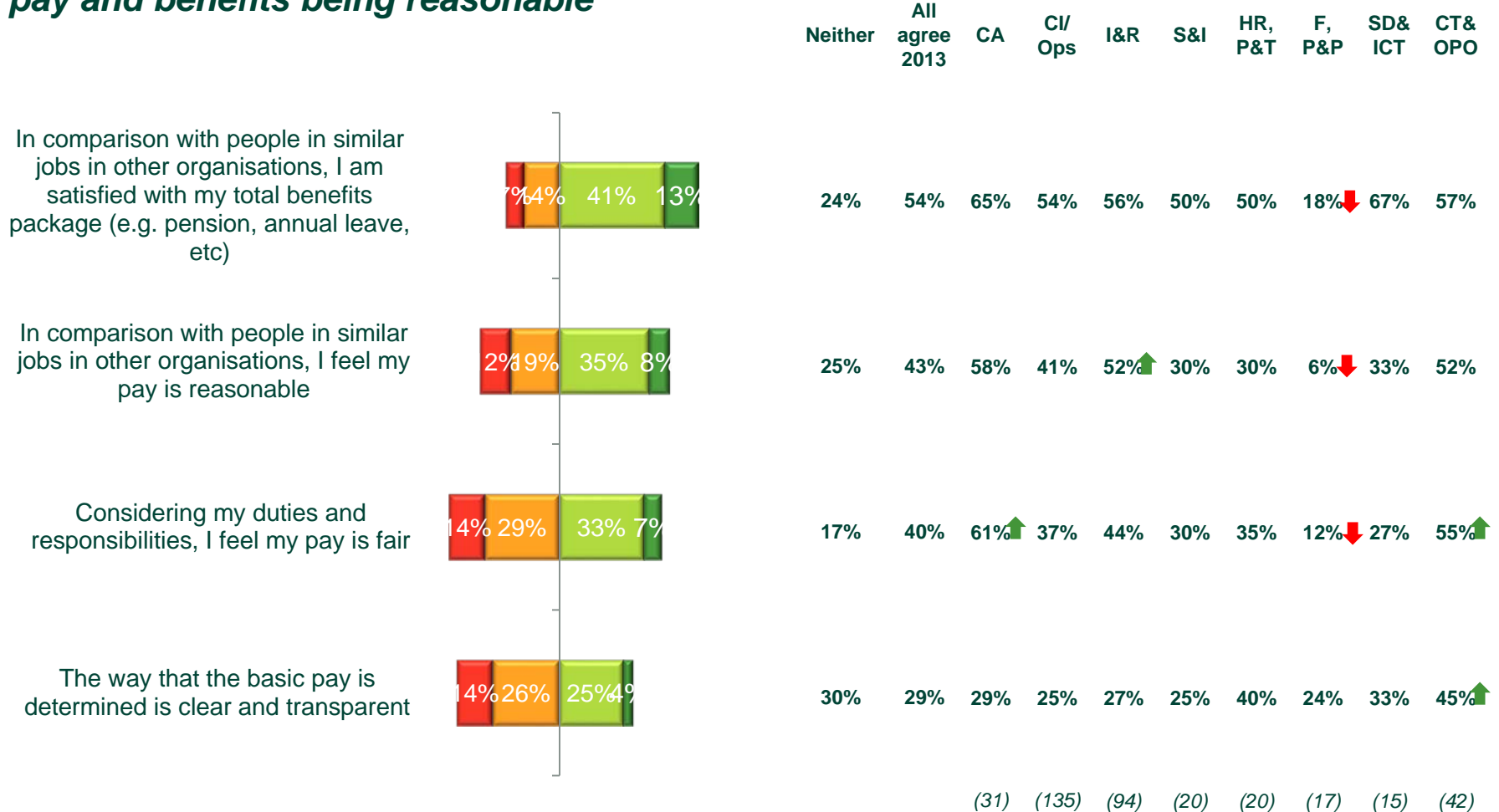
■ Strongly disagree
 ■ Disagree
 ■ Agree
 ■ Strongly agree

G1. Please tick one box only for each question (in relation to 'Pay and Benefits')

Base: All (2013: 377, 2011: 405)

Pay and Benefits

Casework Team/the Ombudsman's Private Office are more likely to feel pay is fair and determined transparently; Finance, Planning & Performance are less positive about pay and benefits being reasonable



■ Strongly disagree
 ■ Disagree
 ■ Agree
 ■ Strongly agree

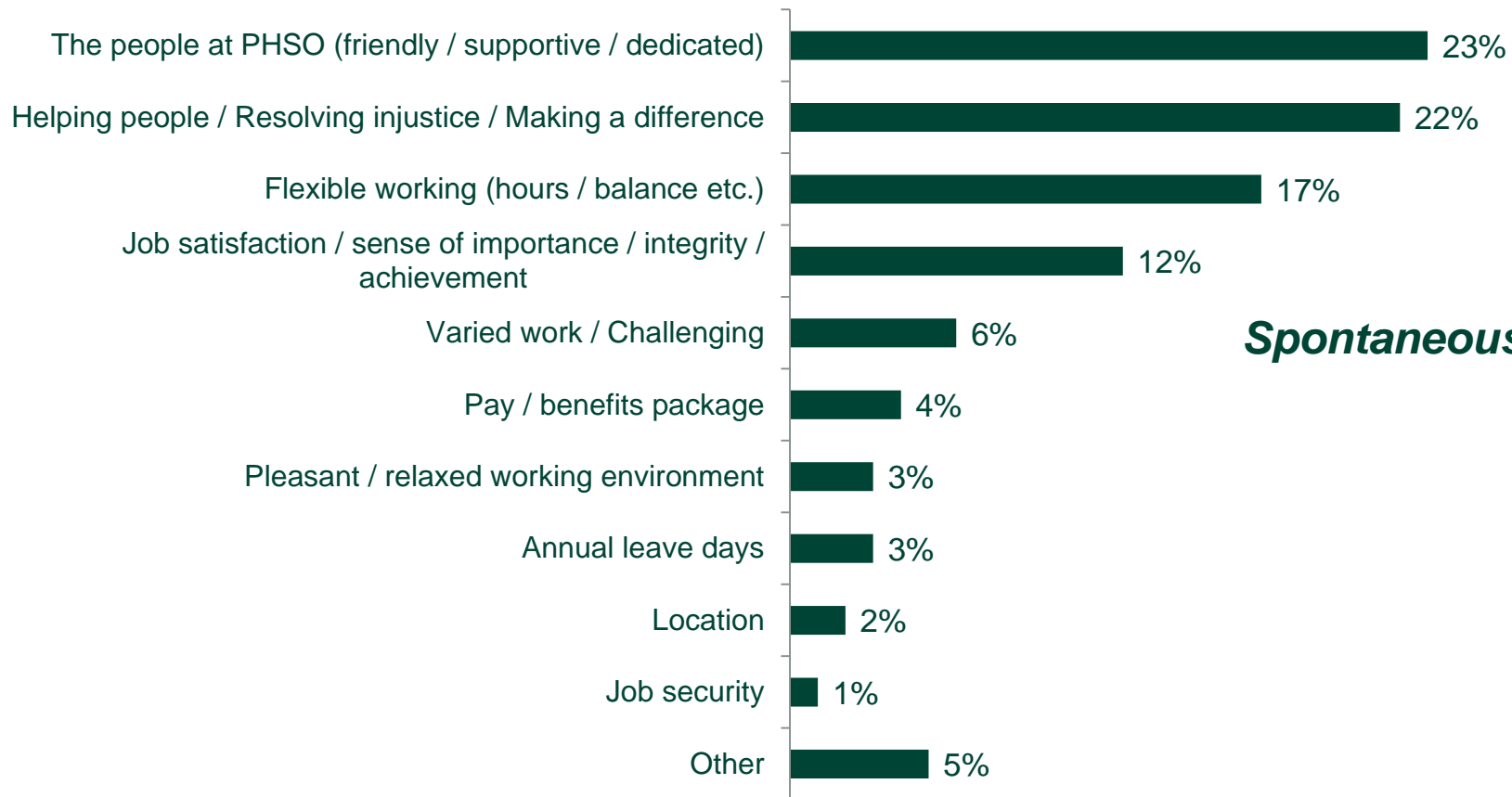
G1. Please tick one box only for each question (in relation to 'Pay and Benefits')

Base: All (2013: 377)

The best aspect of working for PHSO

Responses reinforce the sense that individuals have a high opinion of their peers; and are committed to PHSO's objectives

N1. What is the best thing about working for PHSO?



Base: All (2013: 377)

The single most-desired improvement

Alongside improved pay, the themes of improved internal communication and less 'process-focus' recur as spontaneous desired improvements

N2. What one improvement would make the PHSO a better place for you to work?



Spontaneous



Base: All (2013: 377)