

Parliamentary Health Service Ombudsman

Employee Survey 2017



Understanding
People.

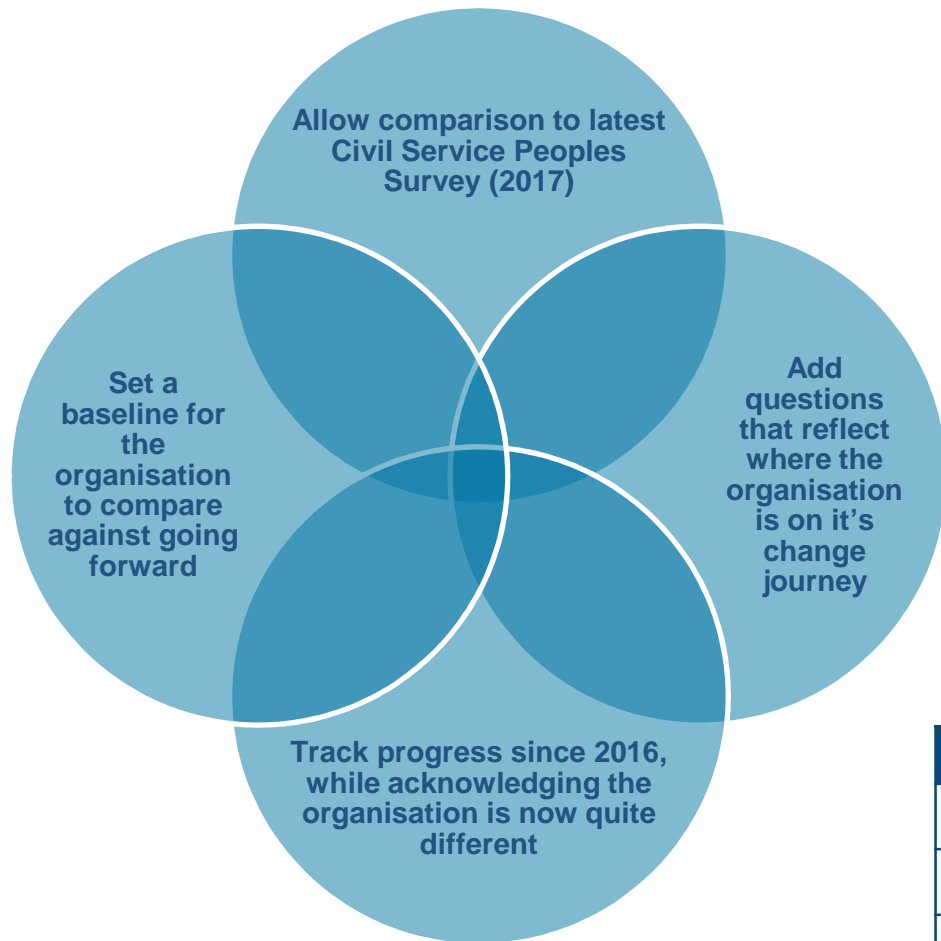


Parliamentary
and Health Service
Ombudsman

50 years of the Ombudsman service

1967-2017

Background and Methodology



- Fieldwork between 19th October and 6th November 2017.
- All employees received the survey electronically via an emailed hyperlink sent to work email accounts, or personal email accounts for staff on long term absence.
- 15 PHSO leavers are included in the sample (low base).
- 325 responses were received (from 417 sent out), resulting in an overall response rate of **78%**. This gives a sampling error of +/-2.6% on an observed statistic of 50% at the 95% confidence interval.

Directorate	Base	Sampling Error
Corporate Services	55	+/-6.5%
External Affairs and Insight	19	+/-8.5%
Operations	251	+/-2.9%
Total	325	+/-2.6%

Headline messages



Understanding
People.

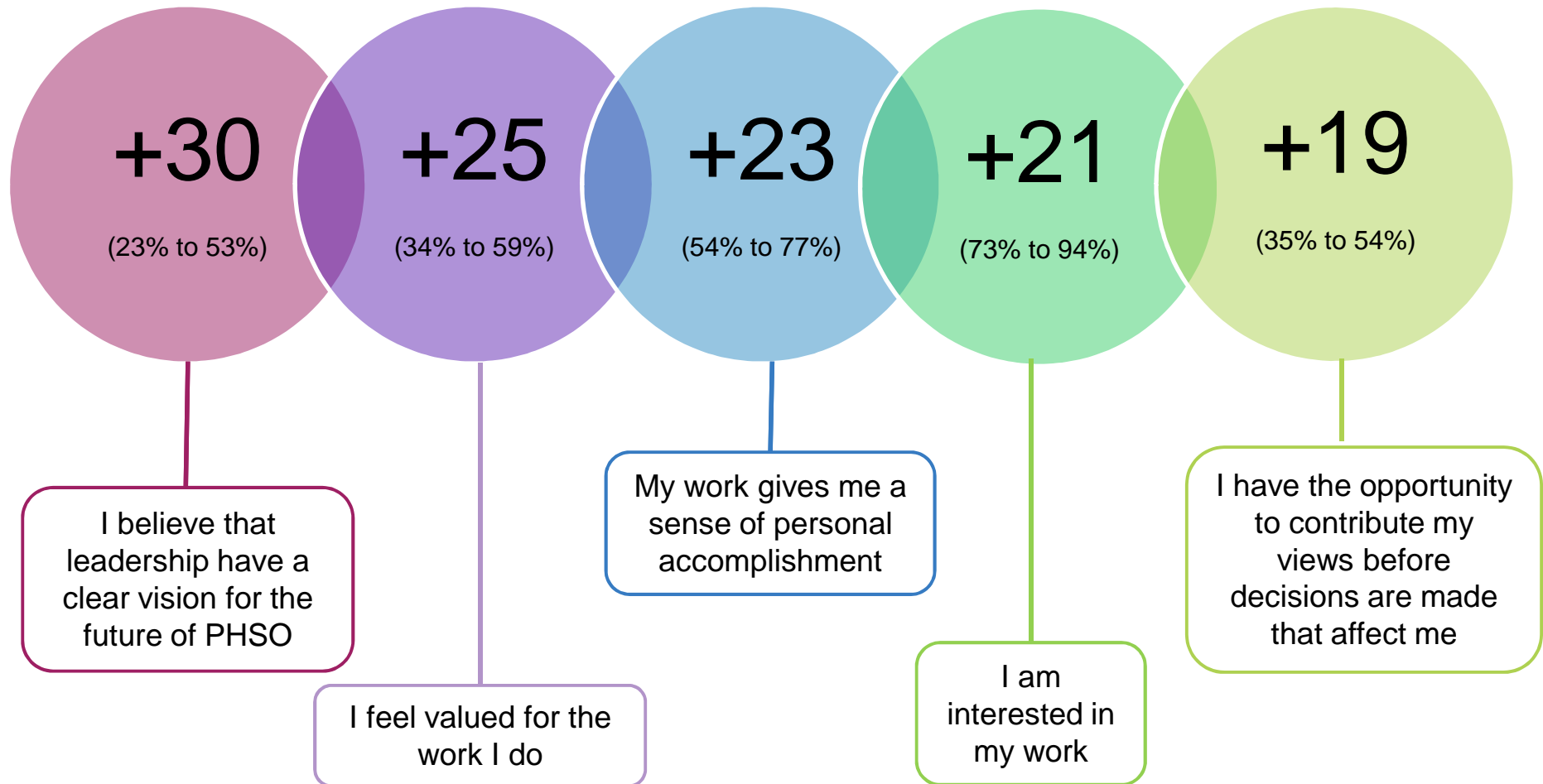
Highest scoring indicators in data

% positive score (i.e. Strongly agree / agree)		Comparisons with:	
		2016	CSPS
94%	• I am interested in my work	73%	90%
92%	• I have the skills I need to do my job effectively		88%
90%	• The people in my team can be relied upon to help when things get difficult in my job		85%
86%	• I am treated with respect by the people I work with		85%
83%	• The people in my team work together to find ways to improve the service we provide		83%
83%	• I am treated fairly at work by my manager	84%	
83%	• I am sufficiently challenged by my work		81%

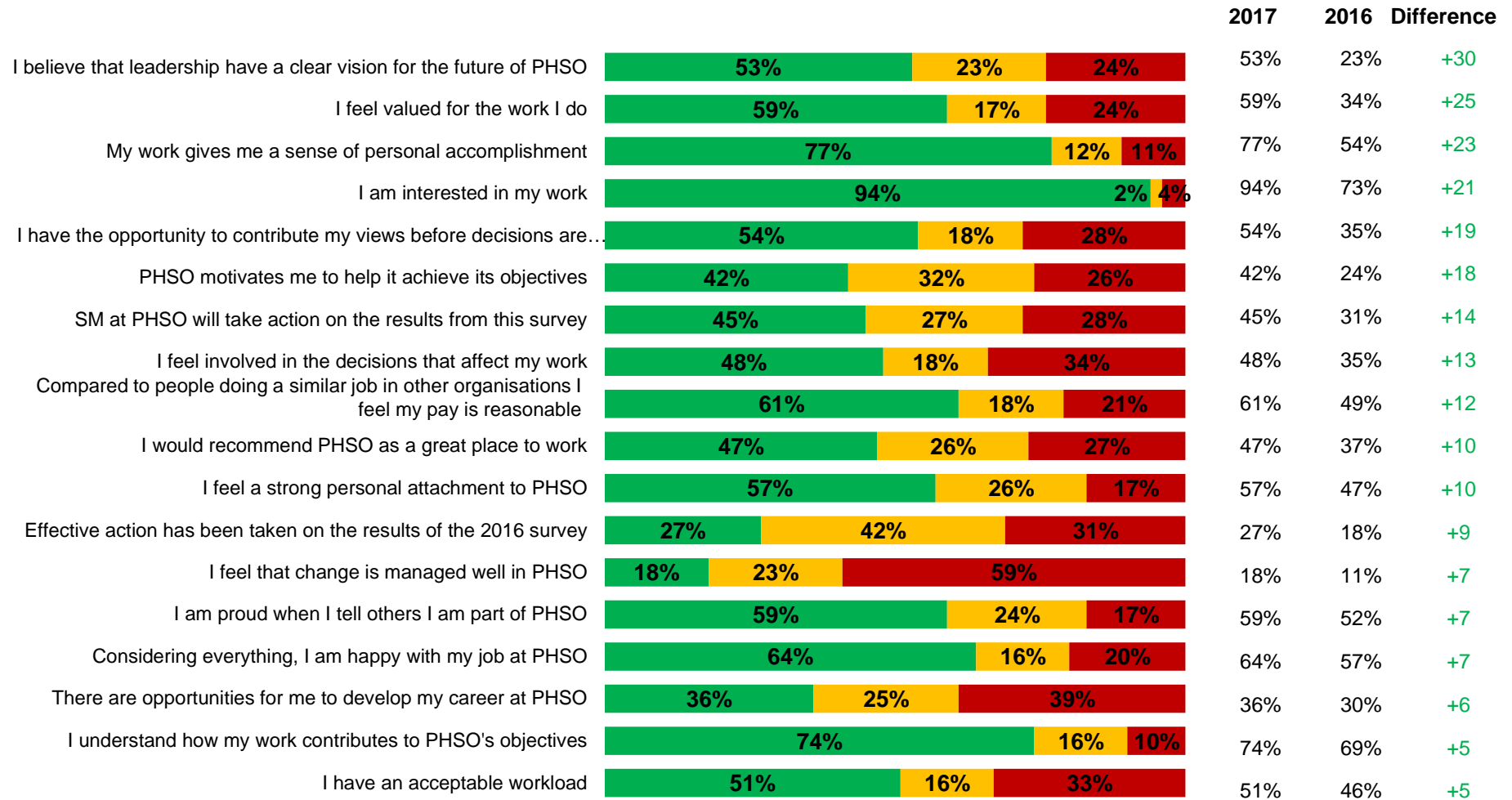
Lowest scoring indicators

% positive score (i.e. Strongly agree / agree)		Comparisons with:	
		2016	CSPS
18%	• I feel that change is well managed in PHSO	11%	33%
23%	• When changes are made in PHSO they are usually for the better		33%
27%	• Where I work, I think effective action has been taken on the results of the 2016 survey	18%*	36%
30%	• I am starting to see a positive impact as a result of the changes that have occurred at the PHSO over the last year		
31%	• Overall, I have confidence in the decisions made by PHSO's senior management		
32%	• I believe the actions of senior management are consistent with PHSO's values		
32%	• Senior management are open to my ideas	44%*	

Largest improvements since 2016

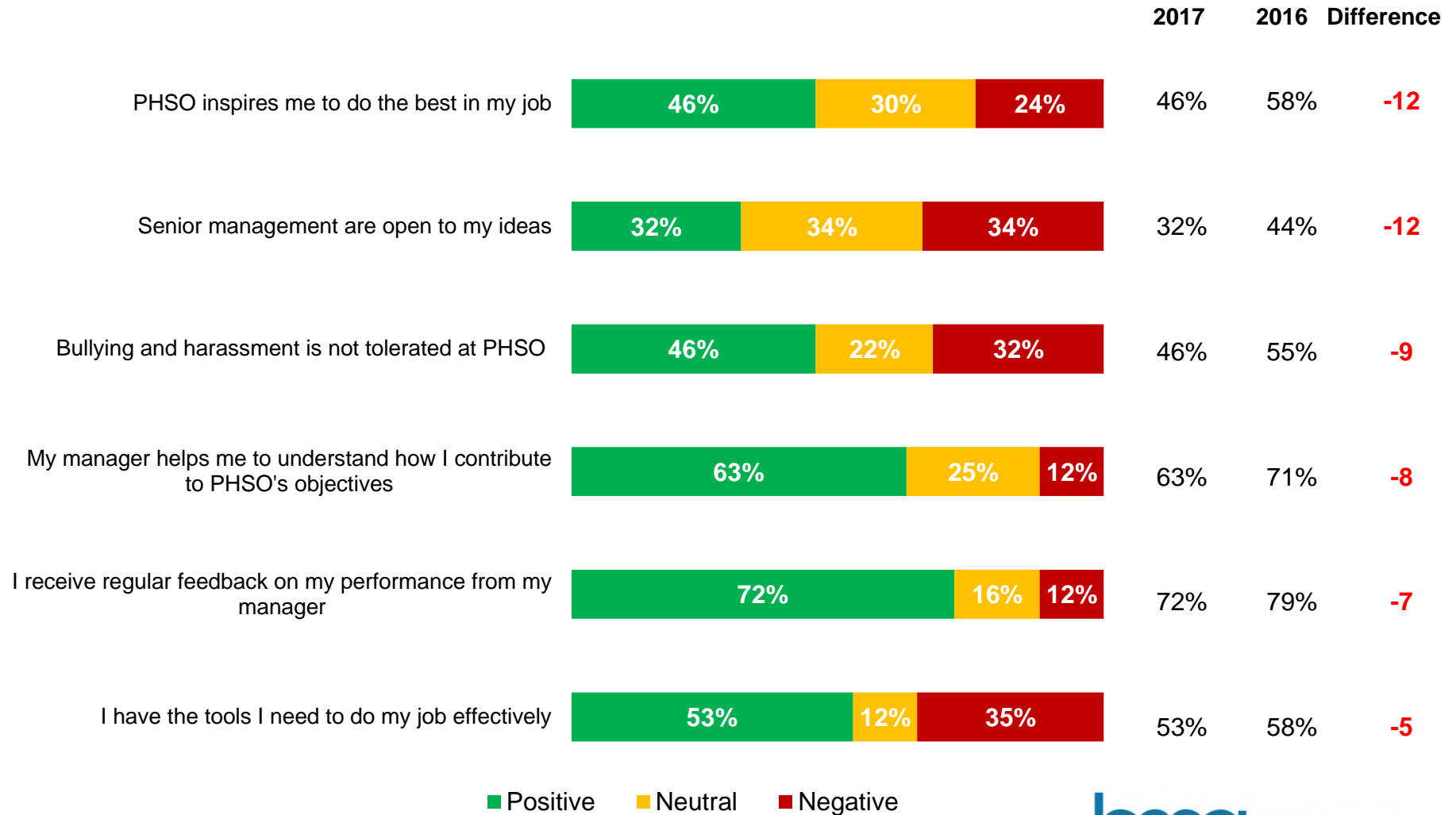


All significant improvements since 2016

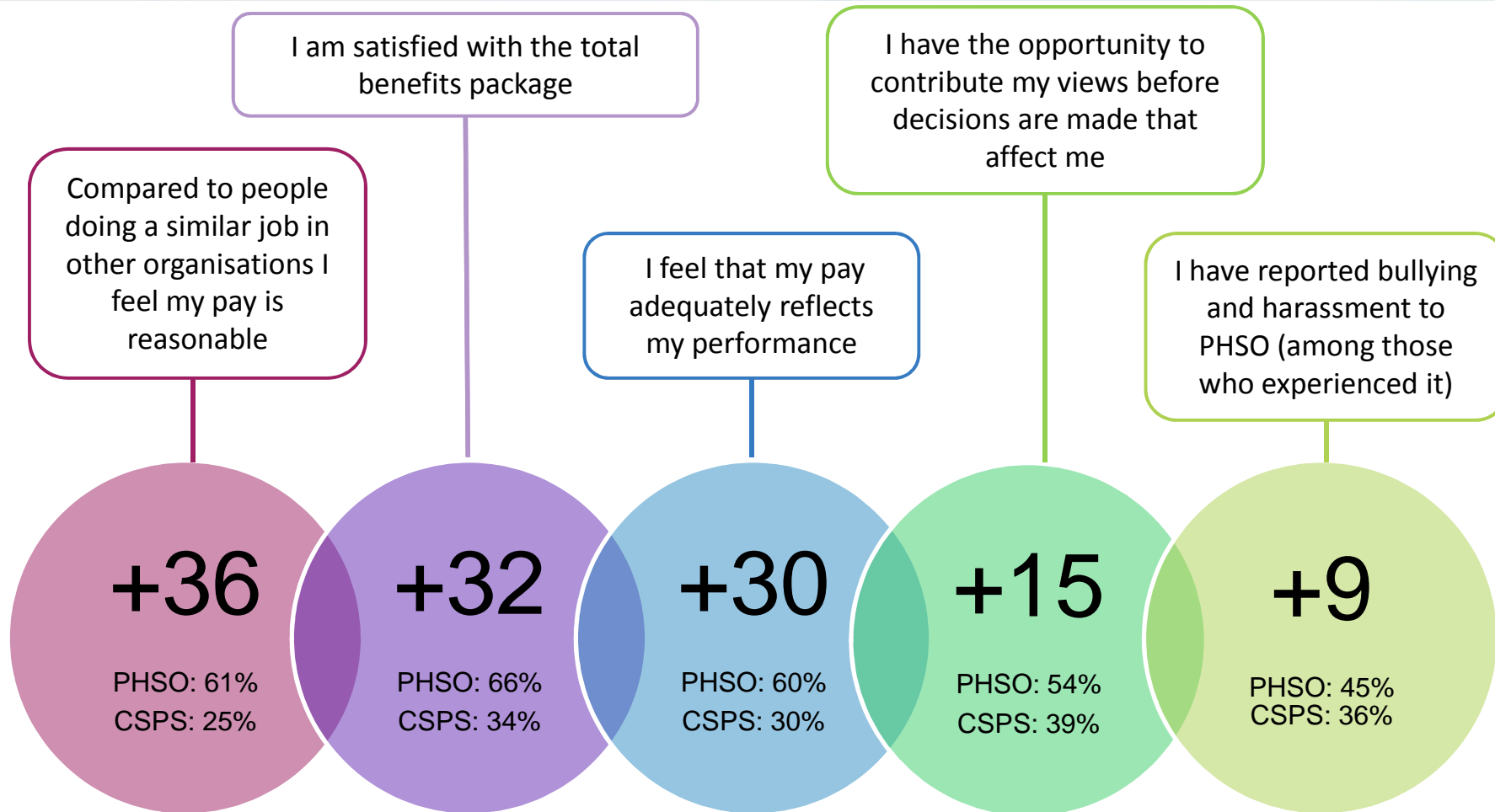


■ Positive ■ Neutral ■ Negative

All significant deteriorations since 2016



Above benchmark performance



Where is PHSO performing significantly better than the CSPS benchmark?

	PHSO	CSPS	Difference to CSPS benchmark (pp)
I have some really good friendships at work	80%	77%	3
The feedback I receive from my manager helps me to improve my performance	66%	63%	3
I have the skills I need to do my job effectively	92%	88%	4
I am interested in my work	94%	90%	4
I receive regular feedback on my performance from my manager	72%	68%	4
Leadership are sufficiently visible	64%	60%	4
I believe that leadership have a clear vision for the future of PHSO	53%	49%	4
The people in my team can be relied upon to help when things get difficult in my job	90%	85%	5
When I talk about PHSO I say 'we' rather than 'they'	76%	71%	5
I feel a strong personal attachment to PHSO	57%	49%	8
I have reported bullying and harassment to PHSO (among those who experienced it)	45%	36%	9
I have the opportunity to contribute my views before decisions are made that affect me	54%	39%	15
I feel that my pay adequately reflects my performance	60%	30%	30
I am satisfied with the total benefits package	66%	34%	32
Compared to people doing a similar job in other organisations I feel my pay is reasonable	61%	25%	36

Where is PHSO performing significantly worse than the CSPS benchmark?

	PHSO	CSPS	Difference to CSPS benchmark (pp)
I feel involved in the decisions that affect my work	48%	58%	10
I have an acceptable workload	51%	61%	10
When changes are made in PHSO they are usually for the better	23%	33%	10
I think that PHSO respects individual differences	66%	76%	10
There are opportunities for me to develop my career at PHSO	36%	47%	11
I have a clear understanding of PHSO's objectives	68%	81%	13
I have a choice in deciding how I do my work	61%	75%	14
I feel that change is managed well in PHSO	18%	33%	15
I get the information I need to do my job well	54%	70%	16
I have the tools I need to do my job effectively	53%	70%	17
L&D activities I have completed in the past 12 months have helped to improve my performance	34%	52%	18
I believe I would be supported if I try a new idea, even if it may not work	50%	71%	21
I am able to access the right learning and development opportunities when I need to	39%	63%	24

Measuring and understanding employee engagement



Understanding
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The proportion of PHSO staff who are classed as engaged has increased significantly up from 52% in 2016, to 60% this year. This result is in line with the CSPA benchmark (61%).

60%

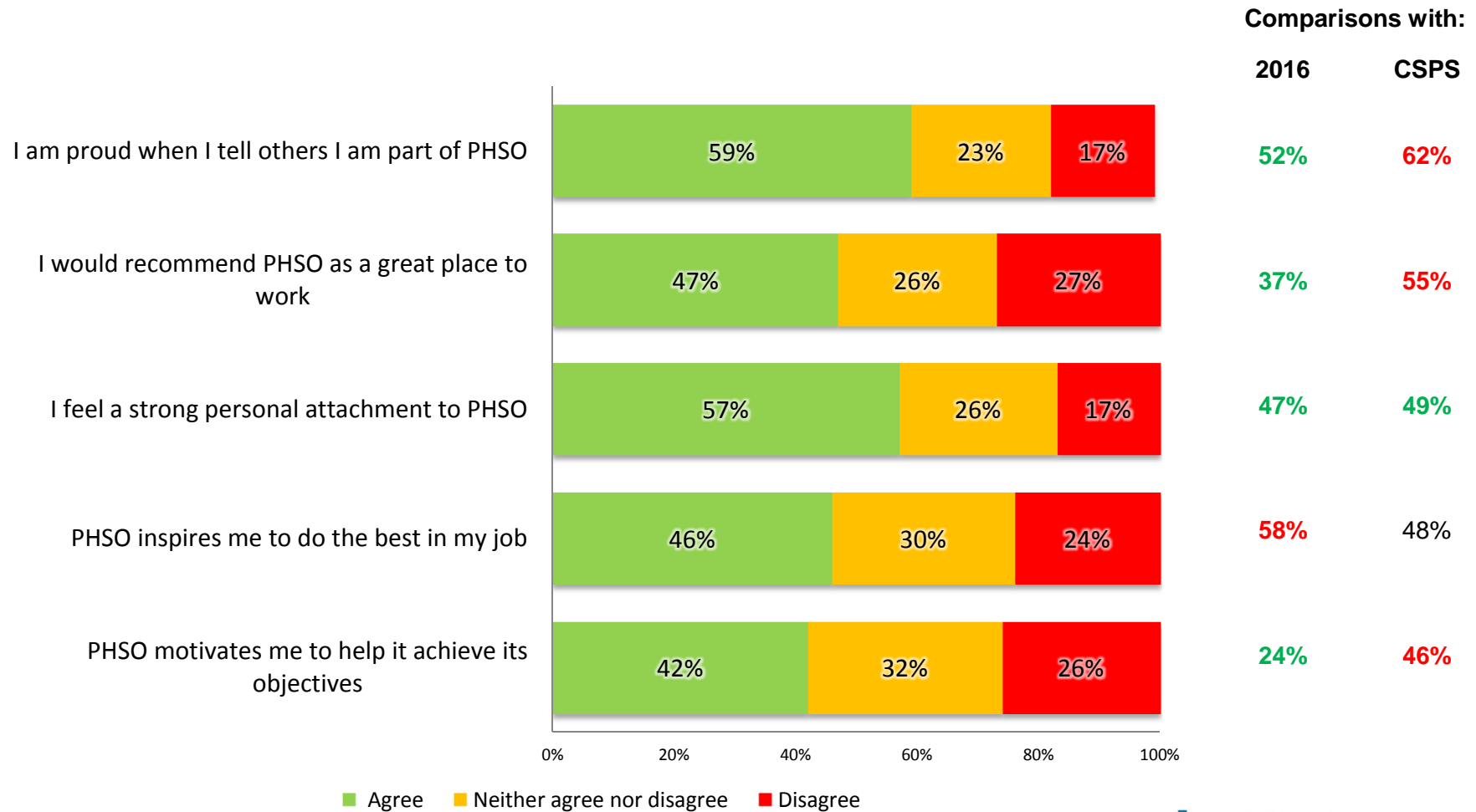
Engagement
index



Comparisons with:	
PHSO 2016 result	CSPA benchmark
52%	61%

Four of the five measures within the engagement index have improved since 2016. Most notably, agreement that PHSO motivates the employee to help it achieve its objectives has increased by 18-percentage points to 42% in 2017.

Q14. To what extent do you agree or disagree with the following statements concerning your engagement at PHSO?



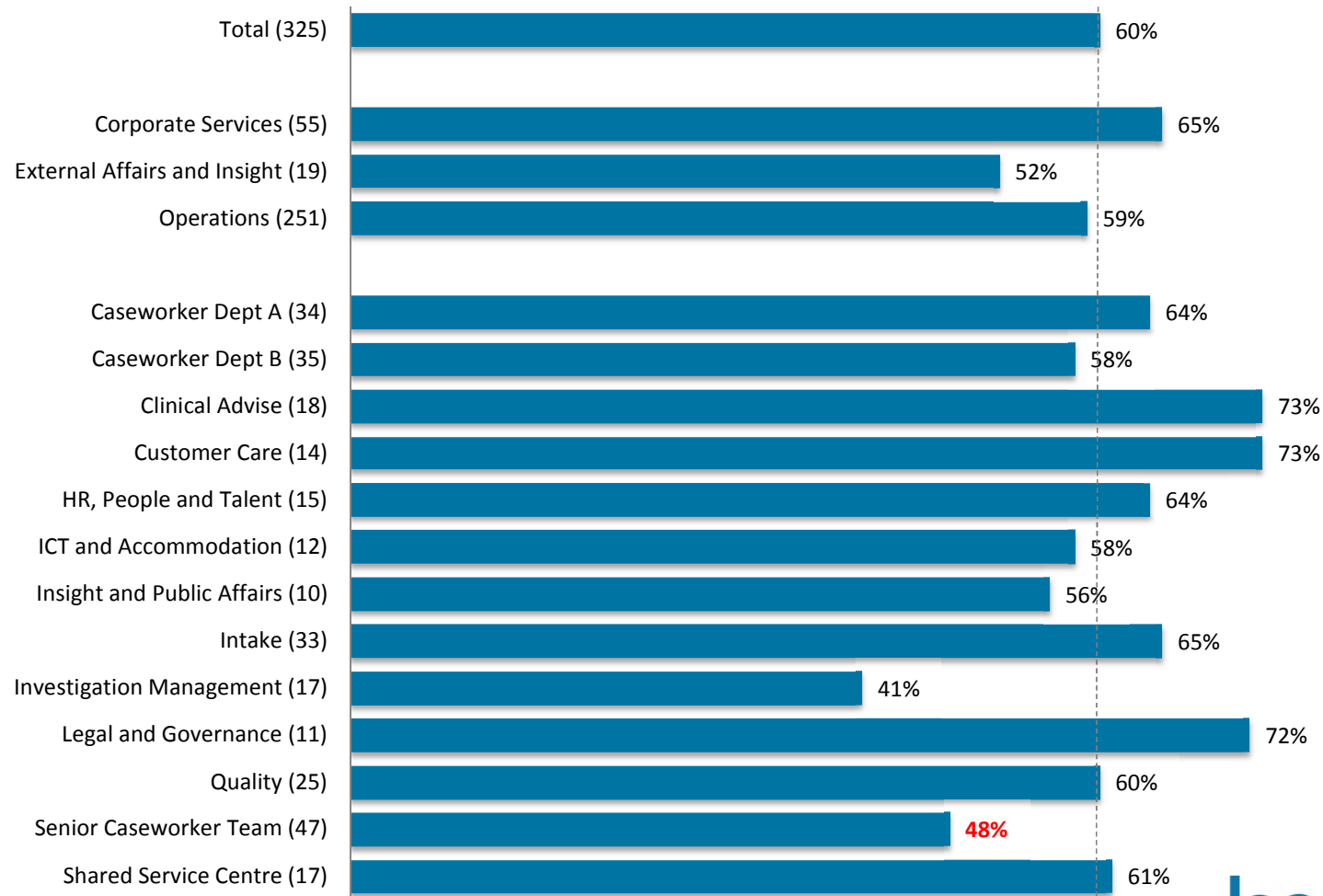
There are no significant differences in engagement measures by Directorate. However, employees in External Affairs and Insight consistently provide low levels of agreement relative to employees in Corporate Services and Operations.

Q14. To what extent do you agree or disagree with the following statements concerning your engagement at PHSO?

	Total	Corporate Services	External Affairs and Insight	Operations
I am proud when I tell others I am part of PHSO	59%	71%	37%	59%
I would recommend PHSO as a great place to work	47%	56%	32%	46%
I feel a strong personal attachment to PHSO	57%	64%	47%	56%
PHSO inspires me to do the best in my job	46%	53%	32%	46%
PHSO motivates me to help it achieve its objectives	42%	49%	37%	40%

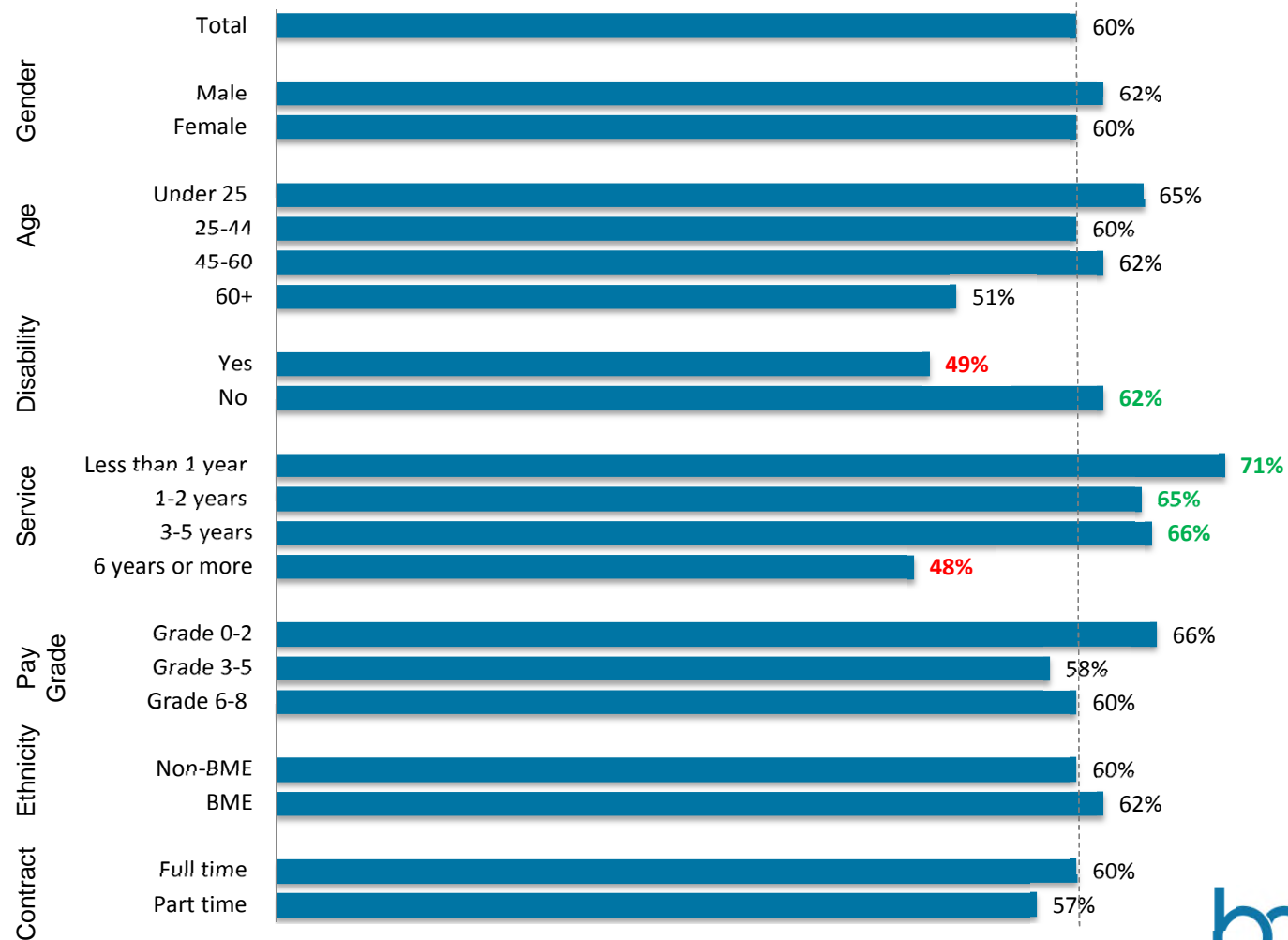
The graph below shows engagement score by Directorate and Division. Although non-significant, employees in Corporate Services have the highest engagement index (65%), this 13% points higher than the engagement index of those in External Affairs and Insight (52%). Notably, employees in the Senior Caseworker Team have a significantly lower engagement index, compared with the total (48% cf. 60%).

Q14. To what extent do you agree or disagree with the following statements concerning your engagement at PHSO?



The graph below shows engagement index by key demographics. Interestingly, the engagement index is highest for staff who have been at PHSO for less than one year (71%), and drops significantly among those who have been at PHSO for six years or more (48%).

Q14. To what extent do you agree or disagree with the following statements concerning your engagement at PHSO?



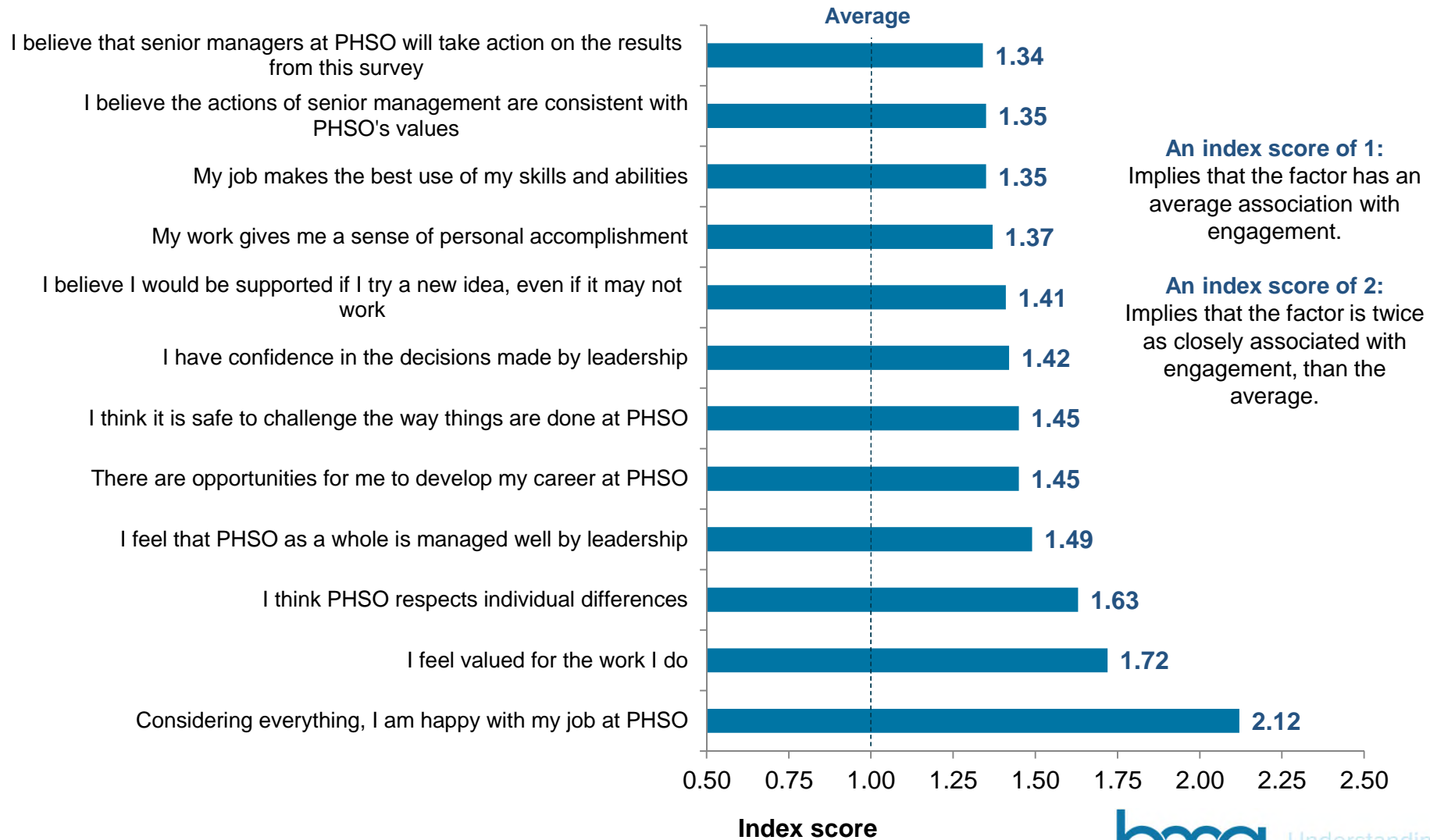
Key Driver Analysis (KDA)

This analysis determines the factors most closely associated with employee engagement (using statistical correlation).

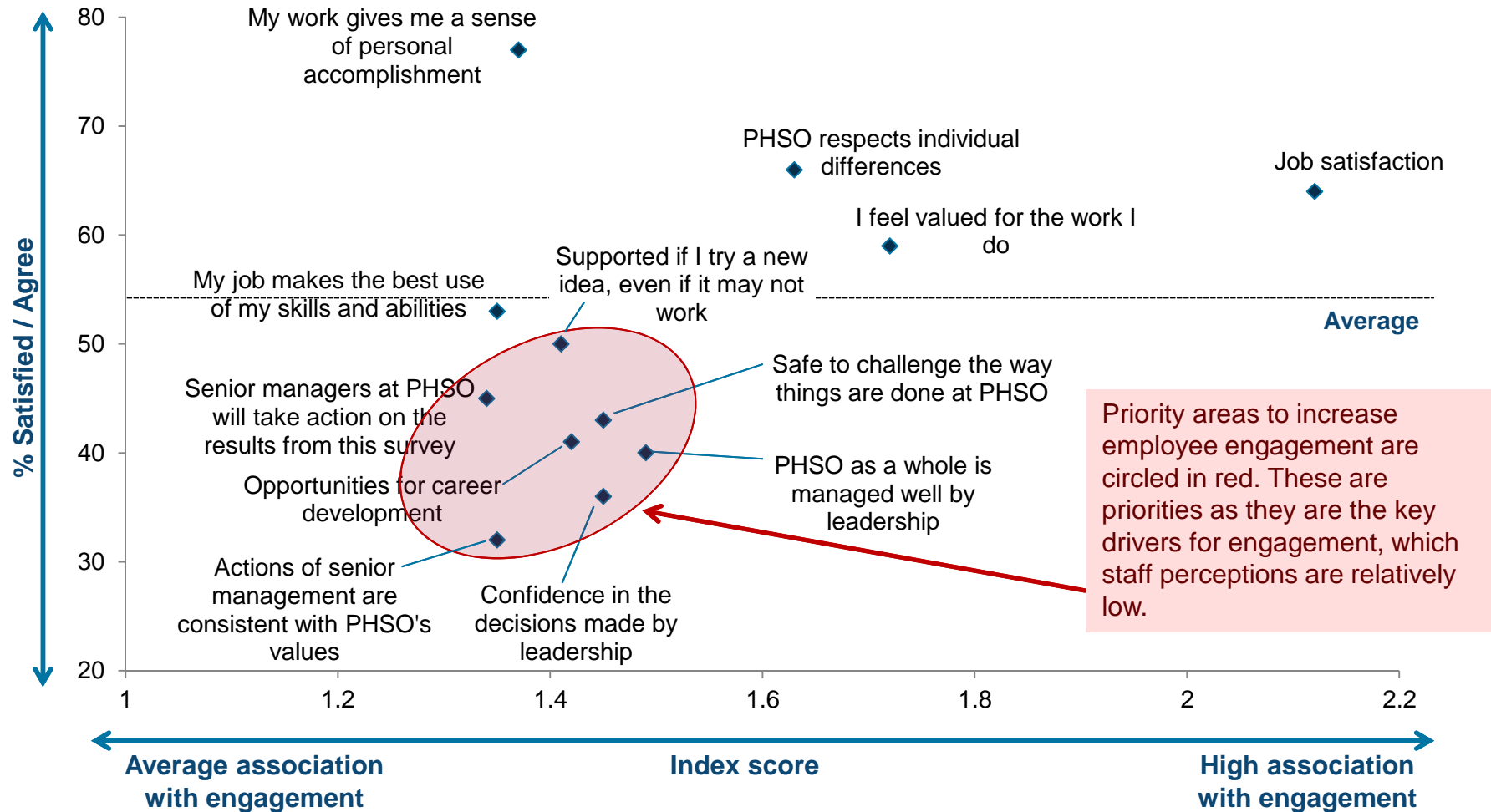
The KDA relies on the rationale that employee engagement can be improved by concentrating efforts to improve the factors most closely associated with it.



Job satisfaction is strongly associated with engagement. Beyond this, feeling valued is the biggest driver of employee engagement, with an index score of 1.72 (almost twice as important as the average). Respect for individual differences, perceptions of strong leadership, career opportunities and staff led innovation are also key.



Maximising staff potential, supporting innovation and challenge and demonstrating clear leadership are the priorities for increasing engagement, identified by this analysis.



Core findings

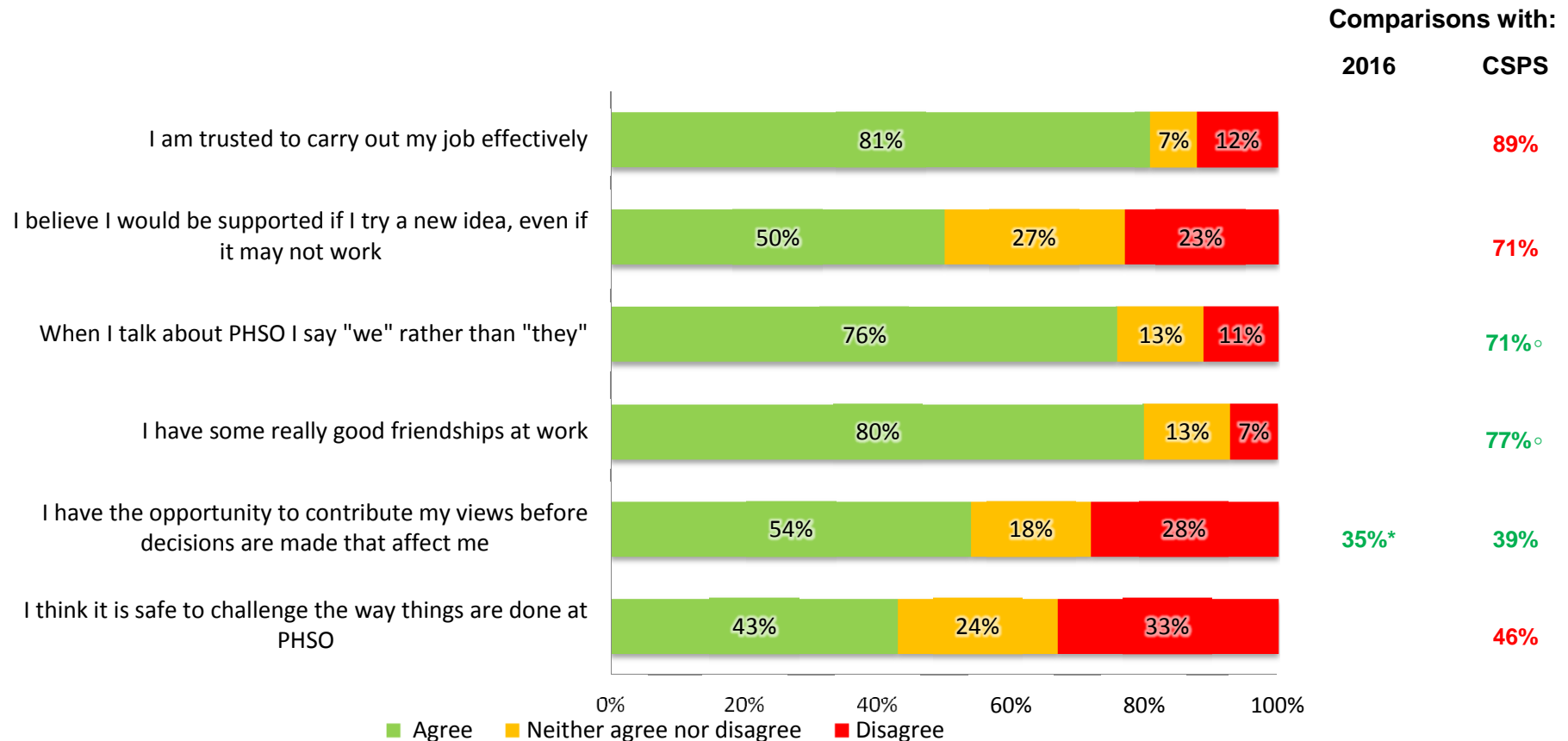
Organisational culture



Understanding
People.

More staff in 2017 now agree that they are given the opportunity to contribute their views before decisions are made that affect them. The 54% who agree is now above the CSPS benchmark. However, there remains some work to do to embed a culture of bottom-up innovation and challenge, based on views expressed about trying new ideas and challenging the way things are done.

Q16. To what extent do you agree or disagree with the following statements concerning organisational culture at PHSO?



Employees in Corporate Services tend to be most positive about being supported to try a new idea, even if it may not work, having the opportunity to contribute their views before decisions are made that affect them and thinking it is safe to challenge the way things are done. Operations staff least commonly agree with these three questions.

Q16. To what extent do you agree or disagree with the following statements concerning organisational culture at PHSO?

	Total	Corporate Services	External Affairs and Insight	Operations
I am trusted to carry out my job effectively	81%	89%	84%	79%
I believe I would be supported if I try a new idea, even if it may not work	50%	65%	68%	45%
When I talk about PHSO I say 'we' rather than 'they'	76%	82%	74%	75%
I have some really good friendships at work	80%	65%	53%	85%
I have the opportunity to contribute my views before decisions are made that affect me	54%	67%	79%	49%
I think it is safe to challenge the way things are done at PHSO	43%	60%	63%	38%

Core findings

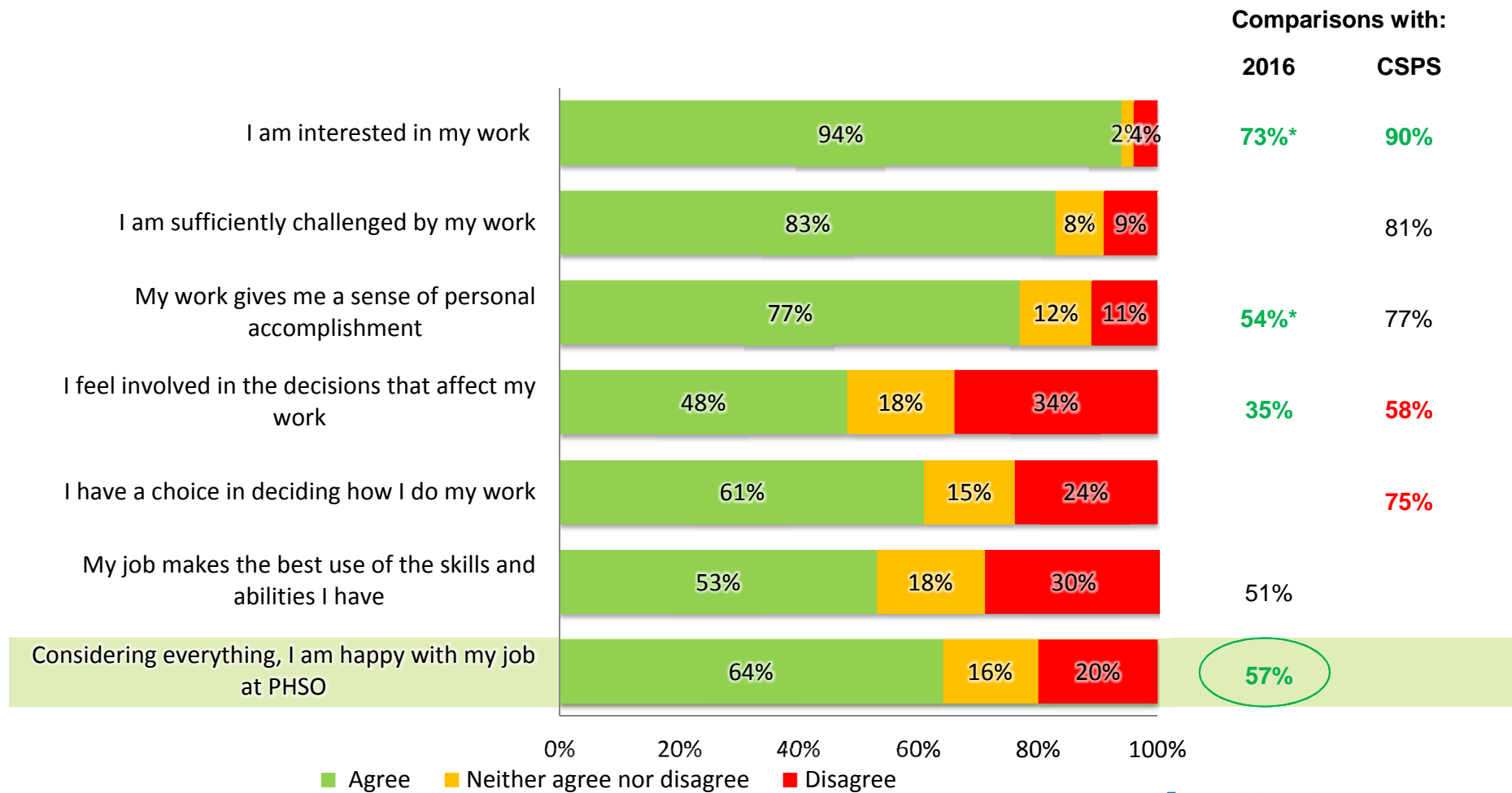
My work



Understanding
People.

Since 2016, there has been a significant improvement in staff being interested in their work, their sense of personal accomplishment and their involvement in decision making. Views on staff involvement in decisions that affect them does however remain below the CPSS average, as does perceived choice in how work is done.

Q1. To what extent do you agree or disagree with the following statements concerning your work at PHSO?



Involvement in decision making and choice in delivering work are viewed less positively by Operations staff . There are no other significant variations in perceptions of work between Directorates.

Q1. To what extent do you agree or disagree with the following statements concerning your work at PHSO? – Agree/Strongly agree

	Total	Corporate Services	External Affairs and Insight	Operations
I am interested in my work	94%	91%	95%	95%
I am sufficiently challenged by my work	83%	75%	84%	85%
My work gives me a sense of personal accomplishment	77%	73%	79%	78%
I feel involved in the decisions that affect my work	48%	58%	63%	45%
I have a choice in deciding how I do my work	61%	73%	79%	57%
My job makes the best use of the skills and abilities I have	53%	58%	63%	51%
Considering everything, I am happy with my job at PHSO	64%	67%	58%	64%

Demographic groups with a significantly high job satisfaction

- Working at PHSO for less than one year (78%)
- Aged 45-60 years (74%)

Demographic groups with a significantly low job satisfaction

- Working at PHSO for 6+ years (54%)
- Have a disability (41%)

Core findings

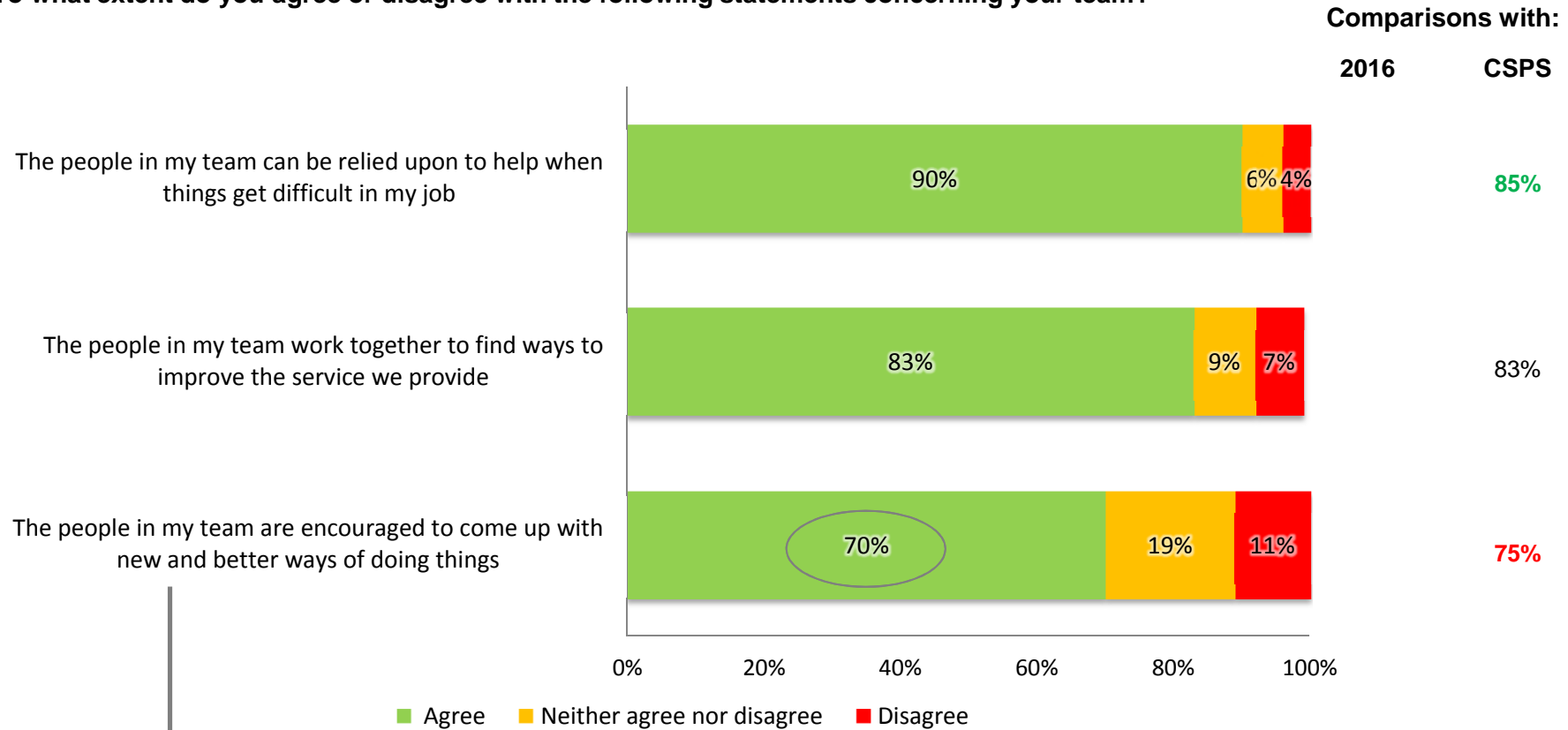
My team



Understanding
People.

Team perceptions are one of the **major strengths** evident in the survey data. In particular, 90% of employees agree the people in their team can be relied upon to help when things get difficult in their job. However, results are less positive for teams being encouraged to come up with new and better ways of doing things. 70% employees agree this is the case, below the CSPS benchmark of 75%.

Q5. To what extent do you agree or disagree with the following statements concerning your team?



Staff in Operations significantly less likely to agree (67%)
 Staff in Corporate Services significantly more likely to agree (82%)



Core findings

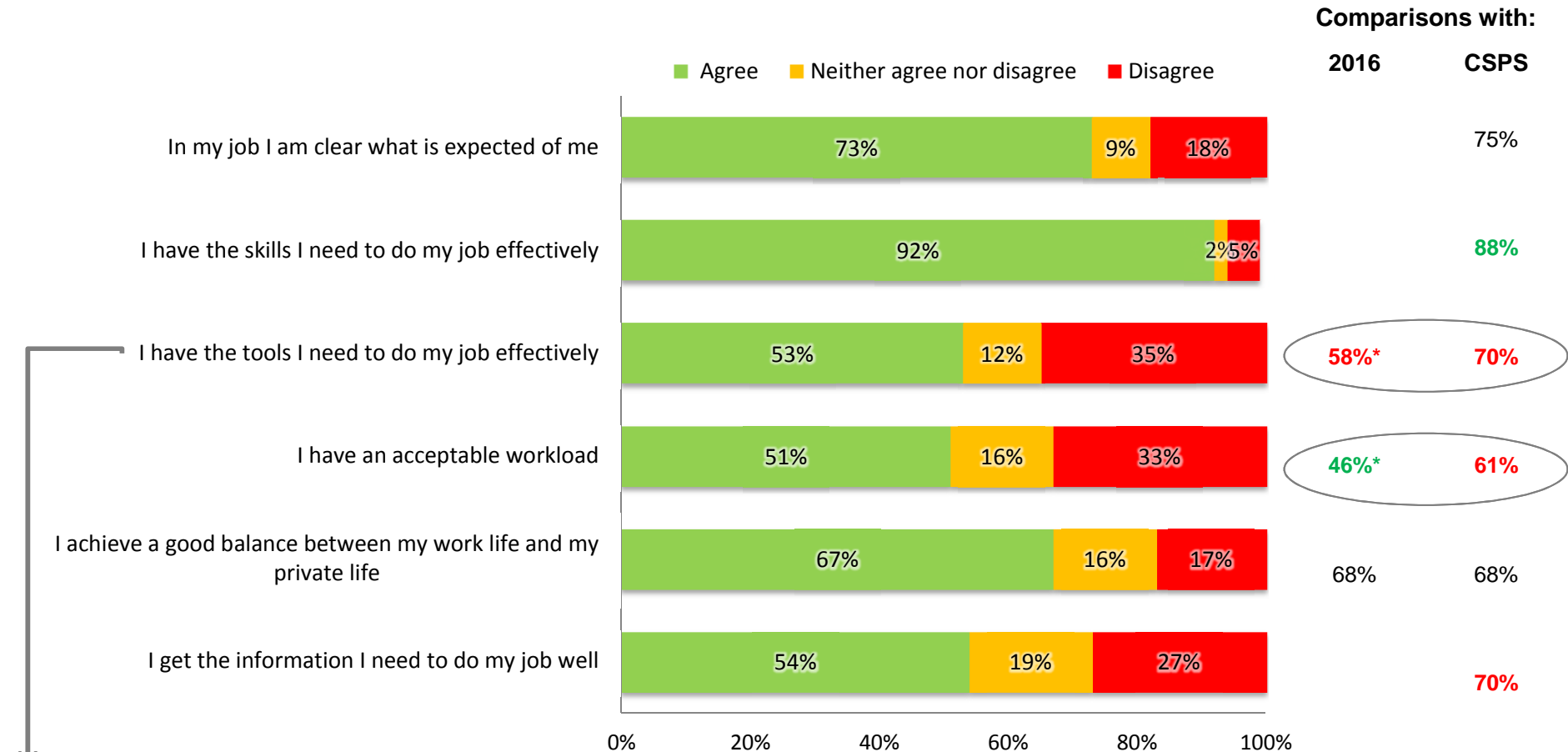
Resources and workload



Understanding
People.

Just 53% of employees agree they have the tools they need to do their job effectively. This proportion is below both the 2016 result (58%) and the CSPA benchmark (70%). This merits further investigation. Half (51%) of employees agree that they have an acceptable workload. Although this proportion has improved, it remains below the CSPA benchmark of 61%. Overall views on work-life balance are stable.

Q9. To what extent do you agree or disagree with the following statements concerning resources and workload at PHSO?



Staff in **Operations** significantly less likely to agree (49%)
 Staff in **Corporate Services** significantly more likely to agree (67%)



Core findings

Senior management

(Staff grades 1-2, who are not in the Executive team - for example, Directors, Assistant Directors and Heads of)



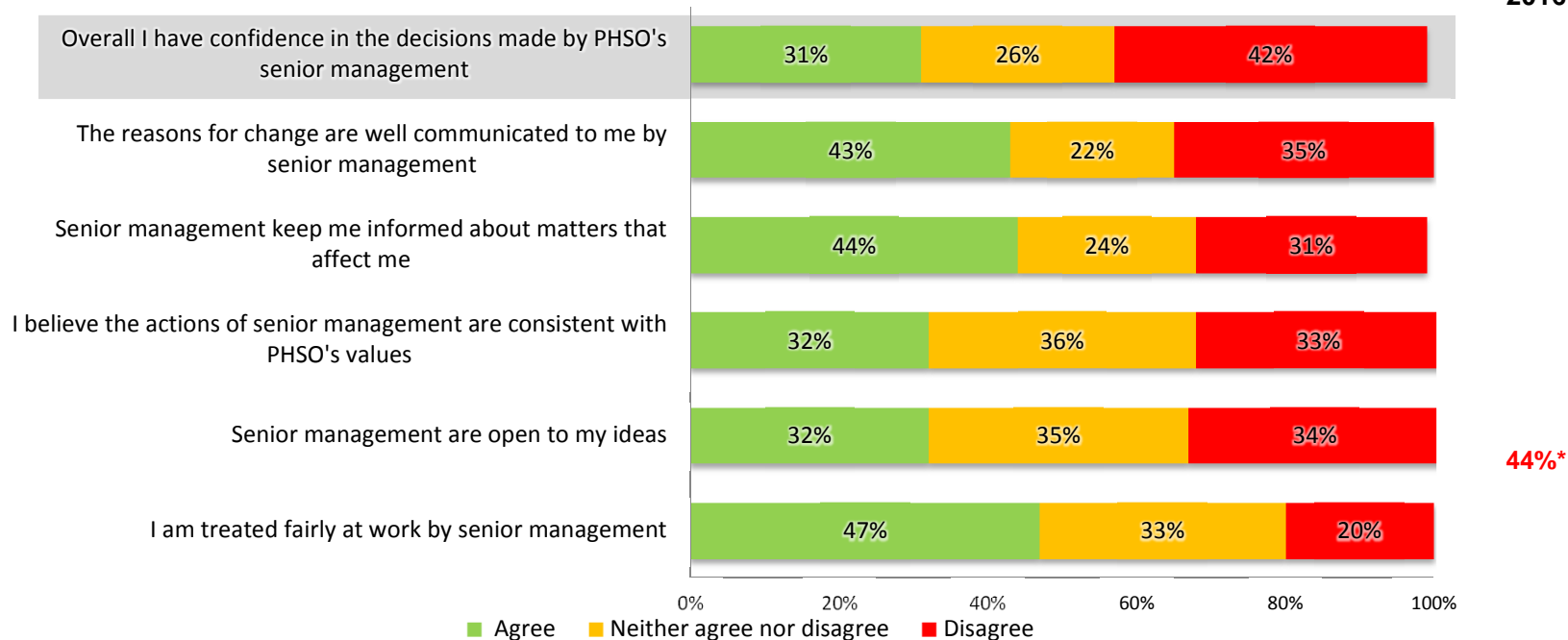
Understanding
People.

Confidence in the decisions made by PHSO's senior management team is only found among 31% of staff. More staff disagree than agree with this statement. The low scores in relation to senior management are a result of both neutrality and active disagreement. Since 2016 there has been a reduction in agreement that senior managers are open to ideas (down 12-percentage points).

Q4. To what extent do you agree or disagree with the following statements concerning senior management?

Comparisons with:*

2016



Staff in Operations significantly less likely to agree with all statements
Staff in Corporate Services significantly more likely to agree with all statements



Core findings

Leadership and managing change

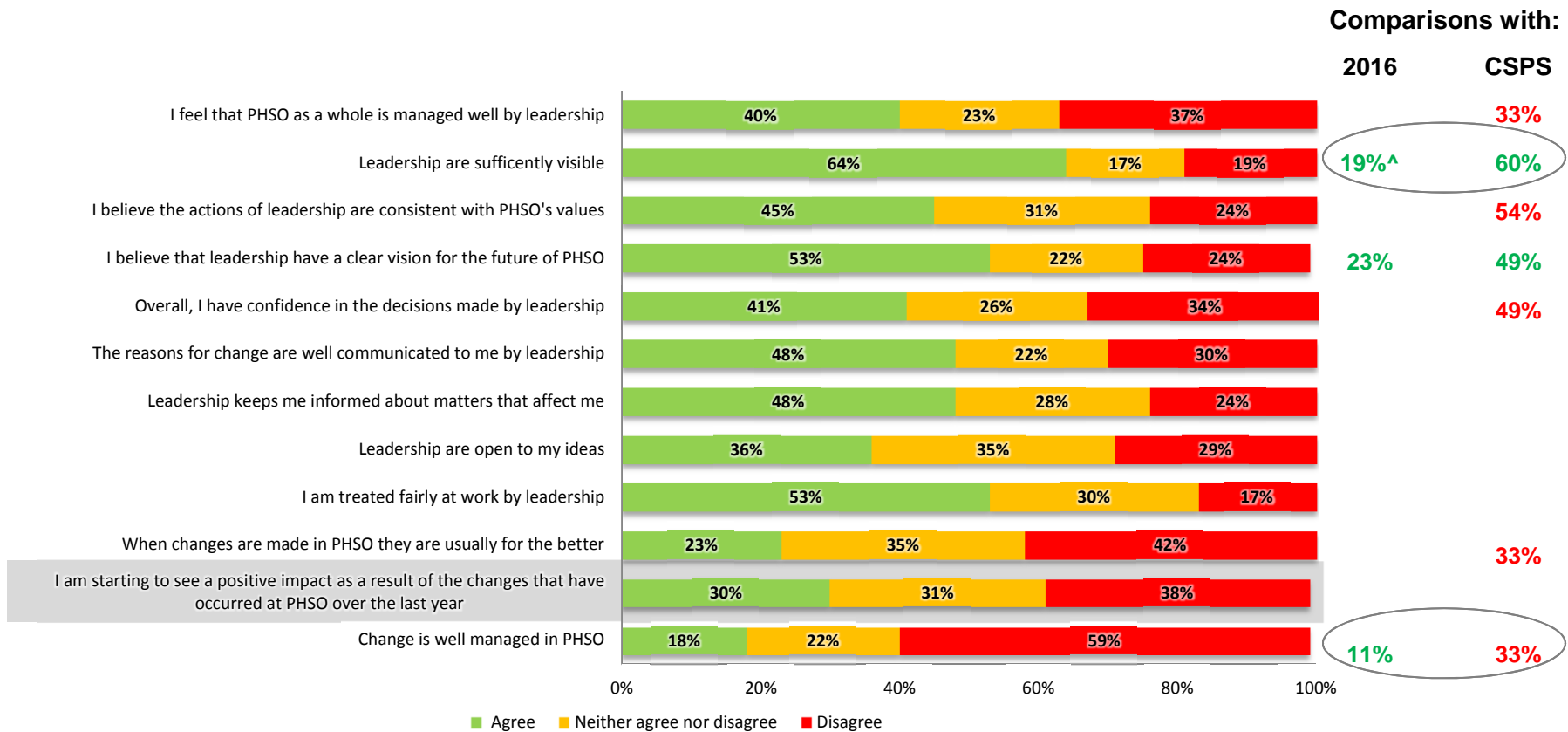
(The Ombudsman, CEO and Executive Team)



Understanding
People.

More than half of staff (53%) believe leadership have a clear vision for the future of PHSO, up 30% points from last year (23%). This represents the largest improvement in 2017 results compared to 2016 results. Agreement that change is managed well in PHSO has also increased significantly by 7% points this year (18%), although this is still a sizable 15% points below the CSPS benchmark.

Q11. To what extent do you agree or disagree with the following statements about PHSO's leadership?



Employees in Corporate Services provide significantly more positive results on the majority of measures, while employees in Operations provide significantly less positive results. Just over a third of staff (35%) agree they feel the PHSO as a whole is managed well by leadership, this 29% points below that among employees in Corporate Services.

Q11. To what extent do you agree or disagree with the following statements about PHSO’s leadership? PHSO’s leadership is defined as the Ombudsman, CEO and Executive Team.

	Total	Corporate Services	External Affairs and Insight	Operations
I feel that PHSO as a whole is managed well by leadership	40%	64%	47%	35%
Leadership are sufficiently visible	64%	80%	63%	61%
I believe the actions of leadership are consistent with PHSO's values	45%	62%	47%	41%
I believe that leadership have a clear vision for the future of PHSO	53%	69%	68%	49%
Overall, I have confidence in the decisions made by leadership	41%	60%	58%	35%
The reasons for change are well communicated to me by leadership	48%	71%	53%	43%
Leadership keeps me informed about matters that affect me	48%	67%	68%	42%
Leadership are open to my ideas	36%	42%	47%	33%
I am treated fairly at work by leadership	53%	62%	74%	49%
When changes are made in PHSO they are usually for the better	23%	47%	21%	18%
I am starting to see a positive impact as a result of the changes that have occurred at PHSO over the last year	30%	40%	32%	28%
Change is well managed in PHSO	18%	33%	21%	15%

Services / demographic groups more likely to agree:	Services/ demographic groups less likely to agree:
<ul style="list-style-type: none"> Working at PHSO for less than one year (71%) 	<ul style="list-style-type: none"> Working at PHSO for 6+ years (21%) Senior Caseworker Team (15%)

Why do you agree that change is managed well at PHSO? *(among those who agree change is managed well)*

In total, 18% of employees agree change is managed well at PHSO



"I feel the **communication** and the way the **consultation** was completed was done well. You could submit feedback and it was considered. Changes to proposals were made following consultation."

"Great **visibility** and constant updates to staff. **Management** are very approachable."

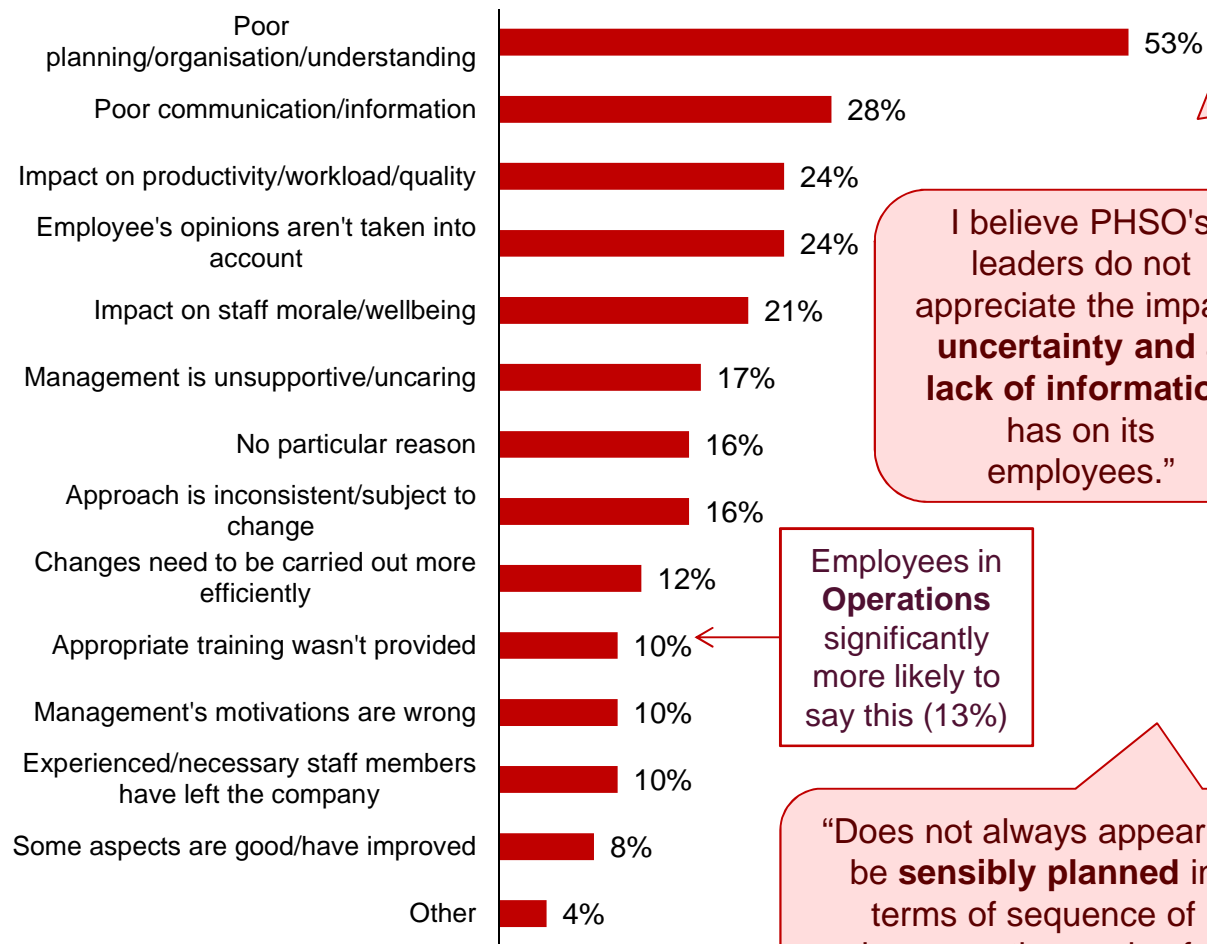
"I find that **information** is now forthcoming from the leadership which is great."

"I feel that **my views** are taken into **consideration** when changes are made."

"We are handling change much **better** than we have been in the past!"

Why do you disagree that change is managed well at PHSO? *(among those who disagree change is managed well)*

In total, 59% of employees disagree change is managed well at PHSO



“Decisions appear to be made by leaders without a full understanding of the service and what we are trying to achieve. The focus appears to be on delivery of numbers rather than delivery of a quality service.”

I believe PHSO's leaders do not appreciate the impact **uncertainty and a lack of information** has on its employees.”

“Change is difficult, and I genuinely think that staff understand and accept this. However, there have been so many false starts and **broken promises** that it will take significant improvements to win round staff confidence.”

Employees in **Operations** significantly more likely to say this (13%)

“Does not always appear to be **sensibly planned** in terms of sequence of change or timescales for change.”

“Although change management has been handled better in the last year than previously, the **rationale for change is still not always clearly explained.**”

Core findings

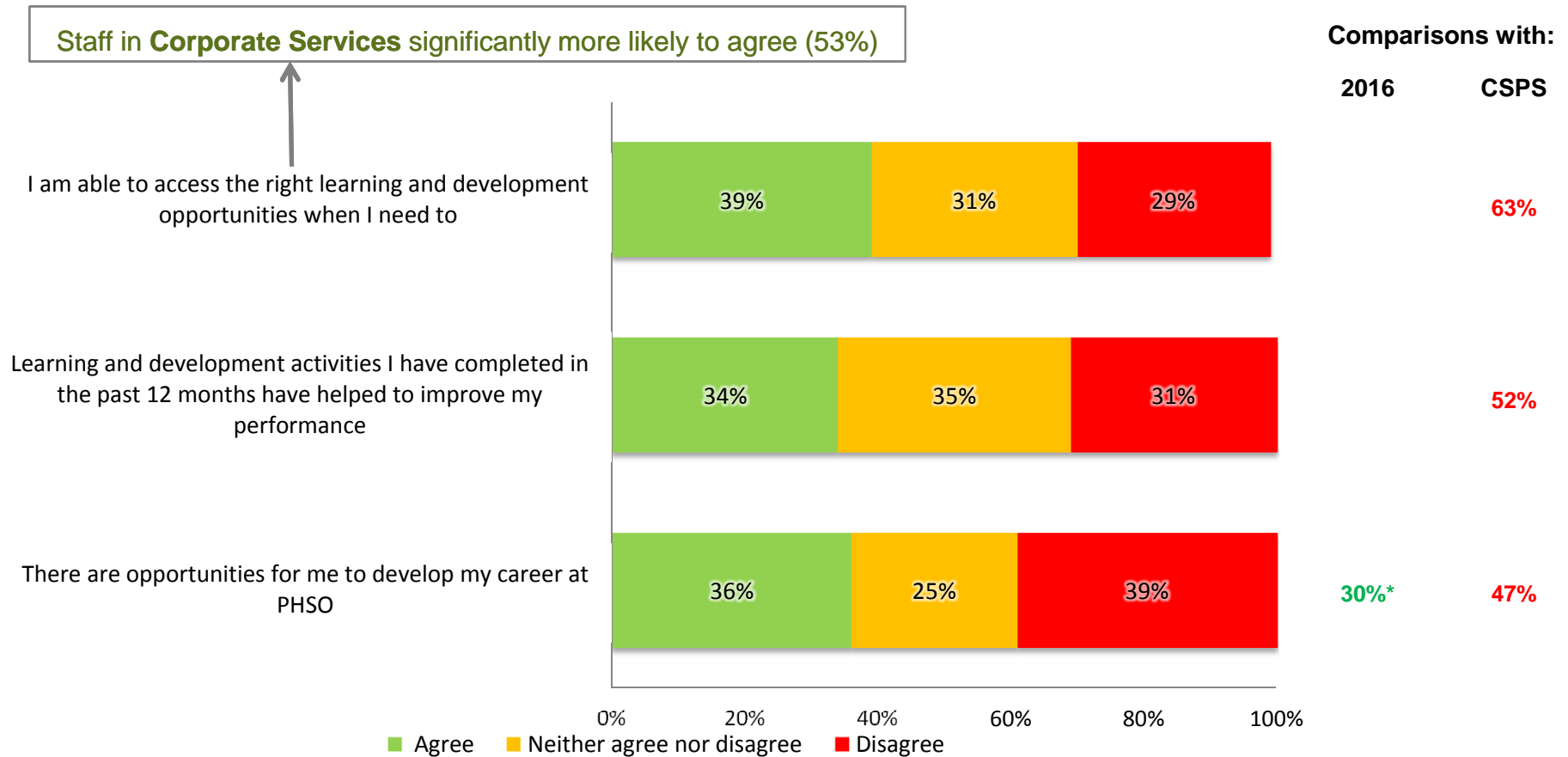
Learning and development



Understanding
People.

Perceptions around learning and development are weak, with levels of agreement significantly and substantially below the CSPA benchmark on all three measures. While this in part is due to employees answering neutrally, at least three in ten employees are giving negative (disagree) responses in relation to both training opportunities and potential career progression.

Q6. To what extent do you agree or disagree with the following statements concerning learning and development at PHSO?



Staff in who have been working at PHSO for less than one year significantly **more likely to agree** with all statements

Staff who have been working at PHSO for six or more years significantly **less likely to agree** with all statements

Core findings

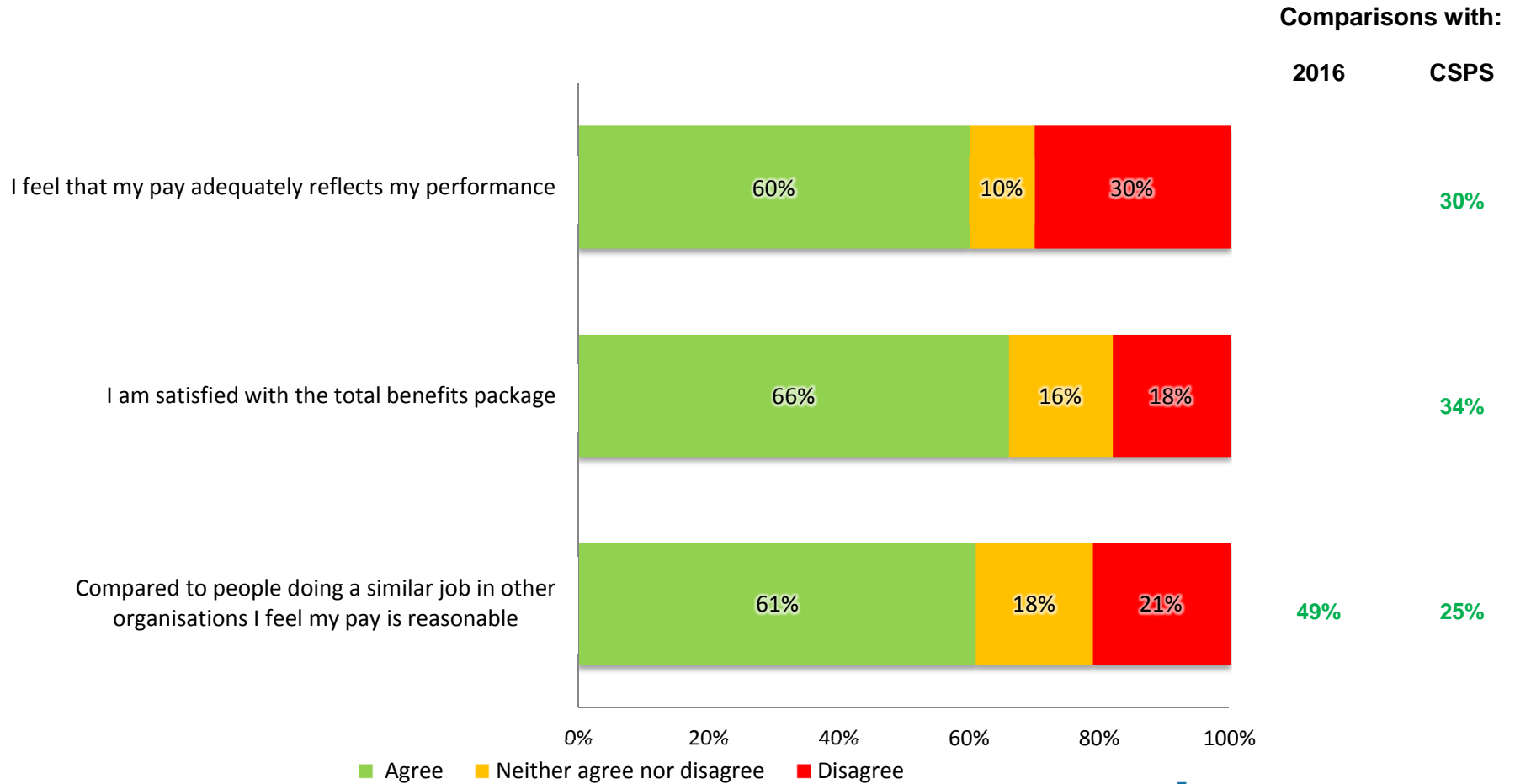
Pay and benefits



Understanding
People.

Views on pay and benefits are well above the CSPS benchmarks, as such this is a **strength** at PHSO. Three in five (61%) employees agree that compared to people doing a similar job in other organisations, they feel their pay is reasonable, up from 49% in 2016

Q10. To what extent do you agree or disagree with the following statements concerning your pay and benefits?



No significant variation is found by Directorate



Core findings

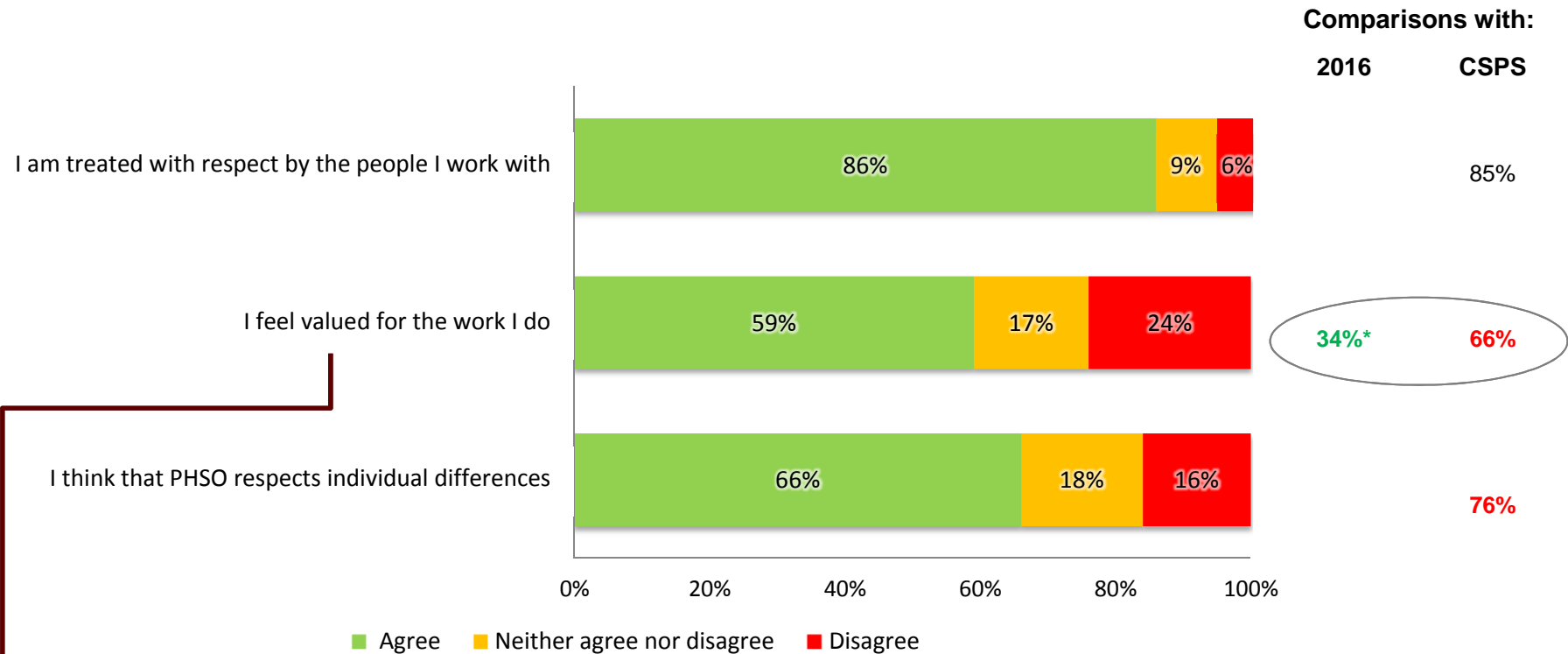
Inclusion and fair treatment



Understanding
People.

Notable progress has been made on increasing the proportion of staff who feel valued for the work they do. This is important given the influence on this on wider staff engagement. However, the 59% who agree remains below the CSPS benchmark of 66%.

Q7. To what extent do you agree or disagree with the following statements concerning inclusion and fair treatment at PHSO?



Key Driver of employee engagement so note that the following are significantly less likely to feel valued:

- Those in the **Senior Case Worker Team** (43%)
- Those who have worked for PHSO for **6 years or more** (also 43%)

Core findings

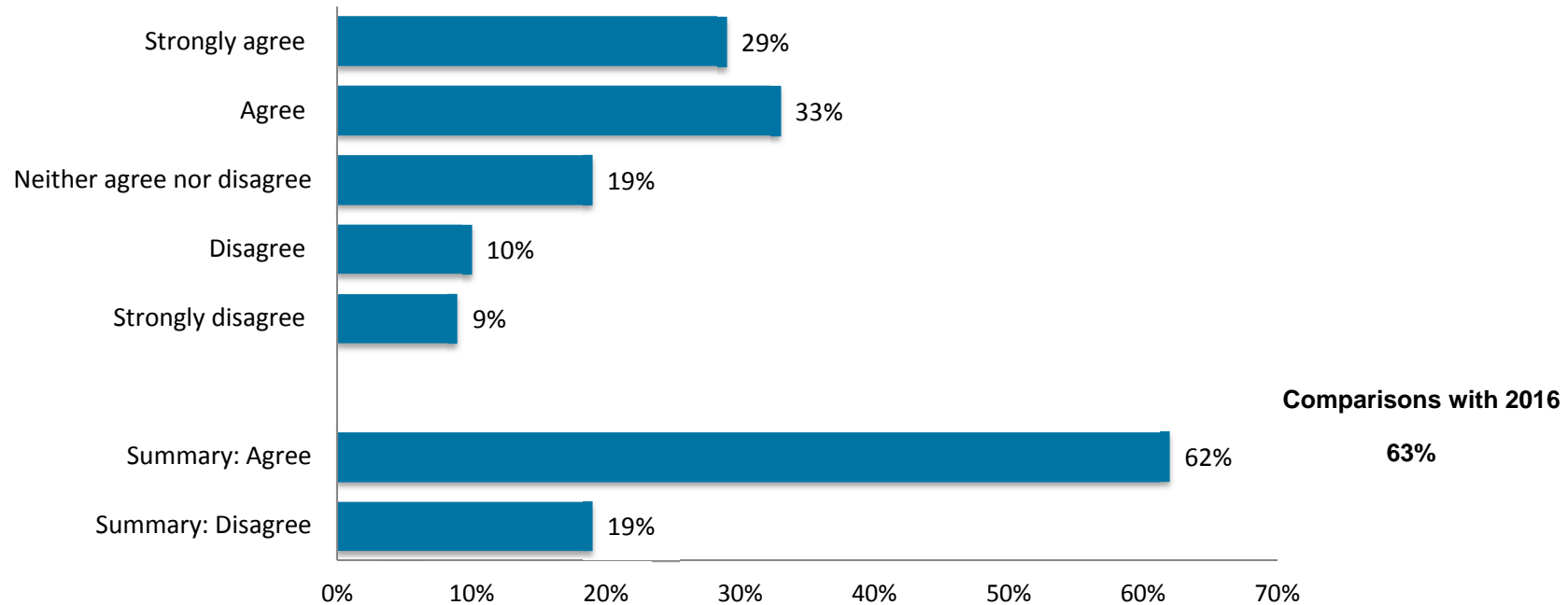
Discrimination



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62% of employees agree that discrimination is not tolerated at PHSO, with this proportion in line with 2016 (63%). Employees in Corporate Services are significantly more likely to agree with this statement (82%), while employees in Operations are significantly less likely to agree (56%).

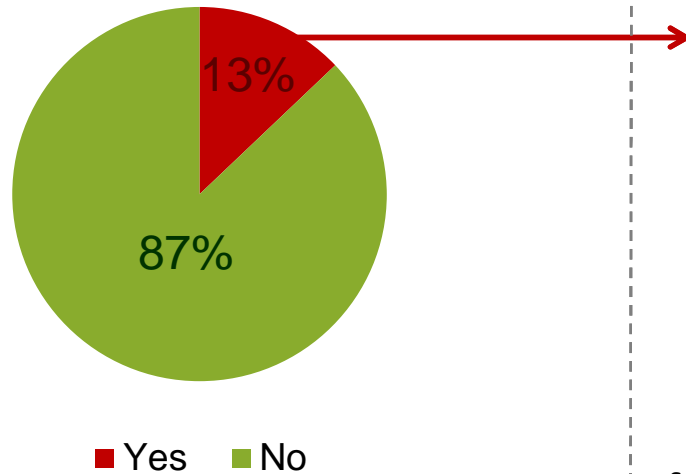
Q17. To what extent do you agree or disagree with the following statement: 'Discrimination is not tolerated at PHSO'?



	Total	Corporate Services	External Affairs and Insight	Operations
Agree discrimination is not tolerated at PHSO	62%	82%	79%	56%

During the past 12 months 13% of employees have personally experienced discrimination at work. More than two in five (42%) of those who have experienced discrimination indicate this was due to disability.

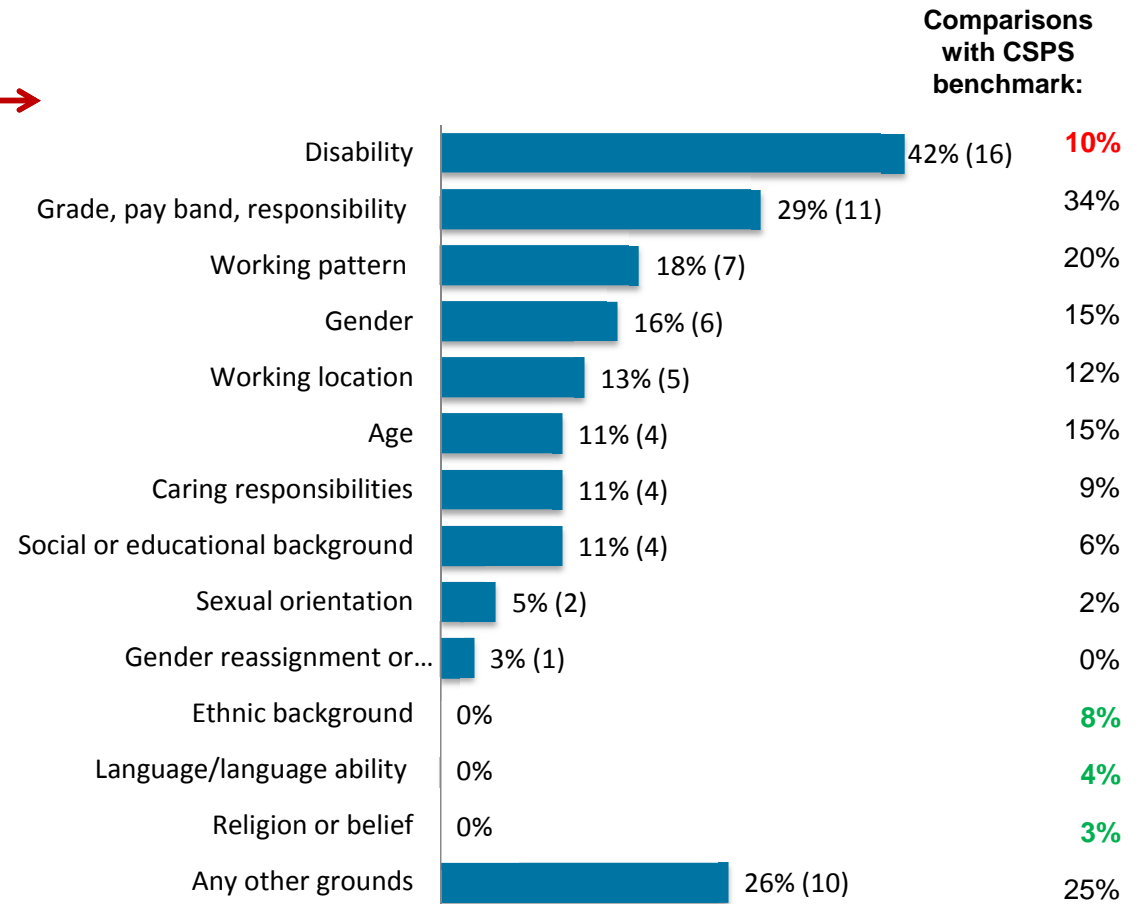
Q18. During the past 12 months have you personally experienced discrimination at work?



Comparisons with: (Yes)	
2016	CSPS Benchmark
9%	12%

No significant variation is found by Directorate

Q19. On which of the following grounds have you personally experienced discrimination at work in the last 12 months?



Core findings

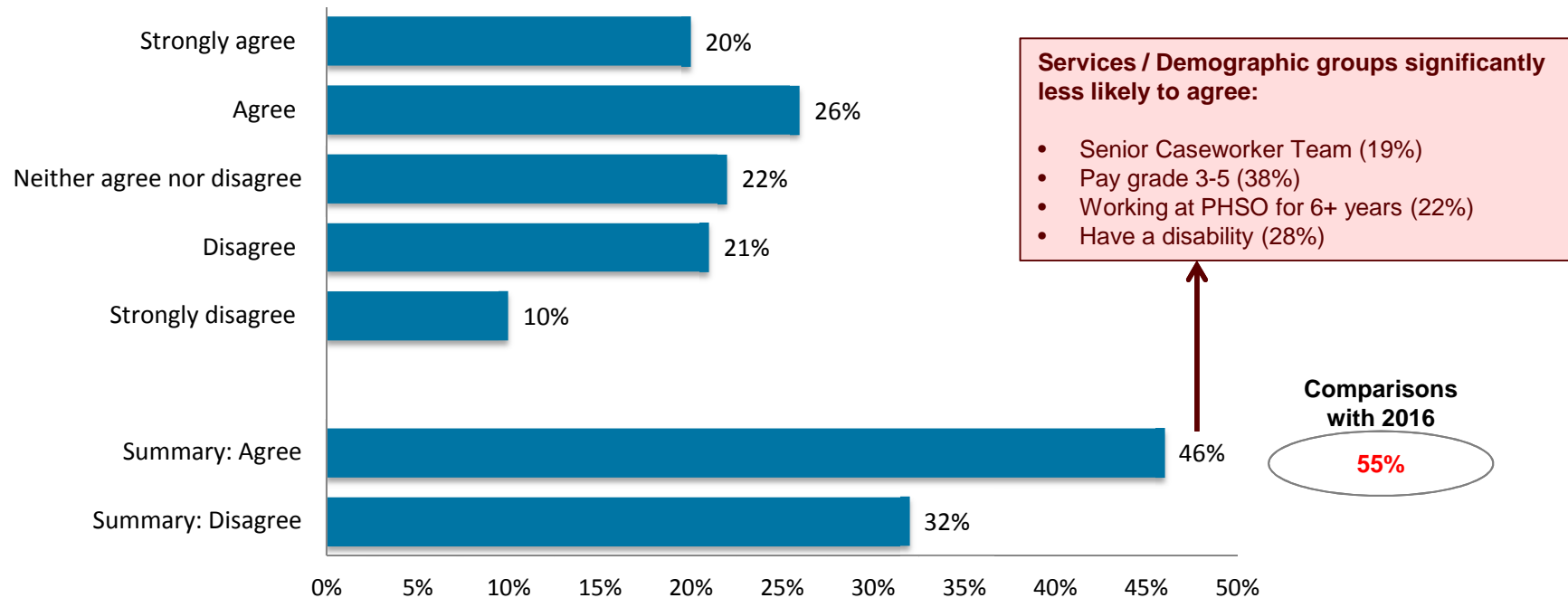
Bullying and harassment



Understanding
People.

Approaching half (46%) of employees agree that bullying and harassment is not tolerated at PHSO, representing a significant decline since 2016 (55%). Employees in Operations are least likely to agree this is the case (41%).

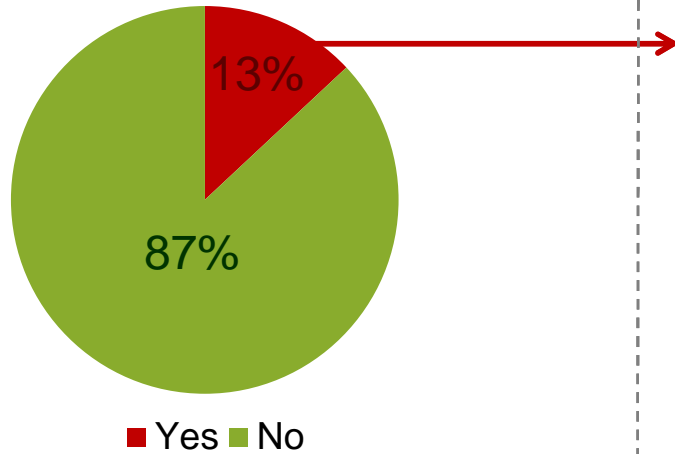
Q20. To what extent do you agree or disagree with the following statement: 'Bullying and harassment is not tolerated at PHSO'?



	Total	Corporate Services	External Affairs and Insight	Operations
Agree bullying and harassment is not tolerated at PHSO	46%	64%	63%	41%

In the last 12 months, 13% of staff have personally experienced bullying or harassment at work (unchanged from 14% in 2016).

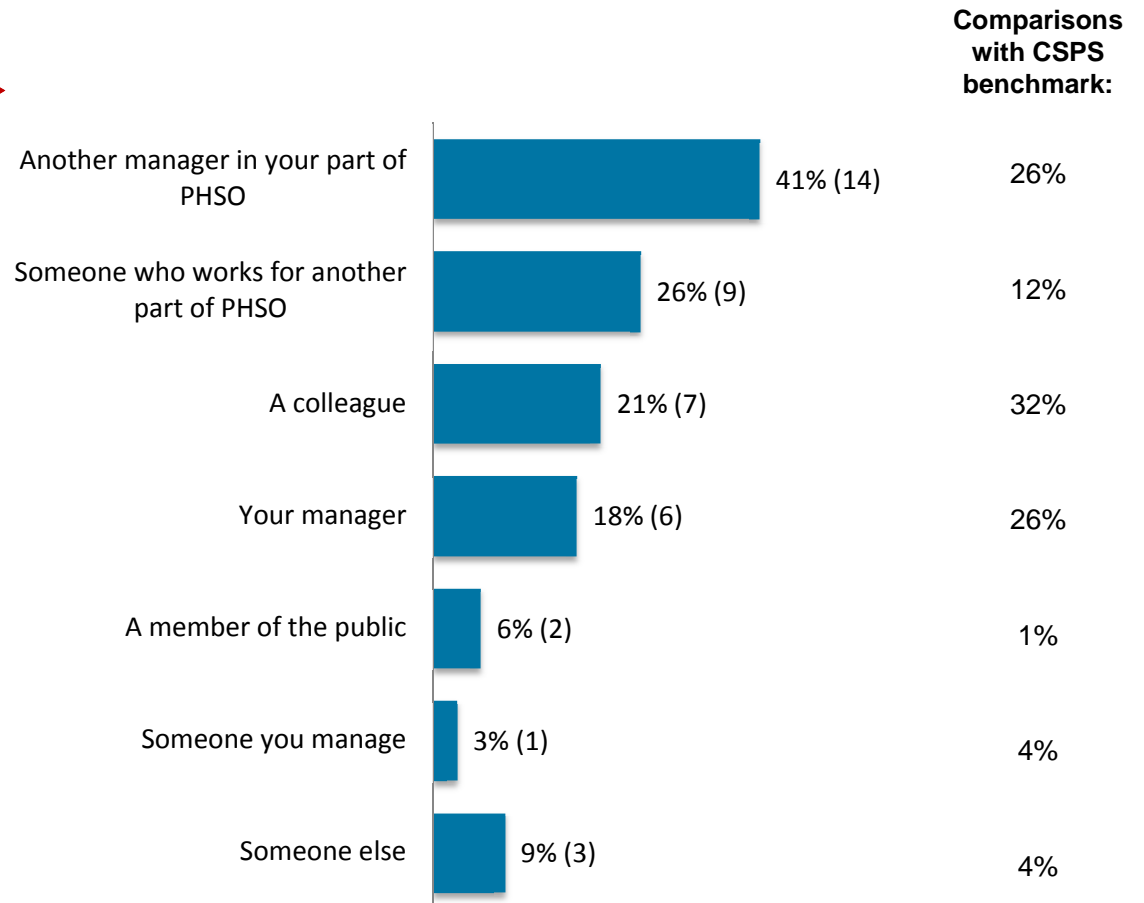
Q21. During the past 12 months have you personally experienced bullying or harassment at work?



Comparisons with: (Yes)	
2016	CSPS Benchmark
14%	11%

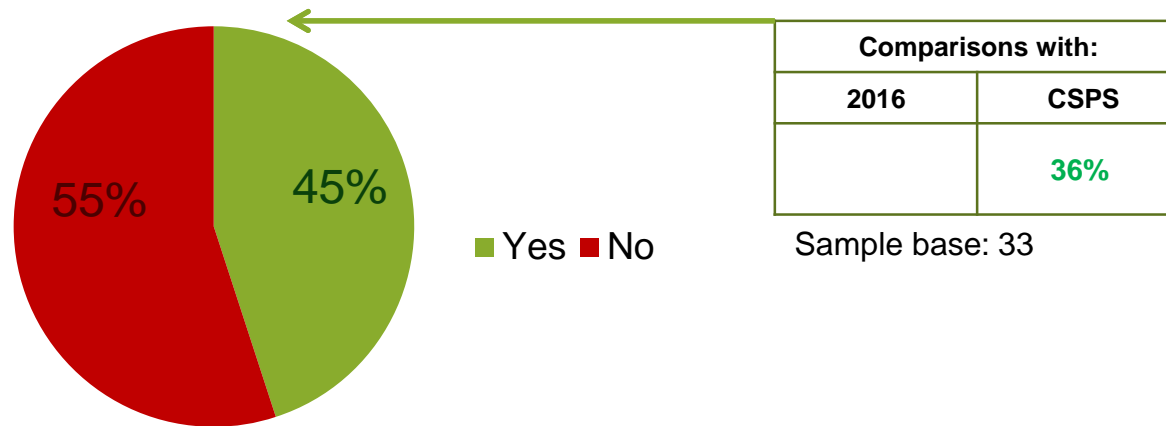
No significant variation is found by Directorate

Q22. Who were you bullied or harassed by at work in the past 12 months?

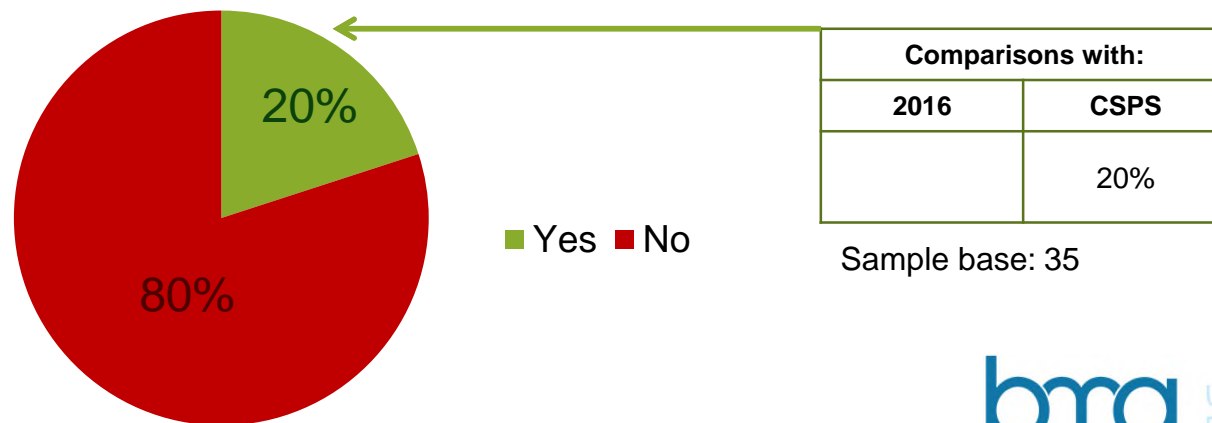


Less than half (45%) of employees reported the bullying and harassment they experienced to PHSO. Only 20% of those who have experienced bullying and harassment say that this has been resolved, suggesting that some issues are ongoing.

Q23. Did you report the bullying and harassment you experienced to PHSO?



Q24. In your opinion, has this bullying and harassment issue been resolved?



Core findings

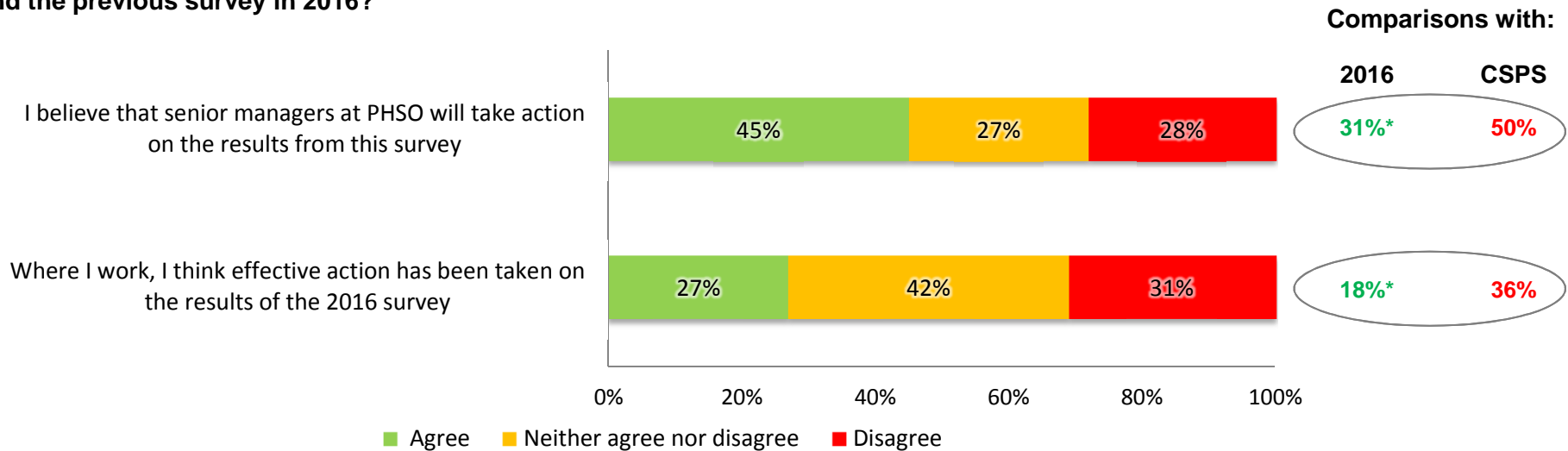
Taking action



Understanding
People.

Although results have improved from 2016, they are still below the CSPS benchmark. Survey results and associated actions should be clearly communicated to staff. Going forwards it will be important to inform and involve Operational staff in actions taken as a result of this survey as they appear to have been disconnected from this in the past, and as such, have lower expectations for future.

Q15. To what extent do you agree or disagree with the following statements concerning taking actions of the results of this survey, and the previous survey in 2016?



	Total	Corporate Services	External Affairs and Insight	Operations
I believe that senior managers at PHSO will take action on the results from this survey	45%	62%	53%	40%
Where I work, I think effective action has been taken on the results of the 2016 survey	27%	33%	47%	25%

Key messages / points for action



Understanding
People.

Key considerations/points for action

- The survey does show evidence of **improved employee perceptions** during a period of organisational change:
 - Overall levels of employee engagement
 - Staff feeling valued
 - Clarity of vision for the organisation
 - Voice/consultation in relation to change
 - Pay and benefits
- The importance of staff feeling **valued** should be (re)emphasised to managers throughout the organisation. Positively, this has risen by 25-percentage points from 2016, though more work is still needed as indicated by the key driver analysis.
- Progress has been made on the extent to which staff feel involved in decision making, but improvement is still needed in fostering a culture of **innovation and challenge**. Improving the opportunities for employees to have a voice is likely to enhance perceptions that they are valued.
- Views on **change management** remain generally low. In part, this is likely to be due to the scale of the changes the organisation has recently seen. The verbatim comments collected in relation to change management help to unpick these perceptions and allow lessons to be learnt.
- Perceptions of Learning and Development are relatively weak. Gaps already acknowledged and are being acted upon, so looking for improved perceptions in 2018.

Key considerations/points for action

- Just 53% of employees agree they have the tools they need to do their job effectively. This is below both the 2016 result (58%) and the CSPA benchmark (70%). Likely to be linked to technology issues . Does this in turn create workload pressures?
- There is a possible perception that the culture at PHSO is increasingly tolerant of bullying and harassment. This should be monitored (reported incidents).
- Perceptions that that the employee survey results in action being taken have improved since last year. The challenge is to continue to demonstrate that action is being taken in response to the consultation.