

PHSO People Survey 2013 Debrief of findings

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All strands

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 communication being more succinct, targeted and 'telling it how it is' Internal communications • Better management of the relationship between internal and external communications • The change management process engaging more with the practicalities of Change management implementation – e.g. being more flexible in adapting the blueprint More open acknowledgement/discussion of difficulties, to find ways forward Senior Senior management being more visible (e.g. through 'meet and greets') management Demonstrable engagement with the practicalities of service delivery (e.g. ۲ 'back to the floor' exercises) Customer • Refocus on the customer over the 'PHSO process' e.g. with simpler forms service 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





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



ſ	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 🖊
——————————————————————————————————————	77	76	76	67 🖊
PHSO manages change effectively	24	38	42	10 🖊



FCN - sigtesting

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



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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



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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





current changes, 12% of staff feel the customer service delivered by PHSO has become better, **51% feel it has become** worse (M1) 60% <u>disagree</u> 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 On-going



Communication

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



■ 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



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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
 I1. Please tick one box only for each question (in relation to 'Senior Management')
 Base: All (2013: 377, 2011: 405)

FCN

Senior Management

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



FCN



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

My manager...acknowledges when I have done my job well

I am encouraged by my manager to make decisions appropriate to my role

My line manager communicates effectively

I receive regular and constructive feedback on my performance

My team is managed well

My manager manages change effectively

Confident that on important matters thoughts communicated upwards

Manager coaches me, when appropriate, by asking me questions

My manager motivates and inspires me to be more effective in my job

I am confident that all/most people I manage have skills needed to deliver

Poor performance is dealt with effectively where I work



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

	7	Neither	All agree 2013	CA	CI/ Ops	I&R	S&I	HR, P&T	F, P&P	SD& ICT	CT& OPO
My manageracknowledges when I have done my job well	<mark>%% 50% 26%</mark>	11%	76%	90%	71%	71%	85%	65%	94%	73%	88%
I am encouraged by my manager to make decisions appropriate to my role	<mark>8% 50% 27%</mark>	12%	76%	84%	74%	74%	80%	60%	76%	73%	88%
My line manager communicates effectively	<mark>%% 51% 20%</mark>	14%	71%	84%	64%	69%	85%	70%	82%	73%	74%
I receive regular and constructive feedback on my performance	<mark>%6% 50% 21%</mark>	15%	71%	84%	70%	68%	60%	65%	76%	67%	74%
My team is managed well	<mark>%% 46% 20%</mark>	19%	67%	74%	74%	74%	74%	74%	74%	74%	74%
My manager manages change effectively	%% 46% 15%	24%	60%	81%	50%	57%	75%	70%	71%	80%	62%
Confident that on important matters thoughts communicated upwards	<mark>7%2% 40% 17%</mark>	22%	58%	74%	51%	50%	75%	60%	65%	80%	62%
Manager coaches me, when appropriate, by asking me questions	<mark>%6% 37% 15%</mark>	24%	52%	55%	47%	48%	75%	60%	47%	67%	55%
My manager motivates and inspires me to be more effective in my job	<mark>7%3%</mark> 35% 15%	29%	50%	81%	41%	44%	70%	55%	53%	67%	48%
I am confident that all/most people I manage have skills needed to deliver	<mark>%28%7</mark> %	38%	35%	39%	27%	23%	50%	65%	71%	60%	33%
Poor performance is dealt with effectively where I work	2%18% 26% 7%	34%	33%	32%	25%	30%	40%	45%	41%	40%	45%
 Strongly disagree Disagree H2. Please tick one box only to 		ee		(31)	(135)	(94)	(20)	(20)	(17)	(15)	(42)

Base: All (2013: 377)

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?



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 dayto-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	job information about the future of individuals' roles							
We have been left for months with doubts about whether there are any jobs for us at the endThe emotional strain has been intolerableWhy would you ask someone to undergo over 5 hours of interviews simply to retain their present post?								
Recognition of difficulty of transition period	 More explicit acknowledgement from Se in difficult circumstances Flexibility over targets during transition signal about this 	enior Management that staff are working period would go some way to send a						

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'

on customer needs, above internal process	 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

Change management

Senior management

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

communications

- 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 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'



FCN

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

I think PHSO respects individual differences (e.g. cultures, working styles, backgrounds, ideas) I believe that, in all aspects of its work, PHSO treats people equally, regardless of factors such as...

I am treated with fairness in PHSO

I believe we promote equal access to our services for all members of the community

Employees are treated with respect regardless of their job

This organisation helps people with disabilities to overcome difficulties at work

I think PHSO is a disability confident employer

PHSO is improving the accessibility of its external communications

I believe I am valued for what I offer PHSO



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

I think PHSO respects individual differences (e.g. cultures, working styles, backgrounds, ideas) I believe that, in all aspects of its work, PHSO treats people equally, regardless of factors such as...

I am treated with fairness in PHSO

I believe we promote equal access to our services for all members of the community

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This organisation helps people with disabilities to overcome difficulties at work

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PHSO is improving the accessibility of its external communications

I believe I am valued for what I offer PHSO



Strongly disagree Disagree Agree Strongly agree
 K1. Please tick one box only for each question
 Base: All (2013: 377)

	Neither	agree 2013	CA	CI/ Ops	I&R	S&I	HR, P&T	F, P&P	SD& ICT	CT& OPO
<mark>⁄。 50% 23%</mark>	16%	73%	84%	73%	67%	75%	75%	82%	80%	71%
<mark>⁄。 51% 20%</mark>	18%	71%	74%	69%	69%	75%	65%	59%	80%	86%
<mark>6 53% 18%</mark>	15%	70%	84%	64%	67%	80%	60%	59%	80%	88%
<mark>⁄a 48% 16%</mark>	20%	64%	77%	64%	62%	65%	65%	65%	67%	60%
<mark>6 47% 1</mark> 29	20%	59%	71%	50%	68%	55%	65%	53%	67%	60%
<mark>6 40% 16%</mark>	30%	56%	81%	51%	44%	35%	90%	59%	73%	71%
<mark>6 37% 18%</mark>	32%	55%	77%	53%	38%	45%	80%	53%	73%	71%
<mark>% 37% 1</mark> 09	39%	47%	52%	43%	35%	80%	55%	53%	47%	64%
<mark>34% 1</mark> 09	26%	45%	81%	33%	39%	50%	60%	41%	60%	57%
gree ■ Strongly ag <i>h question</i>	gree		(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 **K**3. 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





Culture: Work-Life Balance and Morale

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





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




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

Understand how my work contributes to objectives of team/ directorate

The people I work with co-operate to get the work done

I am happy to go the 'extra mile' at work when required

I suggest ideas to improve our ways of doing things

> I understand how my work contributes to the objectives of...

I understand PHSO's aims and objectives

I am clear about what I am expected to achieve in my job

I feel committed to PHSO's aims and objectives

I usually feel focussed and absorbed in my work at PHSO

> My work gives me a feeling of personal achievement

Where I work I have the resources I need to complete my work effectively

Working here makes me want to do the best work I can

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)

	Neither	All agree 2013	All agree 2011	External benchmark
<mark>% 43% 43%</mark>	7%	86%	96% 🕇	82%
<mark>%6 51% 34%</mark>	10%	85%	88%	
<mark>% 51% 32%</mark>	10%	82%	93% 🕇	
<mark>‰ 57% 25%</mark>	13%	82%	85%	
<mark>% 45% 35%</mark>	11%	81%	96% 🕇	
<mark>‰ 58% 21%</mark>	15%	79%	-	
<mark>%4% 44% 34% </mark>	7%	77%	94% 🕇	
<mark>‰ 53% 18%</mark>	20%	71%		
<mark>3%6% 45% 15%</mark>	19%	59%	-	
3 <mark>%17% 41% 15%</mark>	19%	56%	71% 🕇	73% 🕇
<mark>%24% 45% 8%</mark>	18%	53%	73% 🕇	
<mark>%1% 39% 1</mark> 4%	32%	53%	75% 🕇	

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

43%

6 51^o

57

45%

44%

53

45%

6 39%

Understand how my work contributes to objectives of team/ directorate

The people I work with co-operate to get the work done

I am happy to go the 'extra mile' at work when required

I suggest ideas to improve our ways of doing things

I understand how my work contributes to the objectives of...

I understand PHSO's aims and objectives

I am clear about what I am expected to achieve in my job

I feel committed to PHSO's aims and objectives

I usually feel focussed and absorbed in my work at PHSO

My work gives me a feeling of personal achievement

Where I work I have the resources I need to complete my work effectively

Working here makes me want to do the best work I can



Strongly disagree Disagree Agree Strongly agree
B1. Please tick one box only for each question
Base: All (2013: 377, 2011: 405)

3%24%

%6%

	Neither	All agree 2013	CA	Cl/ Ops	I&R	S&I	HR, P&T	F, P&P	SD& ICT	CT & OPO	
4 3%	7%	86%	97%	83%	80%	90%	95%	94%	100%	88%	
% 34%	10%	85%	87%	79%	86%	80%	90%	100%	93%	86%	
% 32%	10%	82%	90%	82%	83%	75%	75%	76%	87%	83%	
25%	13%	82%	74%	79%	81%	100%	75%	94%	93%	81%	
<mark>// 35%</mark>	11%	81%	97%	76%	73%	95%	80%	82%	93%	88%	
3% 21%	15%	79%	84%	76%	77%	100%	85%	88%	73%	79%	
6 34%	7%	77%	97%	74%	66%	80%	90%	88%	93%	83%	
<mark>% 1</mark> 8%	20%	71%	81%	66%	68%	95%	75%	71%	67%	79%	
<mark>⁄。 1</mark> 5%	19%	59%	90%	53%	48%	70%	75%	59%	60%	67%	
<mark>6 1</mark> 5%	19%	56%	87%	47%	51%	75%	70%	47%	67%	55%	
<mark>% 8</mark> %	18%	53%	77%	44%	48%	40%	70%	53%	87%	60%	
14%	32%	53%	77%	47%	53%	65%	65%	29%	53%	55%	
ee ■ Strongly a question	agree		(31)	(135)	(94)	(20)	(20)	(17)	(15)	(42)	

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

	7	Neither	All agree 2013	All agree 2011	External benchmark
I am proud to work for PHSO	<mark>98%</mark> 39%1 <mark>2</mark> 9	36%	51%	79% 🕇	53%
My job makes good use of my skills and abilities	<mark>)%20%</mark> 38%119	21%	50%	64% 🕇	
Considering everything, I am satisfied with my job at PHSO	<mark>922%</mark> 40% 89	23%	47%	-	
I intend to still be working for PHSO in 12 months time	9 <mark>%1 %32%1</mark> 49 -	35%	46%	70% 🕇	
I feel a sense of belonging to PHSO	1 <mark>%20%32%10</mark>	31%	41%	65% 🕇	
I would recommend PHSO as a good place to work	<mark>%8%</mark> 33%7%	36%	41%	74% 🕇	46%
I am satisfied with the recognition I receive for doing a good job	4%21%30%9%	25%	38%	55% 🕇	
PHSO motivates me to help it achieve its objectives	<mark>%22%25%</mark> 9	39%	30%	-	
My work at PHSO makes me feel energised, even on an average	<mark>3%29% 24%</mark> 9	28%	30%	-	
The organisation motivates me to contribute more than is normally	<mark>0%25%23%8</mark> %	35%	29%	69% 🕇	
Overall I am satisfied with PHSO at the present time	<mark>6%28%</mark> 22% <mark>9</mark>	27%	27%	79% 🕇	
I feel secure in my job	<mark>24%</mark> 28%21%	24%	24%	51% 🕇	
Strongly disagree 🛯 Disagree	e 📕 Agree 🛛 🔳 Strongly	agree			

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

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

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

I am proud to work for PHSO

My job makes good use of my skills and abilities

> Considering everything, I am satisfied with my job at PHSO

I intend to still be working for PHSO in 12 months time

I feel a sense of belonging to PHSO

I would recommend PHSO as a good place to work

I am satisfied with the recognition I receive for doing a good job

> PHSO motivates me to help it achieve its objectives

My work at PHSO makes me feel energised, even on an average...

The organisation motivates me to contribute more than is normally...

I feel secure in my job

Overall I am satisfied with PHSO at the present 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)

24%

lessel	r extent)								less	50	
-		Neither	All agree 2013	CA	CI/ Ops	I&R	S&I	HR, P&T	F, P&P	SD& ICT	CT & OPO
98⁄	<mark>39%1</mark> 29	36%	51%	87%	44%	45%	65%	60%	47%	53%	55%
<mark>)%20%</mark>	38%119	21%	50%	71%	`36% <mark>.</mark>	51%	50%	65%	35%	80%	60%
<mark>%22%</mark>	40%8%	23%	47%	90%	36%	44%	55%	55%	41%	60%	55%
%1 %	<mark>⁄32%1</mark> 49	35%	46%	87%	42%	51%	15%	35%	29%	40%	45%
*20%	<mark>32%1</mark> 09	31%	41%	74%	32%	40%	45%	45%	29%	33%	55%
<mark>%8%</mark>	33%7%	36%	41%	77%	33%	29%	50%	50%	35%	67%	48%
4%21%	<mark>30%</mark> 9%	25%	38%	77%	29%	27%	55%	50%	24%	60%	52%
<mark>%22%</mark>	25% <mark></mark> 9	39%	30%	61%	21%	22%	40%	40%	24%	47%	40%
<mark>3%29%</mark> 2	24 % 9	28%	30%	68%	16%	27%	55%	50%	24%	40%	33%
0%25%2	23%9	35%	29%	68%	22%	21%	35%	30%	12%	53%	40%
6%28%2	22%9	27%	27%	74%	18%	20%	45%	30%	24%	40%	29%
24% <mark>28%</mark> 2	2138	24%	24%	55%	16%	21%	20%	40%	24%	20%	31%
$IAgree^{\bot}$	Strongly	agree									

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





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 Neither All agree All agree

I am involved in identifying my learning and development needs

The training and support received following induction gave the knowledge needed to do job...

My induction gave me the information I needed to understand PHSO and my role in it

There are sufficient opportunities for me to receive training to improve my skills in my current job

My performance has improved as a result of skills I have developed over the past year

My manager meets with me after I attend a training event to talk through what I have taken from it...

There are opportunities for me to develop my career at PHSO

My manager meets with me before I attend a training event so I am entirely clear about what I need to...



 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 posttraining input are considerably more negative

I am involved in identifying my learning and development needs

The training and support received following induction gave the knowledge needed to do job...

My induction gave me the information I needed to understand PHSO and my role in it

There are sufficient opportunities for me to receive training to improve my skills in my current job

My performance has improved as a result of skills I have developed over the past year

My manager meets with me after I attend a training event to talk through what I have taken from it...

There are opportunities for me to develop my career at PHSO

My manager meets with me before I attend a training event so I am entirely clear about what I need to...



(31)

(135)

(94)

(20)

(20)

(17)

(15)

(42)

 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)

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

I know what's expected of me to provide good customer service

- It is important that PHSO effectively publicises its role and work...
- I act on feedback we receive on our customer service
 - I feel I have the training needed to provide good customer service
 - My team regularly takes action to improve our customer service
 - PHSO puts its values into action when delivering services to the...
 - I feel knowledge and learning is effectively shared between...
- I believe that PHSO understands its customers' needs

I believe that PHSO delivers what its customers need

Т	Neither	All agree 2013	All agree 2011
<mark>% 55% 33%</mark>	8%	88%	89%
<mark>‰ 46% </mark> 34%	16%	80%	93% 🕇
<mark>% 56% 22%</mark> -	18%	78%	76%
<mark>)‰ 51% 23%</mark>	20%	74%	76%
<mark>% 47% 16%</mark>	28%	63%	-
<mark>%3%</mark> 43% 5%	32%	48%	-
<mark>%23%</mark> 35% 8%	29%	43%	-
<mark>7%18%</mark> 37% 5% -	31%	42%	60% 🕇
<mark>9%24%</mark> 27% <mark>3</mark> 9	37%	30%	-



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)

9%

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

I know what's expected of me to provide good customer service

- It is important that PHSO effectively publicises its role and work...
- I act on feedback we receive on our customer service
 - I feel I have the training needed to provide good customer service
 - My team regularly takes action to improve our customer service
 - PHSO puts its values into action when delivering services to the...
 - I feel knowledge and learning is effectively shared between...

I believe that PHSO understands its customers' needs

I believe that PHSO delivers what its customers need

		Neither	All agree 2013	CA	CI/ Ops	I&R	S&I	HR, P&T	F, P&P	SD& ICT	CT& OPO
	% 55% 33%	8%	88%	71%	95%	88%	60%	90%	94%	80%	93%
C	<mark>‰ 46% </mark> 34%	16%	80%	84%	78%	77%	100%	90%	76%	80%	81%
	<mark>% 56% 22%</mark>	18%	78%	74%	81%	81%	50%	80%	82%	73%	76%
y	<u> </u>	20%	74%	74%	79%	74%	35%	85%	65%	73%	79%
2	<mark>647% 1</mark> 6%	28%	63%	55%	64%	55%	45%	75%	71%	87%	71%
<mark>3%</mark> -	6 43% 59	32%	48%	61%	42%	53%	45%	60%	29%	47%	52%
<mark>%</mark>	35% 8%	29%	43%	45%	47%	38%	15%	70%	47%	27%	43%
<mark>3%</mark> -	37% 5%	31%	42%	58%	32%	41%	30%	80%	29%	40%	62%
%	27%39	37%	30%	55%	23%	23%	20%	70%	35%	40%	33%
				(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)

%3

%23%

7%18

9%24%

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



ß

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?





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?





Base: All (2013: 377)