

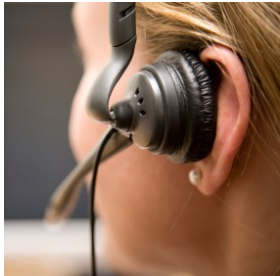
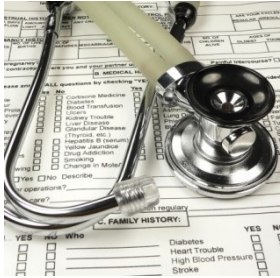
Employee Survey

Presentation of Results to Staff

November 2016

Opinion Research Services

Darren Ivey, Senior Research Executive



Background and Methodology

- Previous survey carried out in 2015 by People Insight
- PHSO worked to take action on 2015 survey results and 2016 survey designed to be able to track any changes
- 2016 - Online survey
 - Sent out by email to all PHSO employees on 1st September
 - Reminders also sent on 8th and 15th September.
 - Closed 19th September
- 396 responses received yielding an overall response rate in 2016 of **82%** (ranging from 69% for Clinical Advice to 93% for Q&SI) cf. to 80% overall in 2015

The survey contained questions on the following topics:

1. My Job
2. Our Strategic Plan
3. Our Customers
4. Communication and Involvement
5. Leadership Team
6. Senior Managers
7. My Manager
8. Learning and Development
9. Recognition and Reward
10. Working Together
11. My Overall Experience
12. And Finally



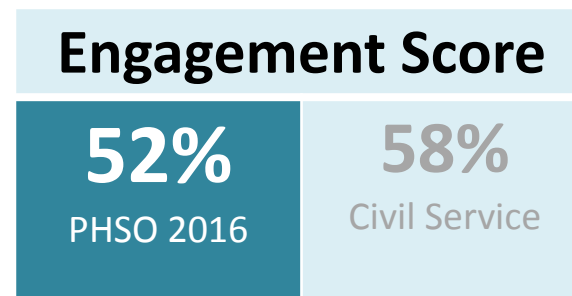
Engagement Score

Engagement Score



Employees engagement linked to productivity, quality & customer satisfaction.
Engagement score calculated as an average of all responses given across 5 key questions (below).

Questions used to derive engagement score	PHSO Score*	Civil Service Score**	Variance
PHSO motivates me to help it achieve its objectives/ [My organisation] motivates me to help it achieve its objectives	24%	42%	-18%
I feel a sense of belonging to PHSO/ I feel a strong personal attachment to [my organisation]	47%	47%	0%
Working here makes me want to do the best work I can/ [My organisation] inspires me to do the best in my job	58%	44%	+14%
I am proud to say I work for PHSO/ I am proud when I tell others I am part of [my organisation]	52%	57%	-5%
If asked, I would recommend to family and friends that PHSO is a good place to work/ I would recommend [my organisation] as a great place to work	37%	47%	-10%
Overall Engagement Score	52%	58%	-6%



- PHSO 2016 engagement score **2.4** percentage points **higher** than **PHSO 2015** engagement score***

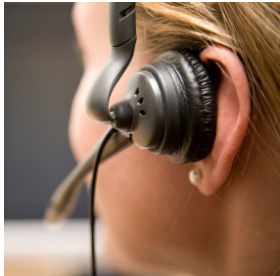


- PHSO 2016 engagement score 6 percentage points **lower** than **Civil Service** benchmark

*PHSO score: 2016 proportion 'Strongly agree/tend to agree'.

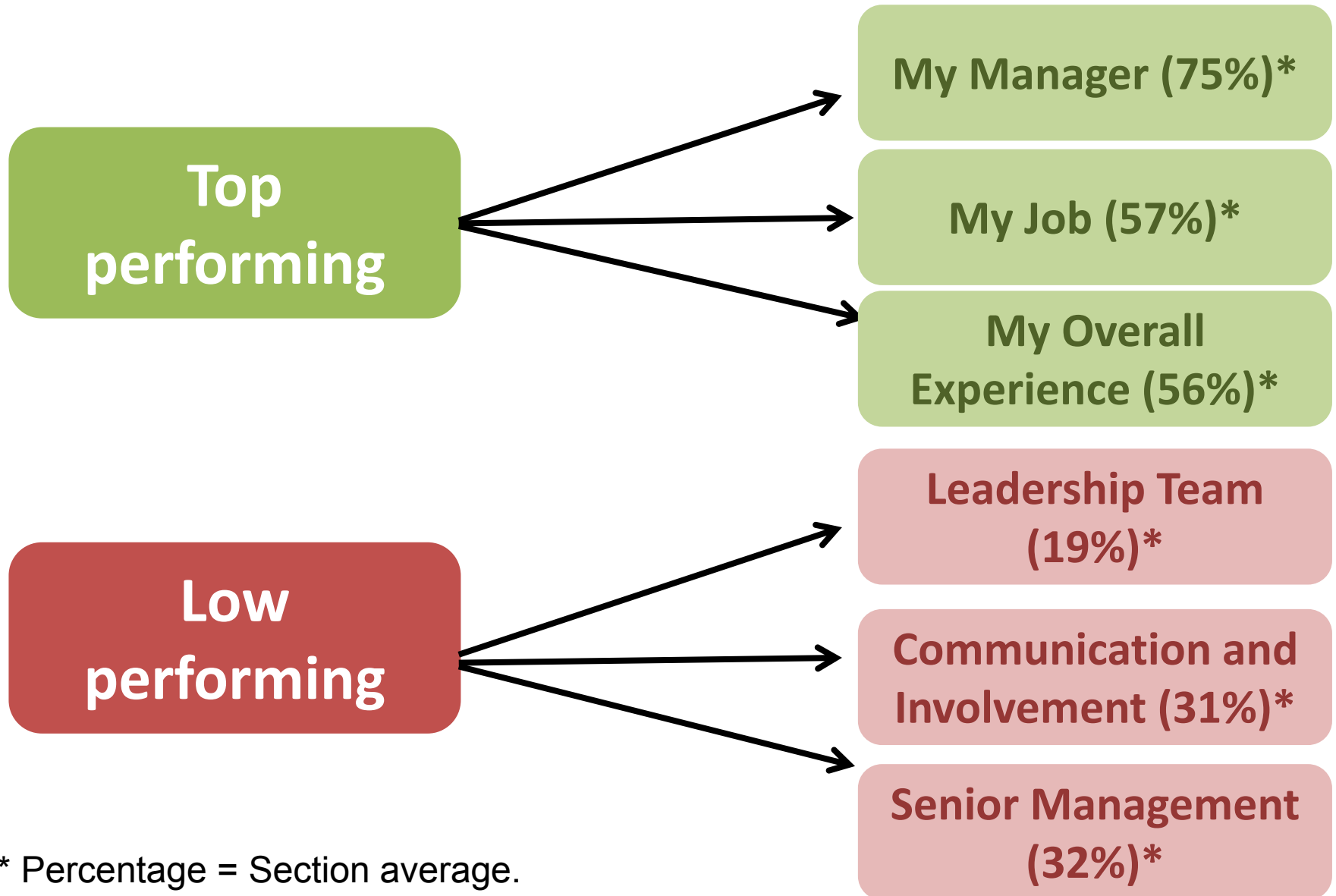
**Civil Service score: People's Survey 2015

*** 2015 comparator score calculated using same questions as in 2016. Score presented in 2015 report uses different questions and is therefore not comparable.



Best/Worst Performing Areas

Best/Worst Performing Areas



Which areas have got better or worse since 2015



Areas that have improved since 2015*:

My Job ↑ 6%

Communication and Involvement ↑ 8%

Working Together ↑ 8%



Areas that have got worse since 2015*:

Our Strategic Plan ↓ 10%



* Based on section averages

Changes shown where difference is 'significant' at a 95% cl.

Proportion who 'strongly agree/tend to agree'

- ↑42% Different parts of PHSO work together well/We are good at cross-team working
- ↑21% Morale is good at PHSO/where I work
- ↑19% Organisation wide communication is good
- ↑19% My immediate team has clear aims and objectives
- ↑19% I get enough information to understand what's happening across the business/organisation
- ↑12% I know how to access the information that I need to do my job well
- ↑11% Ombudsnet allows me to access the information I need in a user friendly way
- ↑9% I feel a sense of belonging to PHSO
- ↑9% The reasons for change are well communicated to me
- ↑9% Considering everything/Overall, I am satisfied with my job at PHSO
- ↑8% The leadership team communicate effectively with the rest of the organisation
- ↑8% My opinion is sought on decisions that affect my work
- ↑7% We are good at listening to and using customer feedback about our service
- ↑7% Morale in my immediate team is generally high
- ↑7% Changes here are well managed
- ↑6% PHSO motivates me to help it achieve its objectives
- ↑5% I have confidence in the way the leadership team lead

Changes shown where difference is 'significant' at a 95% cl.

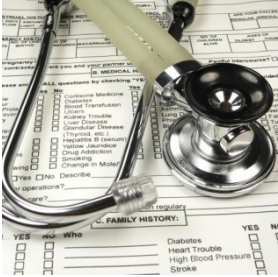


Proportion who 'strongly agree/tend to agree'

- ↑5% In the last year, I have personally experienced discrimination at PHSO
- ↓17% Senior managers are open and approachable
- ↓23% I understand the aims and objectives of PHSO (for 2016/17)



Changes shown where difference is 'significant' at a 95% cl.



My Job

Question	2016 'Strongly agree/Tend to agree'	2015 'Strongly agree/Tend to agree'	Change +/-
I enjoy my work	73%	68%	+5%
I know how to access the information that I need to do my job well	80%	68%	+12%*
I am able to strike the right balance between my work and home life	68%	68%	-
Overall /Considering everything, I am satisfied with my job at PHSO	57%	48%	+9%*
My job makes the best use of the skills and abilities that I have	51%	45%	+6%
I get a sense of achievement from working at PHSO	54%	50%	+4%
Morale is good where I work/at PHSO	27%	6%	+21%*
I have the equipment and resources I need to do my work properly	58%	52%	+6%
My workload is reasonable	46%	52%	-6%

Significant increases in agreement since 2015:

- **Morale is good at PHSO** ↑ **21%**
- **Overall I am satisfied with my job at PHSO** ↑ **9%**
- **I know how to access information that I need to do my job well** ↑ **12%**



My Job



Directorates more likely to agree*



Project Team

- Satisfied with job overall
- I get a sense of achievement from working at PHSO

Clinical Advice

- I enjoy my work
- Satisfied with job overall
- My Job makes best use of skills and abilities
- I get a sense of achievement from working at PHSO
- Morale is good where I work
- I have equipment I need to do my job properly
- I know how to access information that I need to do my job well
- Able to strike right balance between my work and home life
- My workload is reasonable

Customer Services

- I enjoy my work
- Satisfied with job overall
- Job makes best use of skills and abilities
- I get a sense of achievement from working at PHSO
- Morale is good where I work

External Affairs & Strategy

- I know how to access information that I need to do my job well
- Able to strike right balance between my work and home life
- My workload is reasonable

Directorates less likely to agree*



Investigations

- I enjoy my work
- Satisfied with job overall
- Job makes best use of skills and abilities
- I get a sense of achievement from working at PHSO
- Morale is good where I work
- I have equipment I need to do my job properly
- I know how to access information that I need to do my job well
- Able to strike right balance between my work and home life
- My workload is reasonable

*Significantly more/less likely than overall at 95% c.i.

Differences by Sub-Group*

Generally Significantly More Likely to Agree

- Worked at PHSO for less than a year
- Employed on a fixed term contract
- Temporary
- Grade 2 or 4

Generally Significantly Less Likely to Agree

- Worked at PHSO for 5-10 years
- Grade 3
- Has a limiting long-term illness or disability

*These sub-groups are significantly more/less likely to agree in general across all questions in this section – Differences by individual question are detailed in the main report.

Benchmarking

PHSO 2016

57%

Civil Service 2015

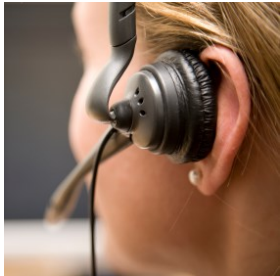
74%

The Civil Service also asks questions about 'My Work' which scored 74% on average. Owing to differences in the question-set asked, this is not directly comparable to PHSO (56%); however it suggests that PHSO is performing less well in terms of employee satisfaction with their job/work.

What Staff said about 'My Job':

Over the past three years there have been constant threats of redundancies that the morale across the office is incredibly low.

Personally, I really enjoy case work and the research process for each complaint. I enjoy problem solving and the feeling that I am making a positive difference to both organisations and the general public. The company benefits are all fantastic and let me have a great work/life balance.



Our Strategic Plan

Our Strategic Plan



Question	2016 'Strongly agree/Tend to agree'	2015 'Strongly agree/Tend to agree'	Change +/-
The leadership team provide a clear vision for the direction of PHSO	23%	-	-
I understand how the work I do helps PHSO to achieve its aims	69%	73%	-4%
I understand the aims and objectives of PHSO (for 2016/17)	49%	72%	-23%*
I understand the aims and objectives of PHSO beyond 2016/17	30%	-	-
I believe we are doing the right things to achieve our aims/strategic plan	29%	23%	+6%
PHSO motivates me to help it achieve its objectives	24%	18%	+6%*

Significant increases in agreement since 2015:

- PHSO motivates me to help achieve its objectives ↑ 6%



Significant decreases in agreement since 2015:

- I understand the aims and objectives of PHSO (for 2016/17) ↓ 23%



Our Strategic Plan



Directorates more likely to agree*



Clinical Advice

- I understand how the work I do helps PHSO achieve its aims
- PHSO motivates me to help it achieve its objectives

Project Team

- The leadership team provide a clear vision for the direction of PHSO
- I believe we are doing the right things to achieve our aims
- PHSO motivates me to help it achieve its objectives

FFP&G

- I understand the aims and objectives of PHSO beyond 2017

External Affairs & Strategy

- I understand the aims and objectives of PHSO for 2016/17 and beyond 2017

Directorates less likely to agree*



Investigations

- The leadership team provide a clear vision for the direction of PHSO
- I understand the aims and objectives of PHSO for 2016/17 and beyond 2017
- I understand how the work I do helps PHSO achieve its aims
- I believe we are doing the right things to achieve our aims
- PHSO motivates me to help it achieve its objectives

Q&SI

- PHSO motivates me to help achieve its objectives

*Significantly more/less likely than overall at 95% c.i.

Our Strategic Plan



Differences by Sub-Group*

Generally Significantly More Likely to Agree

- Worked at PHSO for less than a year
- Employed on a fixed term contract
- Temporary
- Based in Manchester (PH)
- Grade 4

Generally Significantly Less Likely to Agree

- Worked at PHSO for 5+ years
- Grade 3

*These sub-groups are significantly more/less likely to agree in general across all questions in this section – Differences by individual question are detailed in the main report.

What Staff said about 'Our Strategic Plan':

Please, just make a plan, keep to it for more than 18 months, and be fair and honest about what you expect from staff in the delivery of that plan.

I would like one person to set out one clear strategic vision, and for that to be acted upon for a significant amount of time. I'd like all change and restructure to be focused around that vision, rather than our current approach of piecemeal change here, restructure there, without thought of the consequences of one action on another.

Benchmarking

PHSO 2016

37%

Civil Service 2015

83%

The Civil Service also asks questions about 'Organisational Objectives & Purpose' which scored 83% on average. Owing to differences in the question-set asked, this is not directly comparable to PHSO (37%); however it suggests that PHSO is performing less well in terms of employee satisfaction with the strategic plan.



Our customers

Question	2016 'Strongly agree/Tend to agree'	2015 'Strongly agree/Tend to agree'	Change +/-
PHSO supports all people who use our service regardless of their individual differences	72%	71%	+1%
PHSO is improving the accessibility of its external communications	50%	55%	-5%
PHSO delivers a high quality service to the public	52%	46%	+6%
We are good at listening to and using customer feedback about our service/sharing positive customer feedback within PHSO	41%	34%	+7%*
PHSO works effectively with other external organisations	33%	28%	+5%

Significant increases in agreement since 2015:

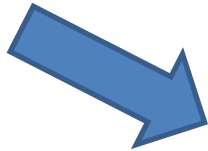
- We are good at listening to and using customer feedback about our service** ↑ 6%



Our Customers



Directorates more likely to agree*



Clinical Advice

- PHSO delivers a high quality service to the public
- PHSO supports all people who use our service regardless of their individual difference

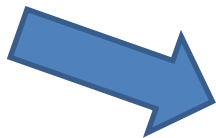
Project Team

- PHSO delivers a high quality service to the public
- We are good at listening to and using customer feedback about our service
- PHSO supports all people who use our service regardless of their individual difference
- PHSO works effectively with other external organisations

External Affairs & Strategy

- PHSO is improving the accessibility of its external communications
- PHSO works effectively with other external organisations

Directorates less likely to agree*



QS&I

- PHSO is improving the accessibility of its external communications
- We are good at listening to and using customer service feedback about our service

Investigations

- PHSO delivers a high quality service to the public
- PHSO is improving the accessibility of its external communications
- PHSO supports all people who use our service regardless of their individual difference
- PHSO works effectively with other external organisations
- We are good at listening to and using customer service feedback about our service.

*Significantly more/less likely than overall at 95% c.I.

Differences by Sub-Group*

Generally Significantly More Likely to Agree

- Worked at PHSO for less than a year
- Employed on a fixed term contract
- Temporary
- Based in Manchester (PH)
- Grade 4

Generally Significantly Less Likely to Agree

- Worked at PHSO for 5+ years
- Grade 3
- Based in London

*These sub-groups are significantly more/less likely to agree in general across all questions in this section – Differences by individual question are detailed in the main report.

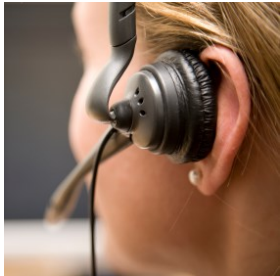
Benchmarking

There is no comparable section in the Civil Service survey for 'Our Customers', therefore this section cannot be benchmarked. PHSO average score for this section – 50%.

What Staff said about 'Our Customers':

Being in a position where you can make a difference to people's lives, whether that be through remedying their complaints or simply by being able to give them closure.

I don't think we listen to the needs of customers or staff. It is definitely marketed that we do, but I just feel that anything we say is ignored. I feel that we act on the views of one or two customers, and intake / assessors / investigators are being restricted in the way they communicate with all our customers - so we can no longer be customer focused because we need to 'tick a box' by acting in a certain way.



Communication and Involvement

Communication and Involvement



Question	2016 'Strongly agree/Tend to agree'	2015 'Strongly agree/Tend to agree'	Change +/-
Organisation wide communication is good	31%	12%	+19%*
I get enough information to understand what's happening across the organisation/business	37%	18%	+19%*
Ombudsnet allows me to access the information I need in a user friendly way	45%	34%	+11%*
My opinion is sought on decisions that affect my work	35%	27%	+8%*
If I share my views, I feel they are listened and responded to	30%	26%	+4%
I am encouraged to suggest new ideas for continuous improvement	44%	43%	+1%
The reasons for change are well communicated to me	30%	21%	+9%*
Changes here are well managed	11%	4%	+7%*
Staff are appropriately involved in change	16%	-	-
PHSO promotes a culture of openness and honesty	26%	23%	+3%
Cascading of information through the management structure works well in my area	38%	-	-

Significant increases in agreement since 2015:



- Organisation wide communication is good ↑ **19%**
- I get enough information to understand what's happening across the organisation/business ↑ **19%**
- Ombudsnet allows me to access the information I need in a user friendly way ↑ **11%**
- The reasons for change are well communicated to me ↑ **9%**
- My opinion is sought on decisions that affect my work ↑ **8%**
- Changes here are well managed ↑ **7%**

Communication and Involvement



Directorates more likely to agree*



Customer Services

- My opinion is sought on decisions that affect my work
- If I share my views I feel they are listened and responded to
- I am encouraged to suggest new ideas for continuous improvement
- Staff are appropriately involved in change
- PHSO Promotes a culture of openness and honesty

External Affairs and Strategy

- Ombudsnet allows me to access the information I need in a user friendly way.
- My opinion is sought on decisions that affect my work.
- If I share my views I feel they are listened and responded to.
- I am encouraged to suggest new ideas for continuous improvement.

Project Team

- Organisation wide communication is good
- I get enough information to understand what's happening across the organisation
- Ombudsnet allows me to access the information I need in a user friendly way
- Changes here are well managed
- Cascading of information works well in my area

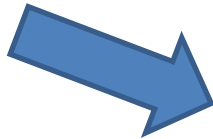
Clinical Advice

- PHSO Promotes a culture of openness and honesty
- Cascading of information works well in my area

FFP&G

- If I share my views I feel they are listened and responded to
- I am encouraged to suggest new ideas for continuous improvement
- PHSO promotes a culture of openness and honesty

Directorates less likely to agree*



Investigations

- Organisation wide communication is good
- I get enough information to understand what's happening across the organisation
- Ombudsnet allows me to access the information I need in a user friendly way
- My opinion is sought on decisions that affect my work.
- If I share my views I feel they are listened and responded to.
- I am encouraged to suggest new ideas for continuous improvement.
- The reasons for change are well communicated to me
- Changes here are well managed
- Staff are appropriately involved in change
- PHSO Promotes a culture of openness and honesty
- Cascading of information works well in my area

QS&I

- If I share my views I feel they are listened and responded to
- Changes here are well managed
- Staff are appropriately involved in change

*Significantly more/less likely than overall at 95% c.I.



Differences by Sub-Group*

Generally Significantly More Likely to Agree	Generally Significantly Less Likely to Agree
<ul style="list-style-type: none">• Worked at PHSO for less than a year• Employed on a fixed term contract• Temporary• Based in Manchester• Grade 2, 4 or 6	<ul style="list-style-type: none">• Worked at PHSO for 5+ years• Grade 3• Based in London

*These sub-groups are significantly more/less likely to agree in general across all questions in this section – Differences by individual question are detailed in the main report.

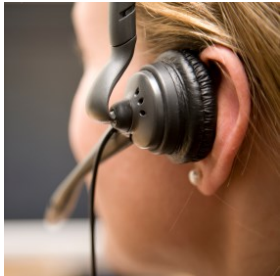
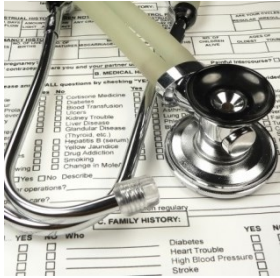
What Staff said about ‘Communication & Involvement’:

Honest communication. There is a real divide between senior management and other areas of the business. Both areas are not listening to each other.

Communication: information about strategic changes and issues has improved. However, when it comes to changes in our daily working practice, communication, which implies a two-way flow of information, is non-existent. We are told what changes we have to make and any questions or suggestions are routinely dismissed.

Benchmarking

There is no comparable section in the Civil Service survey for ‘Communication & Involvement’, therefore this section cannot be benchmarked. PHSO average score for this section – 31%.



Leadership Team

Leadership Team



Question	2016 'Strongly agree/Tend to agree'	2015 'Strongly agree/Tend to agree'	Change +/-
I have confidence in the way the leadership team lead	16%	11%	+5%*
The leadership team are open, visible and approachable	19%	24%	-5%
The leadership team communicate effectively with the rest of the organisation	19%	11%	+8%*
The leadership team listen to staff	17%	17%	-
The leadership team has a clear vision for the direction of PHSO	23%	25%	-2%
The results of the 2015 Staff Survey are being acted upon by the leadership team	18%	-	-

Significant increases in agreement since 2015:

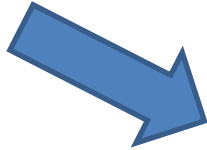
- The leadership team communicate effectively with the rest of the organisation ↑ 8%
- I have confidence in the way the leadership team lead ↑ 5%



Leadership Team



Directorates more likely to agree*



FFP&G

- The leadership team are open, visible and approachable
- The results of the 2015 Staff Survey are being acted upon by the leadership team

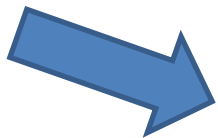
External Affairs and Strategy

- The results of the 2015 Staff Survey are being acted upon by the leadership team

Project Team

- I have confidence in the way the leadership team lead the organisation
- The leadership team are open, visible and approachable
- The leadership team communicates effectively with the rest of the organisation

Directorates less likely to agree*



Investigations

- I have confidence in the way the leadership team lead the organisation
- The leadership team are open, visible and approachable
- The leadership team communicates effectively with the rest of the organisation
- The leadership team listens to staff
- The leadership team has a clear vision for the future of PHSO
- The results of the 2015 Staff Survey are being acted upon by the leadership team

Q&SI

- I have confidence in the way the leadership team lead the organisation

*Significantly more/less likely than overall at 95% c.i.

Differences by Sub-Group*

Generally Significantly More Likely to Agree

- Worked at PHSO for less than a year
- Employed on a fixed term contract
- Temporary
- Based in Manchester (PH)
- Grade 2 or 4
- Management responsibility

Generally Significantly Less Likely to Agree

- Worked at PHSO for 2+ years
- Grade 3
- Permanent
- Based in London

*These sub-groups are significantly more/less likely to agree in general across all questions in this section – Differences by individual question are detailed in the main report.

What Staff said about 'The Leadership Team':

The leadership team have a lot of work to do on being open, visible and approachable; you rarely see any of them on the office floor, or sitting at desks amongst the team or engaging with staff on a friendly term.

Currently the best thing is our change agenda which will allow us to become a modern, flexible and responsive business. I understand it will be challenging and uncomfortable - but it needs to happen.

Benchmarking

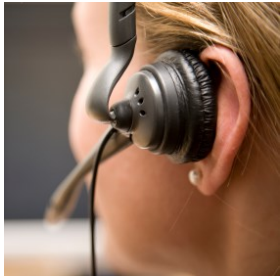
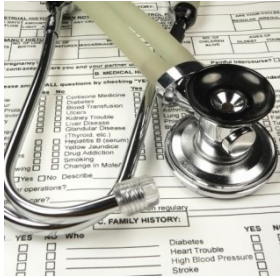
PHSO 2016

19%

Civil Service 2015

43%

The Civil Service also asks questions about 'Leadership and Managing Change' which scored 43% on average. Owing to differences in the question-set asked, this is not directly comparable to PHSO (19%); however it suggests that PHSO is performing less well in terms of employee satisfaction with the leadership team.



Senior Managers

Question	2016 'Strongly agree/Tend to agree'	2015 'Strongly agree/Tend to agree'	Change +/-
Senior managers are open and approachable	44%	61%	-17%*
Senior managers are empowered to make decisions	31%	28%	+3%
Senior managers have the necessary information to do their jobs	27%	25%	+2%
Senior managers are effective at passing the views of staff on to the leadership team	24%	28%	-4%

Significant decreases in agreement since 2015:

- Senior managers are open and approachable ↓ 17%



Senior Managers



Directorates more likely to agree*



Project Team

- Senior managers are empowered to make decisions
- Senior managers have the necessary information to do their jobs

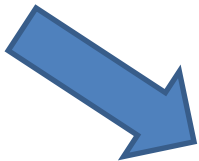
Customer Services

- Senior managers are empowered to make decisions

External Affairs & Strategy

- Senior managers are open and approachable

Directorates less likely to agree*



Investigations

- Senior managers are open and approachable
- Senior managers are empowered to make decisions
- Senior managers have the necessary information to do their jobs
- Senior managers are effective at passing the views of staff on to the leadership team

Q&SI

- Senior managers are open and approachable
- Senior managers are effective at passing the views of staff on to the leadership team

*Significantly more/less likely than overall at 95% c.i.

Differences by Sub-Group*

Generally Significantly More Likely to Agree

- Worked at PHSO for less than a year
- Employed on a fixed term contract
- Temporary
- Based in Manchester (PH)
- Grade 2 or 4
- Management responsibility

Generally Significantly Less Likely to Agree

- Worked at PHSO for 2+ years
- Grade 3
- Permanent
- Based in London

*These sub-groups are significantly more/less likely to agree in general across all questions in this section – Differences by individual question are detailed in the main report.

Benchmarking

There is no comparable section in the Civil Service survey for 'Senior Managers', therefore this section cannot be benchmarked. PHSO average score for this section – 32%.

What Staff said about 'Senior Managers':

Make sure that the senior managers and ET fully understand what it is that we do. New processes are often implemented despite staff who use those processes voicing strong opinions against such changes.

There has been a lot of 'communication' in the last year. We have had the chance to meet senior managers and express our views. However, I do not feel we have been truly listened to on key things - because action has not been taken to address the issues which have a significant negative impact in our day to day work.



My Manager

My Manager

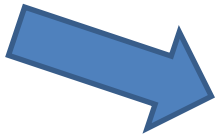


Question	2016 'Strongly agree/Tend to agree'	2015 'Strongly agree/Tend to agree'	Change +/-
My manager communicates clearly what is expected of me	79%	80%	-1%
My manager treats people fairly and with respect	84%	87%	-3%
My manager gives me regular feedback on how I am doing	79%	76%	+3%
My manager shows appreciation for the work I do	79%	81%	-2%
My manager helps me to understand how I contribute to PHSO's objectives	71%	67%	+4%
My manager motivates me to be more effective in my job	68%	67%	+1%
My team is managed well	73%	70%	+3%
My manager takes the time to help me drive my development	63%	62%	+1%

No significant change since 2015



Directorates more likely to agree*



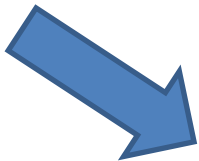
Clinical Advice

- My manager clearly communicates what is expected of me.
- My manager motivates me to be more effective in my job.
- My team is well managed
- My Manager treats people fairly and with respect
- My manager gives me regular feedback on how I am doing.
- My manager takes time to help me drive my development

Customer Services

- My manager motivates me to be more effective in my job.
- My Manager treats people fairly and with respect
- My manager takes time to help me drive my development

Directorates less likely to agree*



Investigations

- My manager motivates me to be more effective in my job.

Q&SI

- My manager takes time to help me drive my development

Differences by Sub-Group*

Generally Significantly More Likely to Agree

- Grade 2
- Not married or in a civil partnership

Generally Significantly Less Likely to Agree

- Worked at PHSO for 10+ years
- Management responsibility

*These sub-groups are significantly more/less likely to agree in general across all questions in this section – Differences by individual question are detailed in the main report.

What Staff said about 'My Manager':

My manager who encourages every one of us to take initiative in our work, and who is active to seek out and provides career development opportunities for each of us.

My direct manager is supportive and helps me wherever possible.

Benchmarking



The Civil Service also asks questions about 'My Manager' which scored 68% on average. Owing to differences in the question-set asked, this is not directly comparable to PHSO (75%); however it suggests that PHSO is performing better in terms of employee satisfaction with their manager.



Learning and Development

Learning and Development

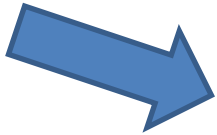


Question	2016 'Strongly agree/Tend to agree'	2015 'Strongly agree/Tend to agree'	Change +/-
The recruitment processes at PHSO are fair and transparent	29%	27%	+2%
My last appraisal was useful in helping me to improve how I do my job	41%	40%	+1%
I receive/I have received the training and development I need to do my job well	44%	47%	-3%
I have the right opportunities to learn and grow at work	35%	37%	-2%
I am aware of my possible career paths within PHSO	30%	33%	-3%
My career development aspirations at PHSO are being addressed	21%	23%	-3%

No significant change since 2015



Directorates more likely to agree*



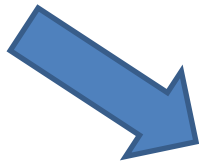
Clinical Advice

- The recruitment processes at PHSO are fair and transparent
- My last appraisal was useful in helping me improve how I do my job
- I receive the training and development I need to do my job well.
- I have the right opportunities to learn and grow at work

Customer Services

- I have the right opportunities to learn and grow at work
- I am aware of my possible career paths within PHSO
- My career development aspirations as PHSO are being addressed

Directorates less likely to agree*



Investigations

- The recruitment processes at PHSO are fair and transparent
- My last appraisal was useful in helping me improve how I do my job
- I receive the training and development I need to do my job well.
- I have the right opportunities to learn and grow at work
- My career development aspirations as PHSO are being addressed

Differences by Sub-Group*

Generally Significantly More Likely to Agree

- Worked at PHSO for less than 1 or 2 years
- Employed on a fixed term contract
- Temporary
- Grade 2

Generally Significantly Less Likely to Agree

- Worked at PHSO for 5+ years
- Grade 3

*These sub-groups are significantly more/less likely to agree in general across all questions in this section – Differences by individual question are detailed in the main report.

What Staff said about 'Learning & Development':

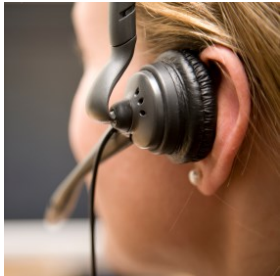
I would love the knowledge that I can develop my career at the PHSO and I don't have to worry that it is a short term contract.

The learning and development opportunities (the best thing about working for PHSO).

Benchmarking



The Civil Service also asks questions about 'Learning & Development' which scored 49% on average. Owing to differences in the question-set asked, this is not directly comparable to PHSO (33%); however it suggests that PHSO is performing less well in terms of employee satisfaction with learning & development.



Recognition and Reward

Recognition and Reward



Question	2016 'Strongly agree/Tend to agree'	2015 'Strongly agree/Tend to agree'	Change +/-
I think the benefits I receive compare favourably with other employers in our industry	63%	62%	+1%
I feel the organisation values and recognises the work that I do/I feel valued and recognised for the work that I do	34%	38%	-4%
The way that basic pay is determined is clear and transparent	32%	27%	+5%
I think the pay I receive compares favourably with other employers in our industry	49%	48%	+1%
I understand the new PDRS system	34%	-	-
I think the new PDRS system works well	12%	-	-

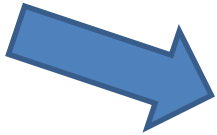
No significant change since 2015



Recognition and Reward



Directorates more likely to agree*



Clinical Advice

- I feel the organisation values and recognises the work I do.

External Affairs & Strategy

- I feel the organisation values and recognises the work I do.

Directorates less likely to agree*



Investigations

- I feel the organisation values and recognises the work I do.

Q&SI

- The way basic pay is determined is clear and transparent.

Project Team

- The way basic pay is determined is clear and transparent.
- I think the pay I receive compares favourably with other employers in our industry.
- I understand the new PDRS system

*Significantly more/less likely than overall at 95% c.i.

Differences by Sub-Group*

Generally Significantly More Likely to Agree

- Based in Manchester
- Grade 2
- Management responsibilities

Generally Significantly Less Likely to Agree

- Worked at PHSO for 10+ years
- Employed on a fixed-term contract
- Based in London or Manchester (PH)

*These sub-groups are significantly more/less likely to agree in general across all questions in this section – Differences by individual question are detailed in the main report.

Benchmarking

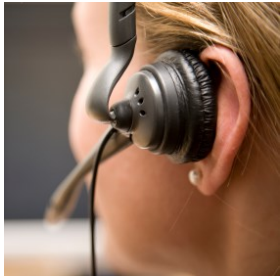


The Civil Service also asks questions about 'Pay and Benefits' which scored 30% on average. Owing to differences in the question-set asked, this is not directly comparable to PHSO (37%); however it suggests that PHSO is performing better in terms of employee satisfaction with recognition and reward.

What Staff said about 'Recognition & Reward':

The way staff are assessed re. pay increments, this system is unfair and does not reflect the work people have done. It more reflects the savings the PHSO wants to make.

The pay and benefits are good and reflect the level of work we do well.



Working Together

Working Together



Question	2016 'Strongly agree/Tend to agree'	2015 'Strongly agree/Tend to agree'	Change +/-
Discrimination is not tolerated at PHSO	63%	68%	-5%
PHSO respects the individual differences (e.g. cultures, working styles, grade, backgrounds, disabilities, sexual orientation) of its employees	68%	70%	-2%
My immediate team has clear aims and objectives	74%	55%	+19%*
Morale in my immediate team is generally high	39%	32%	+7%*
We are good at cross-team working/Different parts of PHSO work together well	59%	17%	+42%*
The processes at PHSO enable employees to work effectively	-	12%	-
I feel a sense of belonging to PHSO	47%	38%	+9%*
Bullying, harassment and discrimination are not tolerated at PHSO	55%	53%	+2%
In the last year, I have personally experienced bullying or harassment at PHSO	14%	13%	+1%
In the last year, I have personally experienced discrimination at PHSO	9%	4%	+5%*

Significant increases in agreement since 2015:

- We are good at cross-team working/Different parts of PHSO work together well ↑ 42%
- My immediate team has clear aims and objectives ↑ 19%
- I feel a sense of belonging to PHSO ↑ 9%
- Morale in my immediate team is generally high ↑ 7%



Significant increase since 2015:

- In the last year, I have personally experienced discrimination at PHSO ↑ 5%



Working Together



Directorates more likely to agree*



Clinical Advice

- My immediate team has clear aims and objectives.
- Morale in my immediate team is generally high.
- I feel a sense of belonging to PHSO.
- Bullying and harassment are not tolerated at PHSO.
- Discrimination is not tolerated at PHSO.
- PHSO respects the individual differences of its employees
- Less likely to have experienced bullying or harassment, or discrimination, at PHSO

Project Team

- Morale in my immediate team is generally high.
- Bullying and harassment are not tolerated at PHSO.
- PHSO respects the individual differences of its employees
- Less likely to have experienced bullying or harassment at PHSO

Customer Services

- My immediate team has clear aims and objectives.
- Morale in my immediate team is generally high
- I feel a sense of belonging to PHSO
- Bullying and harassment are not tolerated at PHSO.
- Discrimination is not tolerated at PHSO.
- PHSO respects the individual differences of its employees
- Less likely to have experienced bullying or harassment at PHSO

Directorates less likely to agree*



Investigations

- Morale in my immediate team is generally high.
- We are good at cross-team working.
- I feel a sense of belonging to PHSO
- Bullying and harassment are not tolerated at PHSO.
- Discrimination is not tolerated at PHSO.
- PHSO respects the individual differences of its employees
- My immediate team has clear aims and objectives
- More likely to have experienced bullying or harassment at PHSO

*Significantly more/less likely than overall at 95% c.i.

Differences by Sub-Group*

Generally Significantly More Likely to Agree

- Worked at PHSO for less than 1 or 2 years
- Based in Manchester
- Grade 2 or 4
- Employed on a fixed-term contract
- Management responsibilities

Generally Significantly Less Likely to Agree

- Worked at PHSO for 5+ years
- Based in London
- Grade 3

*These sub-groups are significantly more/less likely to agree in general across all questions in this section – Differences by individual question are detailed in the main report.

Benchmarking

PHSO 2016

48%

Civil Service 2015

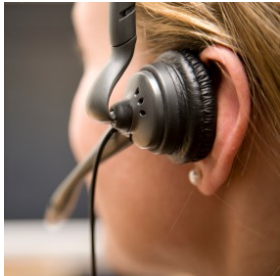
80%

What Staff said about 'Working Together':

The people that I work with at PHSO are great.

My peers and manager provide a supportive, positive environment to work in. This is vital to maintaining the motivation and commitment required to manage an investigator caseload, and to staff retention.

- The Civil Service also asks questions about 'My Team' which scored 80% on average. Owing to differences in the question-set asked, this is not directly comparable to PHSO (48%); however it suggests that PHSO is performing less well in terms of employee satisfaction with working together and their team.
- Levels of bullying and harassment (14%) and discrimination (9%) at PHSO are similar to those across the civil service (10% & 11% respectively).



My Overall Experience

My Overall Experience



Question	2016 'Strongly agree/Tend to agree'	2015 'Strongly agree/Tend to agree'	Change +/-
I care about the future of PHSO	85%	85%	-
Working here makes me want to do the best work I can	58%	60%	-2%
I am proud to say I work for PHSO	52%	50%	+2%
I would still like to be working at PHSO in two years' time	49%	43%	+6%
If asked, I would recommend to friends and family that PHSO is a good place to work	37%	33%	+4%

No significant change since 2015



My Overall Experience



Directorates more likely to agree*



Clinical Advice

- I am proud to say I work for PHSO.
- I would still like to be working at PHSO in two year's time.
- Working here makes me want to do the best work I can.
- If asked I would recommend to friends and family that PHSO is a good place to work.

Project Team

- I am proud to say I work for PHSO.
- Working here makes me want to do the best work I can.
- If asked I would recommend to friends and family that PHSO is a good place to work.

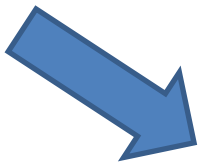
Customer Services

- I am proud to say I work for PHSO.
- I would still like to be working at PHSO in two year's time.
- Working here makes me want to do the best work I can.
- If asked I would recommend to friends and family that PHSO is a good place to work.

External Affairs & Strategy

- I care about the future of PHSO.

Directorates less likely to agree*



Investigations

- I am proud to say I work for PHSO.
- I would still like to be working at PHSO in two year's time.
- Working here makes me want to do the best work I can.
- If asked I would recommend to friends and family that PHSO is a good place to work.

Q&SI

- I would still like to be working at PHSO in two year's time.
- Working here makes me want to do the best work I can.
- If asked I would recommend to friends and family that PHSO is a good place to work.

*Significantly more/less likely than overall at 95% c.I.

My Overall Experience



Differences by Sub-Group*

Generally Significantly More Likely to Agree

- Worked at PHSO for less than 1 year
- Based in Manchester
- Employed on a fixed-term contract
- Grade 2 or 4
- Temporary

Generally Significantly Less Likely to Agree

- Worked at PHSO for 5+ years
- Based in London
- Grade 3

*These sub-groups are significantly more/less likely to agree in general across all questions in this section – Differences by individual question are detailed in the main report.

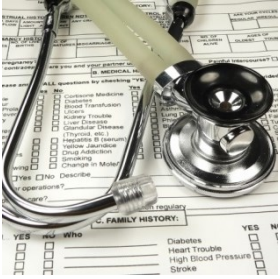
What Staff said about 'My Overall Experience':

Its a great organisation with fantastically motivated people.

PHSO used to be a fantastic place to work. Now everybody is fed up. Just like everywhere else, I suppose. Money and targets is all that matters now.

Benchmarking

There is no comparable section in the Civil Service survey for 'My Overall Experience', therefore this section cannot be benchmarked. PHSO average score for this section – 56%.



And Finally...

And Finally...



Question	2016 'Strongly agree/Tend to agree'	2015 'Strongly agree/Tend to agree'	Change +/-
I believe action will be taken as a result of this survey	31%	27%	+4%

» **31% agree that action will be taken as a result of this survey.**

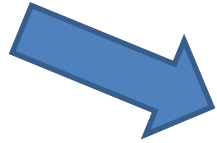
No significant change since 2015



And finally....



Directorates more likely to agree*



Clinical Advice

- I believe action will be taken as a result of this survey.

Project Team

- I believe action will be taken as a result of this survey.

External Affairs & Strategy

- I believe action will be taken as a result of this survey.

FFP&G

- I believe action will be taken as a result of this survey

Directorates less likely to agree*



Investigations

- I believe action will be taken as a result of this survey.

*Significantly more/less likely than overall at 95% c.i.

And Finally (Action taken as result of this survey)...



Differences by Sub-Group*

Generally Significantly More Likely to Agree

- Worked at PHSO for less than 1 year
- Employed on a fixed-term contract
- Grade 2 or 4
- Temporary
- Non-heterosexual
- Aged 55 years or more

Generally Significantly Less Likely to Agree

- Worked at PHSO for 5+ years
- Grade 3

*These sub-groups are significantly more/less likely to agree in general across all questions in this section – Differences by individual question are detailed in the main report.

What Staff said about 'Action being taken as a result of this survey':

I predict the results of this survey will be worse than the last given the continued lack of action from management. I personally was invested in the future of PHSO when I completed this survey last year though I marked many things negatively. This year I no longer care about PHSO's future, the way the office is run has worn me down so much I no longer feel any loyalty to it, which I feel very sad about.

We have had many of these surveys over the years, and I have still not seen any action being taken on them. There has always been a platitude following the survey then a group is set up and no action taken.

Benchmarking

There is no comparable section in the Civil Service survey for 'And Finally', therefore this section cannot be benchmarked. PHSO average score for this section – 31%.

What is the best thing about working for PHSO?



- **Half (50%) of all employees said that they had good/supportive colleagues.**
- **Around a third (34%) find the work rewarding/ feel they are helping to make a difference to people's lives.**

It has lots of committed, dedicated people, who really want to help others, and plug at it despite the obstructions and trials placed in their way.

What staff said...

Being in a position where you can make a difference to people's lives, whether that be through remedying their complaints or simply being able to give them closure

I have a good relationship with my team. I like the work. I like helping to make a difference to the public.

Work-life balance is easy to achieve with flexi-time

What one thing would you change about working for PHSO?



- **Most frequently stated:**

- **Need general improvement in management/leadership team/senior management 14%**
- **More realistic targets needed/staff under too much pressure/more manageable workload 14%**
- **There is too much change/more stability needed 12%**
- **Management need to listen to staff more and act on staff concerns 11%**

For management to actually listen to staff regarding the best way to make necessary changes and improvements.

Less day to day pressure on staff - reduction to one set of targets from two sets of targets, the workload is too high and there is too much day to day pressure to meet targets over providing high quality work.

What staff said...

I think having greater clarity, structure and consistency would help greatly.

We need to stop trying to make so many changes to save money and actually get on with the job. Over the past three years there has been constant threat of redundancies that the morale across the office is incredibly low.

Needs a clear vision that makes sense and is consistent across senior managers.

Is there anything else you would like to add?



- **Almost half of employees added further comments.**
- **Most frequently stated:**
 - **General complaints about managers 28%**
 - **Current procedures/practice is driving down quality 19%**
 - **Senior management need to listen to staff more 16%**
 - **PHSO currently an unsettled place to work 13%**

PHSO used to be a fantastic place to work. Now everybody is fed up. Just like everywhere else I suppose. Money and targets is all that matters now.

I passionately believe in PHSO, its people and what it could achieve but I have no faith in senior management.

I do think that the senior management has tried to listen but we continue to have new staff at senior level. I look forward to the new Chief Exec joining us and some continuity.

What staff said...

PHSO is a very unsettled place to work at the moment and the service we provide to our customers is inconsistent as a result.

Staff morale, particularly in investigations, has been severely eroded due to the constant process changes that have been made. These changes have been implemented without input from frontline staff. They have not been justified or considered from a practical point of view.

Length of employment:

- Those who have worked at PHSO for less than a year and those who are employed on a temporary or fixed term basis are generally more likely to have responded positively across all areas. While those who have worked at PHSO for longer (5-10 years or more) are less likely to have responded positively.

Location of Employment:

- Those who are based in either Manchester or Manchester (PH) are generally more likely to have responded positively, while those based in London are generally less likely to have responded positively.

Directorate:

- **Clinical Advice, Customer Services, Project Team, External Affairs and Strategy** and **FFP&G** generally score more highly than other directorates.
 - **Clinical Advice** directorate scores highly for 'My job' and also 'My Manager', 'Learning and Development' and 'Working Together' suggesting a link between good team management /team working and satisfaction with their job.
 - While the **Clinical Advice** directorate are less positive about the 'Leadership Team' and 'Senior Management', **External Affairs and strategy** and **Project team** are generally more positive about the 'Leadership Team' and 'Senior Management'.
- Employees within the **Investigations** directorate are less likely to respond positively across all areas.
- Employees within the **QS&I** directorate are also generally less likely to respond positively.

- » **Personal commitment from all ET members to improve visibility, especially to Operations staff**
 - drop in on meetings, open plan working, attending talks, blogs.
- » **Discussion with Engagement Champions Network (ECN) to sense check approach and identify anything missing.**
- » **EDs communicate and agree actions in their departments.**
- » **ECN / ET discussion to understand discrimination issues and take action.**
- » **Keep doing what's working**
 - staff talks, staff awards, ET update, weekly message from CEO, Ombudsnet improvements.
- » **Use Phase 2 restructuring as major opportunity to set out our story linking back to our strategic plan and objectives with visible ET leadership.**
- » **Bring in Directors / Heads to the development of Phase 2.**

- » **Review of management community:**
 - Ensure that managers at all levels in PHSO are at the forefront of our transformation agenda
 - Broaden pool of senior leaders and involve Directors / ADs / Heads more in conversation affecting organisation e.g. quarterly meetings on key planning work such as business planning and phase 2.
- » **Learning and Development plan to pick-up any specific issues from survey, working with ECN.**
- » **Review of PDRS and hot-desking (already planned).**
- » **Review long term strategy for Internal Communications and Engagement.**

Thank you for listening!

Any questions?

For any further queries, please contact:

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