

PHSO

Employee Survey Feedback & Planning



Who are People Insight?

- We are a **specialist consultancy** in organisational development & **employee engagement**
- We run **engagement** surveys, develop **insights** and lead clients through **action** to **deliver organisation change**
- **Our approach works:** our clients improve their engagement scores on average by **7%** after working with us, and their employees are **20%** more likely to feel that something will happen as a result of the survey

Some of our clients include...



Have
your
say

Parliamentary
and Health Service
Ombudsman

People Insight 

Employee Engagement – some evidence

Organisations with high level engagement compared to those with low level engagement:



2.5x

Greater Revenue
Growth ¹



2x

Annual Net
Income ²



62%

Less
Accidents ³



50%

Less Absence
Days ⁴



40%

Lower Employee
Turnover ⁵



24%

Higher Net
Promoter Score ⁶



18%

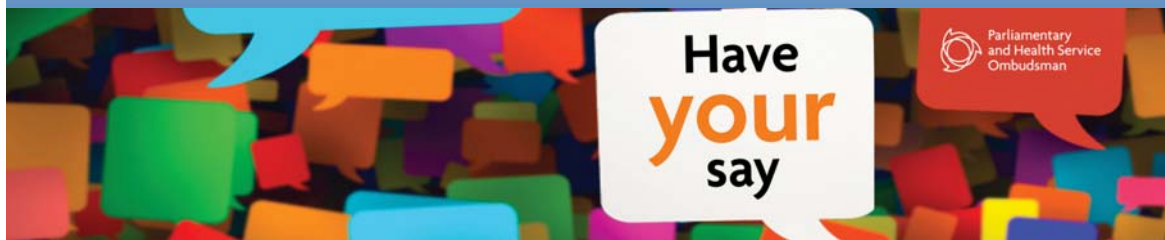
Higher
Productivity ⁷



12%

Higher Customer
Advocacy ⁷

*For more data & other resources please visit www.engageforsuccess.org



Methodology

- Survey carried out in August 2015
- 385 online responses and 3 paper responses were received
- Responses came directly to People Insight to ensure confidentiality
- Reporting includes:
 - Overall main report
 - Data cuts including by Directorate, Department, Location, Contract type, LoS, Gender, Grade, Line Management responsibility
 - Open text comments report
 - External benchmarking against overall & public sector
 - Action plan
- 27 % of respondents believe that action will be taken as a result of this survey

SURVEY RESPONSE

80%



388 Responses

↑ 79% in 2013

377 responses



Strength



Development area



Weakness

The background is a solid blue color with several large, overlapping, organic shapes in lighter shades of blue. These shapes resemble stylized waves or flowing liquid. A white rectangular box is positioned in the center-left of the image, containing the word "Findings". Below this box is a thick, dark blue horizontal bar that spans the width of the white box. Two thin white horizontal lines are visible: one near the top and one near the bottom of the image.

Findings



2013 Engagement Index

Proud to work for PHSO

Would recommend as a good place to work

Motivated to do the best work I can

Feeling focussed and absorbed in work

Feeling energised, even on an average day

Committed to aims/objectives

Feel sense of belonging

Motivated to contribute more than job normally requires

2015 Engagement Index*

I am proud to say I work for my organisation^

If asked, I would recommend my organisation to friends and family as a good place to work^

Working here makes me do the best work I can^

I would still like to be working at my organisation in two years' time

I care about the future of my organisation

*For the 2015 survey, we have simplified our engagement index. It is now based upon five questions that reflect People Insight's engagement model.

^These three Engagement questions have historical comparisons.

Have
your
say

Parliamentary
and Health Service
Ombudsman

People Insight 

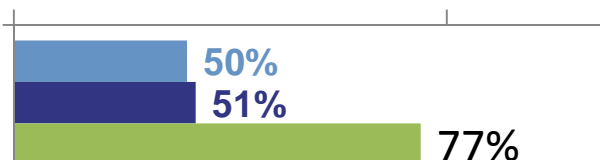
Your overall engagement score

54%

Your engagement score is the average percentage of favourable responses to the five Engagement questions, represented in the graph on the right.



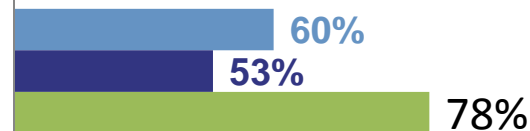
Pride



Longevity



Endeavour



Advocacy

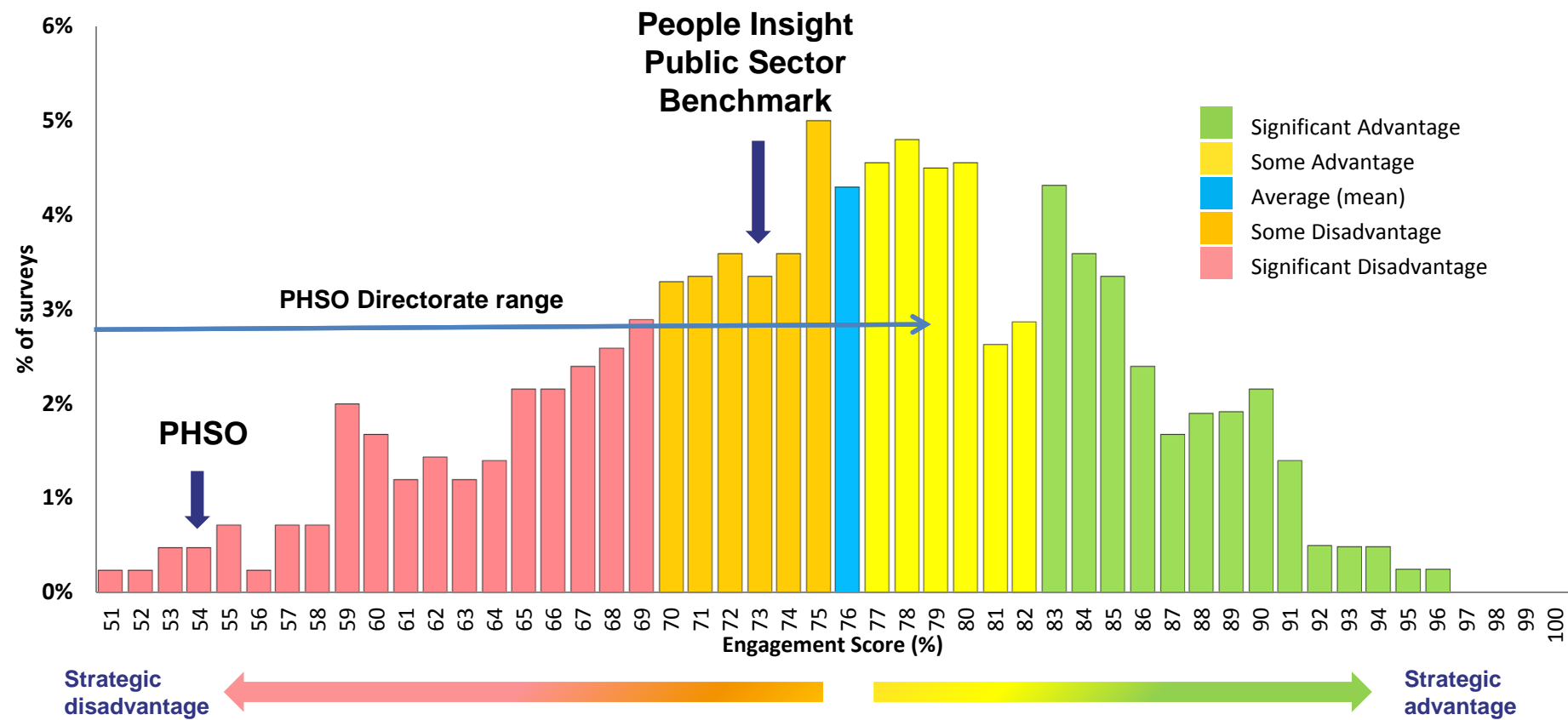


Care



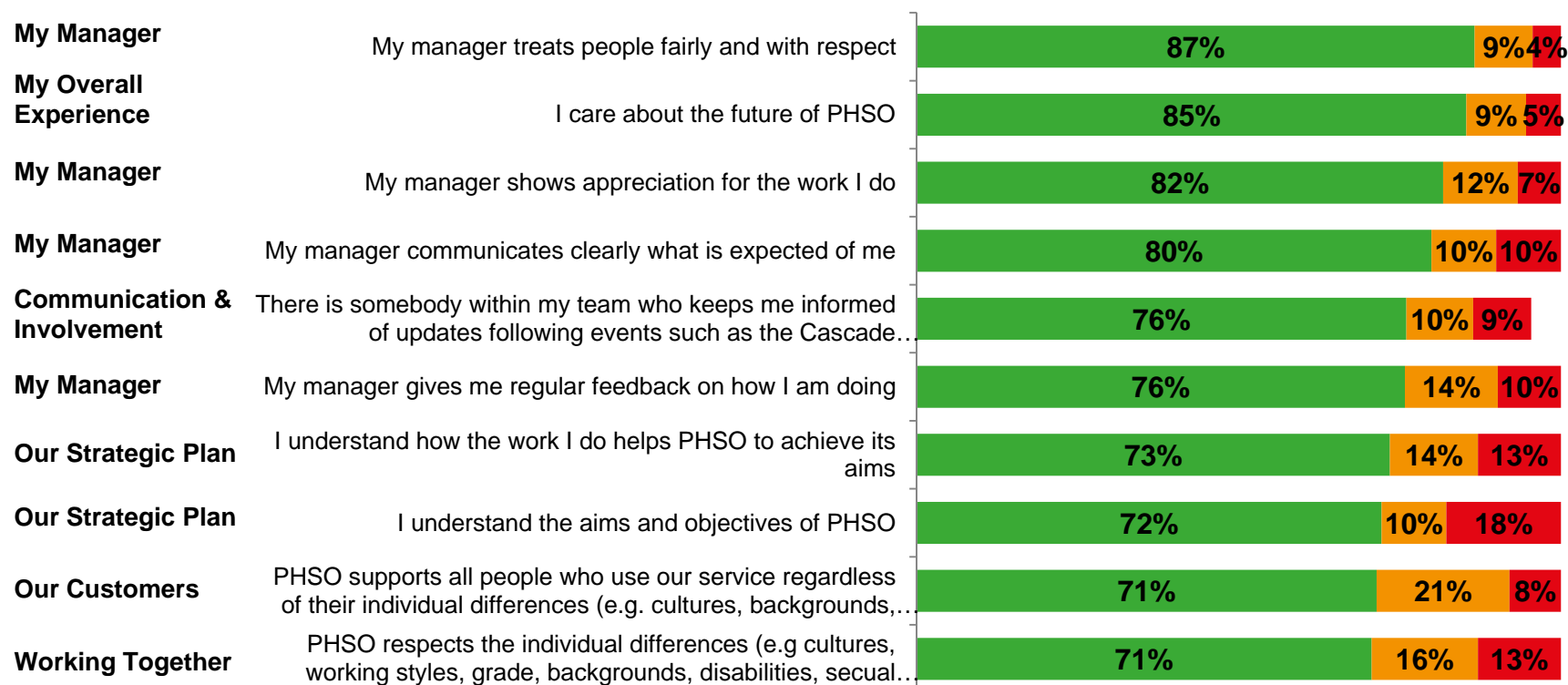
PHSO 2015 PHSO 2013 People Insight Overall Benchmark

Your engagement score compared to all other organisations surveyed by People Insight



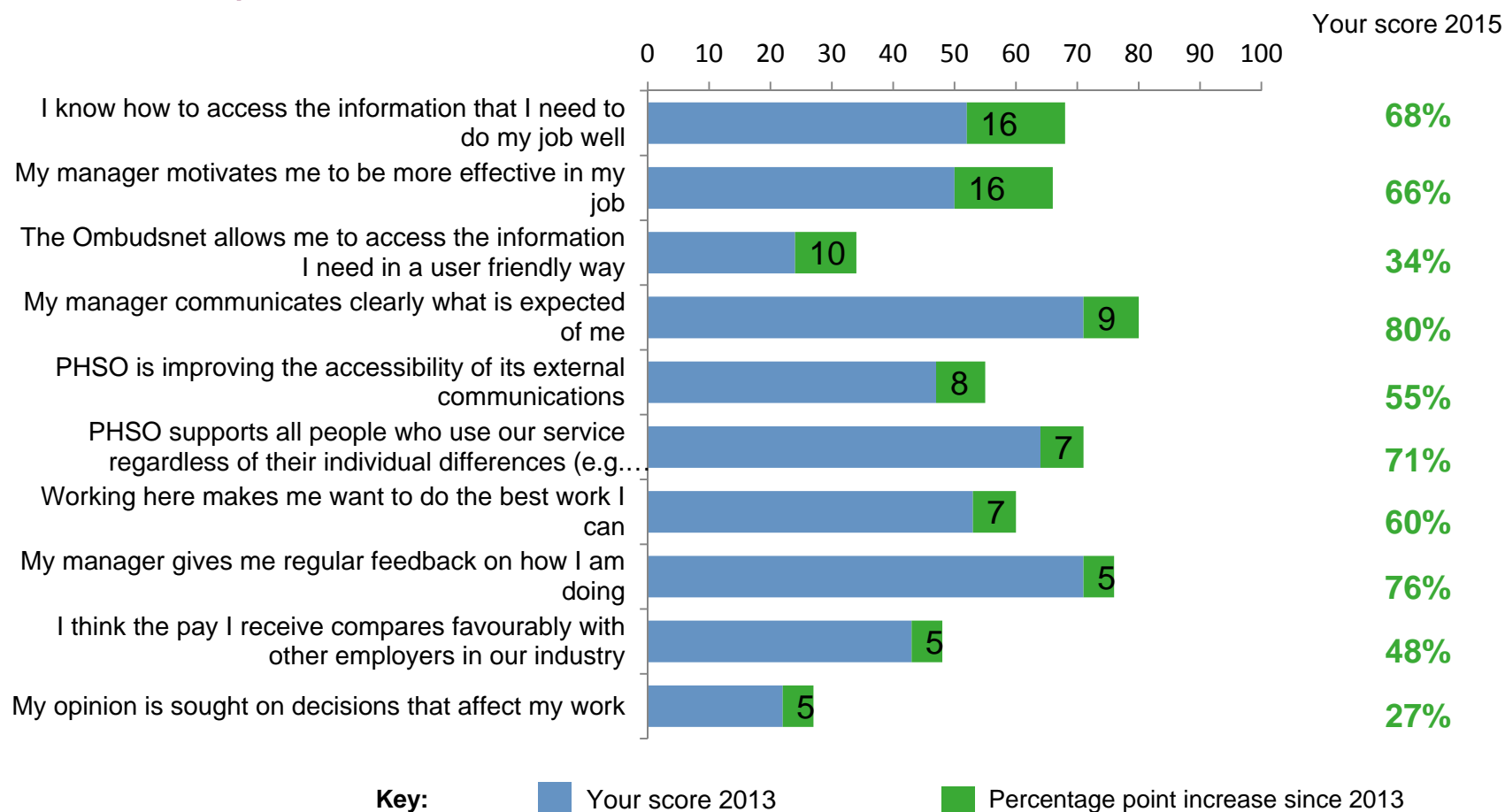
Top 10 results – themes & items

Questions with the most positive responses



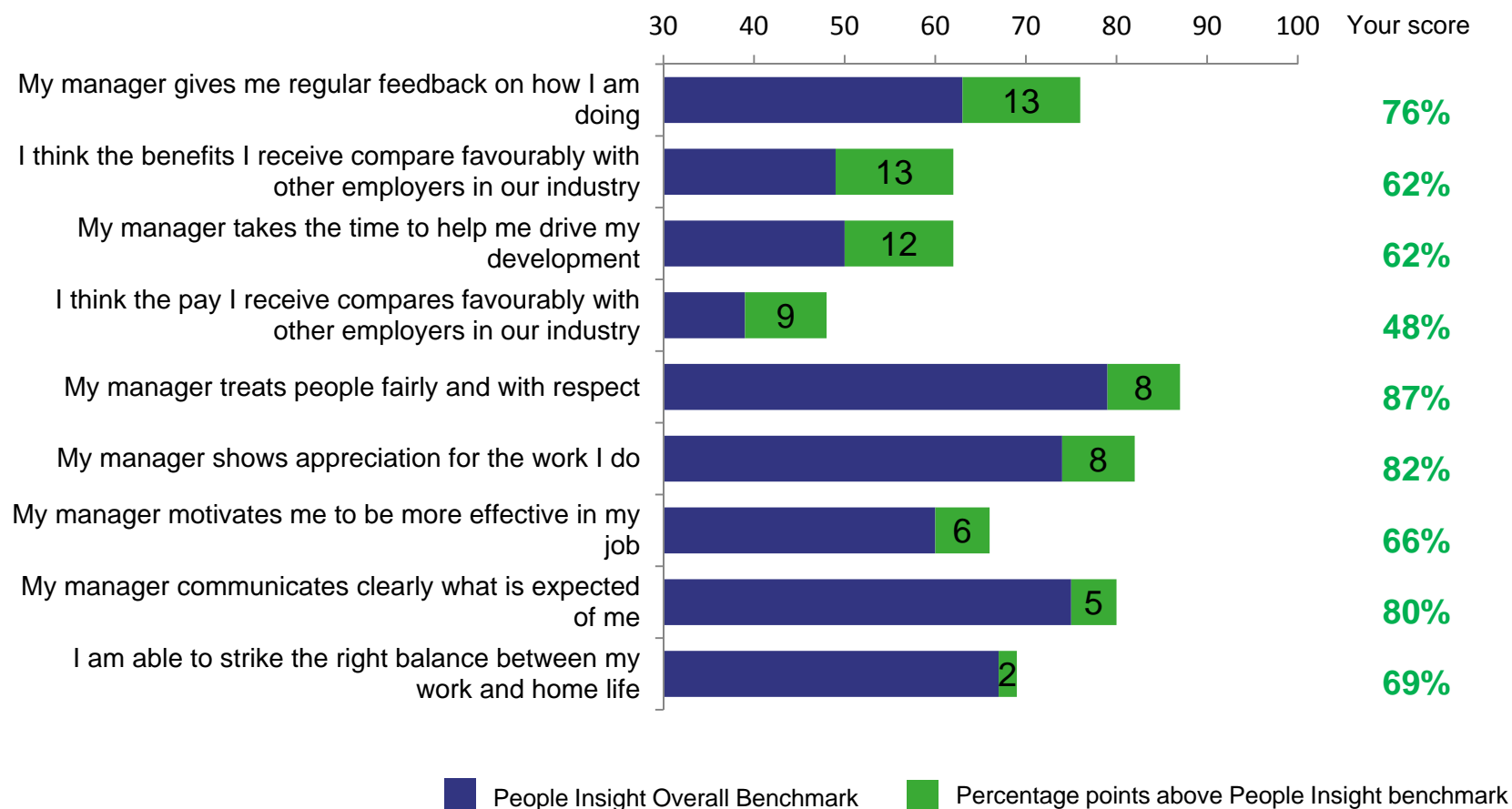


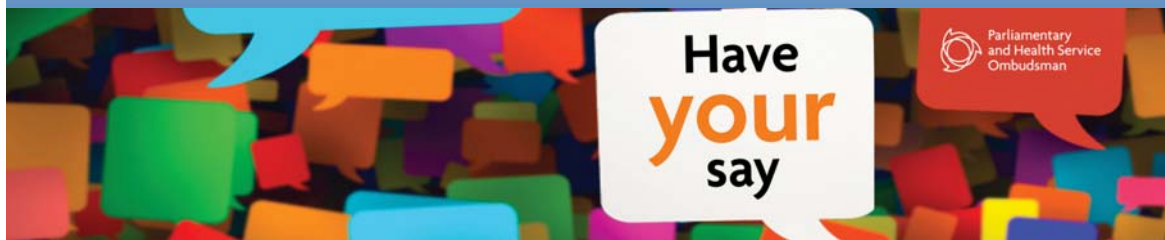
Greatest improvements since 2013





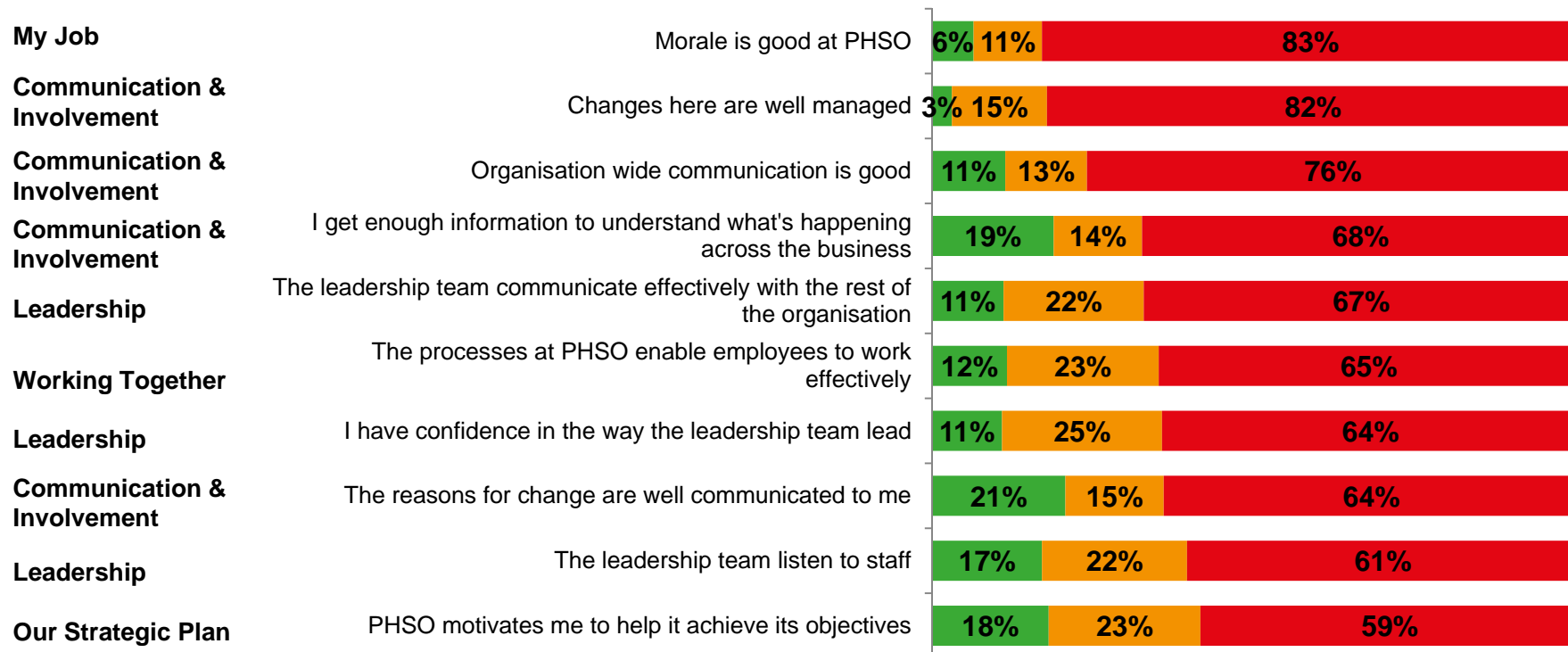
People Insight Overall Benchmark overperformance





Bottom 10 results – themes & items

Questions with the most negative responses

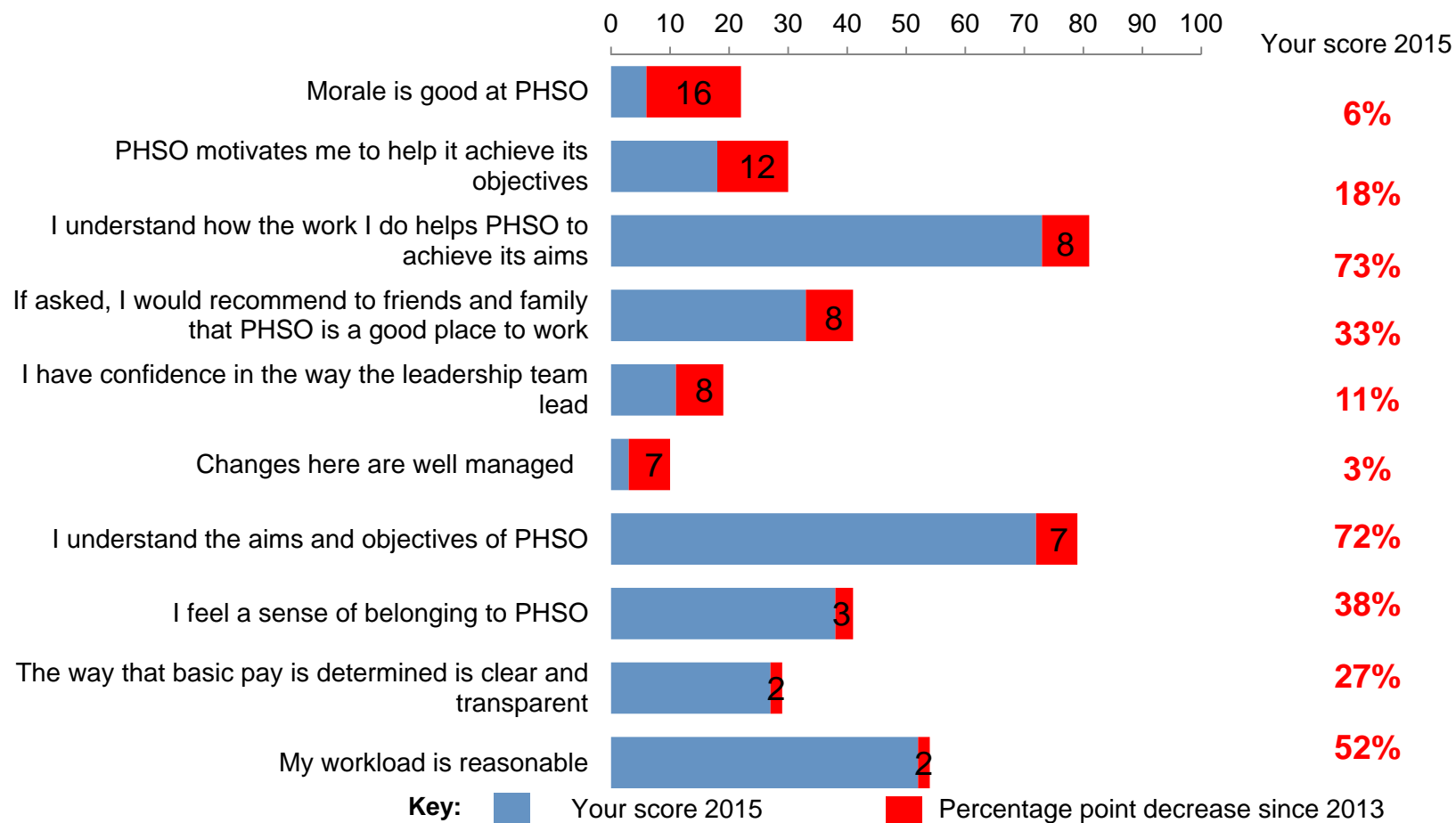


Have
your
say

Parliamentary
and Health Service
Ombudsman

People Insight

Greatest declines since 2013





People Insight Overall Benchmark underperformance



Have
your
say

Parliamentary
and Health Service
Ombudsman

People Insight

Directorate variations

Summary results for PHSO by Directorate Combined		PHSO (Full survey)	Clinical Advice combined	Customer Service	Executive office and Ombudsman's casework team	External Affairs and Strategy	Finance and Governance combined	HR People & Talent combined	Investigations combined	Legal services combined	Quality and Service Integrity combined
Respondents		388	30	67	15	33	10	29	170	10	24
Overall Engagement Score		54	↑↑ 79	↑↑ 64	↑↑ 60	↑↑ 60	↓ 54	↓ 45	↓ 45	↑↑ 60	↑ 58
		+	+	+	+	+	+	+	+	+	+
My Job		51	↑↑ 74	↑↑ 56	↑↑ 63	↓ 50	↑ 55	↓ 48	↓ 42	↑↑ 65	↑↑ 59
Our Strategic Plan		47	↑↑ 57	↑↑ 56	↑↑ 70	↑↑ 65	↑↑ 55	↑↑ 52	↓ 31	↑↑ 60	↑↑ 59
Our Customers		47	↑ 51	↑↑ 55	↑↑ 53	↑↑ 52	↑↑ 52	↑↑ 56	↓ 38	↑↑ 56	↑↑ 54
Communication & Involvement		28	↑↑ 42	↑ 31	↑↑ 41	↓ 29	↑↑ 48	↑↑ 38	↓ 18	↑↑ 46	↑↑ 40
Leadership		18	↑↑ 31	↑↑ 24	↑↑ 35	↑ 22	↑↑ 36	↑ 22	↓ 8	↑ 22	↑↑ 23
Senior Management		36	↓ 36	↑ 40	↓ 27	↓ 31	↓ 38	↓ 38	↓ 34	↑↑ 48	↑ 40
My Manager		74	↑ 78	↓ 69	↑↑ 80	↓ 59	↓ 74	↑↑ 82	↓ 76	↓ 75	↓ 69
Learning & Development		34	↑↑ 54	↑↑ 41	↑↑ 40	↓ 29	↑ 38	↑↑ 41	↓ 26	↑↑ 43	↑ 38
Recognition & Reward		44	↑ 48	↓ 40	↑↑ 58	↑ 48	↑ 48	↑↑ 49	↓ 41	↑↑ 55	↓ 41
Working Together		44	↑↑ 61	↑↑ 53	↑↑ 55	↓ 39	↑↑ 50	↑ 47	↓ 34	↑↑ 63	↑↑ 55
Working Together continued		9	↓ 3	↓ 7	↓ 3	↑↑ 14	↓ 10	↓ 10	↓ 11	↓ 10	↓ 2
Follow-up action		28	↓ 30	↑↑ 33	↑↑ 60	↓ 27	↑↑ 40	↑↑ 38	↓ 17	↑↑ 40	↑↑ 42

↑↑ indicates a performance at least 10% better than the average

↑ indicates a performance at least 5% and less than 10% better than the average

↑ indicates a performance at least 3% and less than 5% better than the average

↓ indicates a performance within 3% of the average

↓ indicates a performance at least 3% and less than 5% worse than the average

↓↓ indicates a performance at least 5% and less than 10% worse than the average

↓↓↓ indicates a performance at least 10% worse than the average

Have
your
say

Parliamentary
and Health Service
Ombudsman

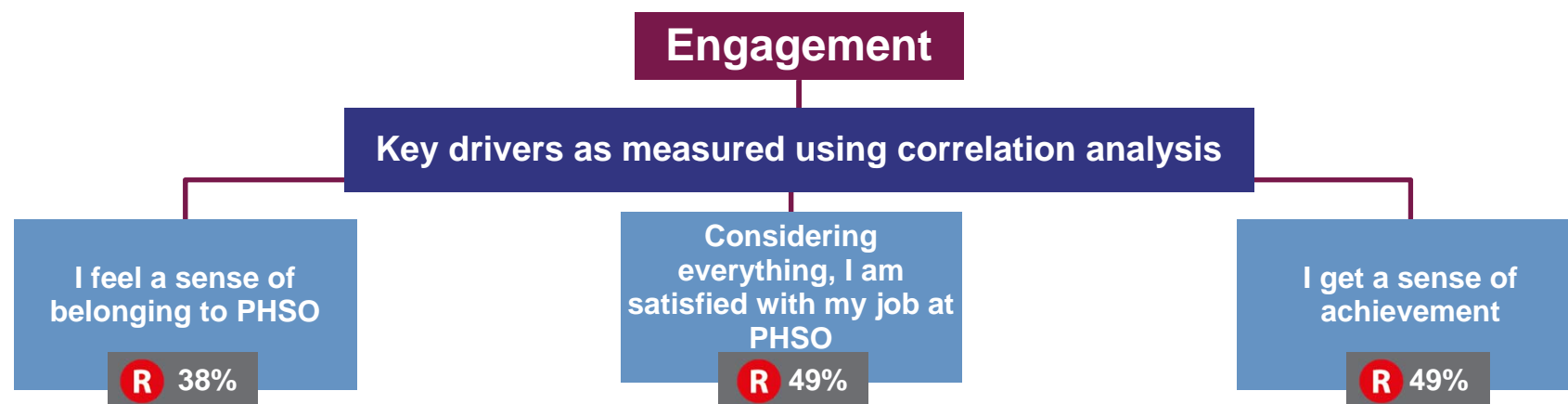
People Insight

Length of service variations

Summary results for PHSO
by
LoS

	PHSO (Full survey)	Up to 3 months	3-6 months	6 months - 1 year	1-2 years	2-5 years	5-10 years	10+ years
Respondents	388	17	34	37	39	63	138	59
Overall Engagement Score	54 +	↑↑↑ 84 +	↑↑↑ 75 +	↑↑↑ 64 +	↑↑ 60 +	↑ 57 +	↓↓↓ 44 +	↓↓ 46 +
My Job	51	↑↑↑ 72	↑↑↑ 64	↑↑ 59	— 52	↑↑ 61	↓↓↓ 38	— 49
Our Strategic Plan	47	↑↑↑ 78	↑↑ 56	↑↑ 55	↑↑ 62	— 46	↓↓↓ 36	↓↓ 42
Our Customers	47	↑ 51	↑↑↑ 62	↑↑↑ 57	↑↑ 55	— 46	↓↓↓ 39	↓ 43
Communication & Involvement	28	↑↑↑ 55	↑↑↑ 38	↑↑↑ 44	↑↑ 36	↑ 32	↓↓↓ 17	↓↓ 21
Leadership	18	↑↑↑ 53	↑↑↑ 31	↑↑↑ 28	↑↑ 27	— 16	↓↓↓ 10	↓↓↓ 7
Senior Management	36	↑↑↑ 53	↑↑ 45	↑↑ 44	↑ 39	— 35	↓↓↓ 30	↓ 33
My Manager	74	↑↑↑ 86	↑ 78	— 74	↓ 71	↑ 77	— 72	↓↓↓ 69
Learning & Development	34	↑↑↑ 47	↑↑↑ 48	↑↑↑ 46	↑↑ 43	— 35	↓↓↓ 25	↓ 31
Recognition & Reward	44	↑↑↑ 65	— 46	↑↑ 51	↑↑ 50	— 45	↓↓↓ 38	↓↓ 39
Working Together	44	↑↑↑ 67	↑↑ 52	↑↑ 52	↑↑ 51	↑ 48	↓↓↓ 35	↓ 40
Working Together continued	9	↓↓↓ 0	↓ 6	— 7	↓ 6	— 7	— 11	↑ 12
Follow-up action	28	↑↑↑ 59	↑↑↑ 38	↑↑↑ 38	↑↑↑ 44	↓ 24	↓↓↓ 19	↓↓↓ 20

Focusing improvement on your key drivers of engagement will improve your overall score



Each of these drivers are most affected by:

- | | | |
|--|--|--|
| R PHSO motivates me to help it achieve its objectives | R If I share my views, I feel they are listened and responded to | R Morale is good at PHSO |
| R I feel valued and recognised for the work that I do | R My job makes the best use of the skills and abilities that I have | R PHSO promotes a culture of openness and honesty |
| A I enjoy my work | R I believe we are doing the right things to achieve our strategic plan | R I have confidence in the way the leadership team lead |

What is the best thing about working for PHSO?

- Feedback (positive feedback, constructive feedback)
- The ethos of the organisation and being able to make a difference
- Interesting, rewarding, valuable and important work
- The people (supportive and committed work colleagues)
- Autonomy
- Relatively good work-life balance (e.g. holiday entitlements)
- Flexibility
- Variety in the job



If within your power, what one thing would you change about working at PHSO?

- Leadership
 - To have confidence in the leadership team
 - More visibility of Executive Board members role modelling company values
 - Senior management team awareness of the work of employees (e.g. learning about their caseload)
- Change Management
 - Consultation and notice before change takes place
 - More face to face communication
 - More stability within the company
- Collaboration across the organisation
 - More collaboration and communication in the organisation
 - Consistency across all Directorates
- More recognition and appreciation
- Improvements to the induction process
- Opportunity for progression and career development
- Create a less hierarchical structure within the company












Is there anything you would like to add?

- Process change
 - Consistency in implementation of new processes
 - Allowing time for new processes to have an impact
 - Dealing with the backlogs following process changes
 - Changes should be thought through and workload considered before any new changes are implemented
- Leadership
 - Lack of clarity from management team about what staff should be working on
 - Leadership team to work on building trust, confidence and respect
- Staff appreciation
- Listening to the views of the company's staff
- Encourage organisation to work together and make decisions collaboratively



Action areas to celebrate/and investigate further

	Driver	External Benchmark comparison	Historical comparison	Top 10	Verbatim	Recommendations
Managers						Generally, managers at PHSO are supportive in their employee's development, treat people fairly and with respect, communicates clearly what is expected, and show appreciation. Maintain positive manager behaviors and involve them in action planning to help drive engagement for their staff.
Colleagues						Employees feel that their colleagues are supportive and truly committed to their work. There is a sense of camaraderie whereby colleagues value each others' contribution. Encourage employees to team build and work across different teams to maintain positive perceptions.
Strategic Plan						Staff understand the aims and objectives of PHSO & know the impact they have on those objectives. However, declining scores since 2013 suggest this is an area to reinforce to ensure clarity of the future direction. To build confidence that the right things are being done to achieve the strategy, encourage more two-way dialogue and interaction.

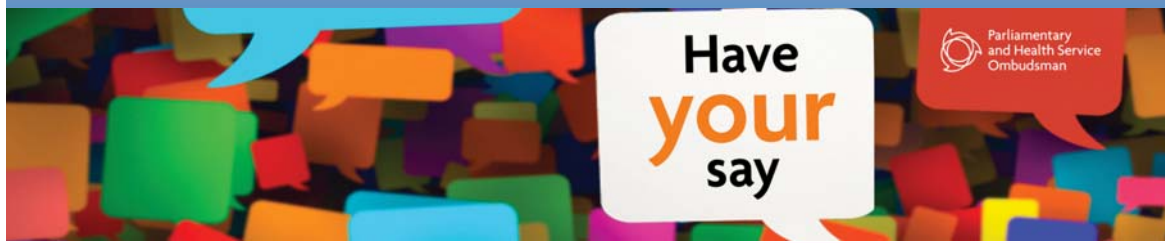
Have
your
say

Parliamentary
and Health Service
Ombudsman

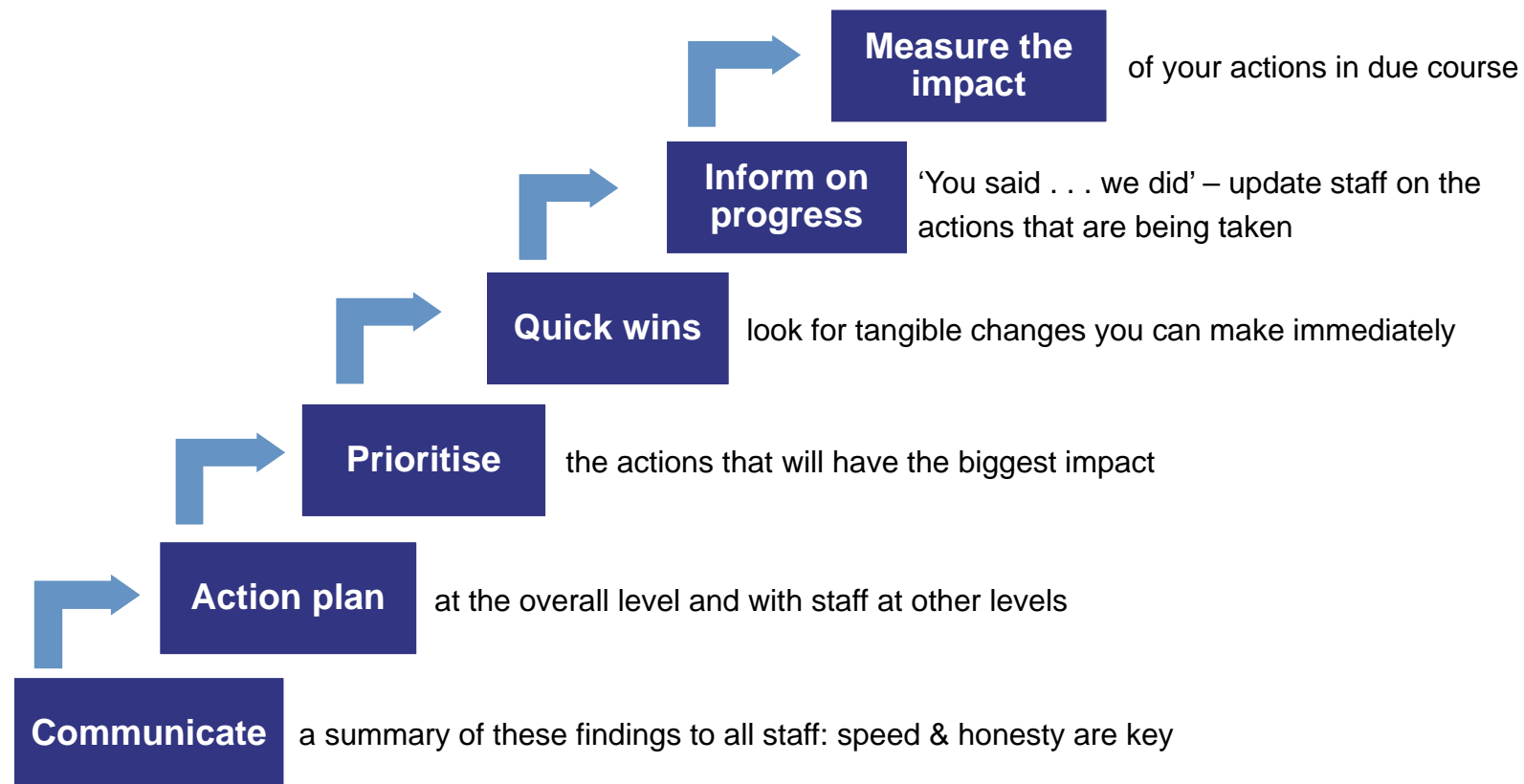
People Insight

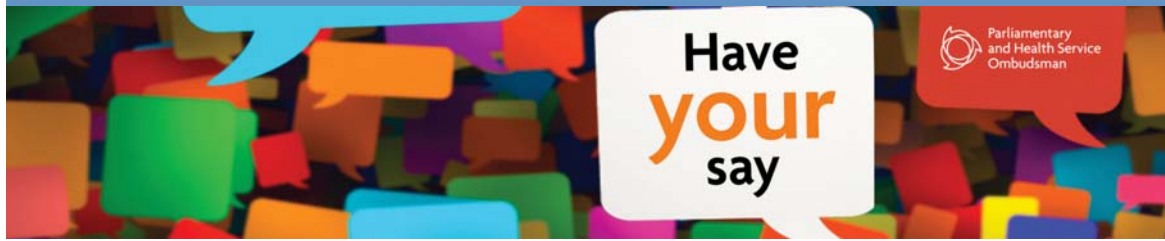
Action areas to prioritise

	Driver	External Benchmark comparison	Historical comparison	Bottom 10	Verbatim	Recommendations
Leadership	✓	✓	✓	✓	✓	Employees lack confidence in the way the organisation is being led, and feel disconnected from the leadership. Employee commentary suggests that they are seeking opportunities to be listened to and to understand more clearly the reasons behind decisions made. Consultation between leaders and employees during times of change and in relation to the strategy will help to develop trust.
Change management & Involvement	✓	✓	✓	✓	✓	Low levels of morale and the negative perception of change management require urgent attention. Just 3% of respondents felt that change has been managed well. Commentary also illustrates that the impact of changes on processes has generated frustration. Employees crave transparency and timely involvement.
Feeling valued	✓				✓	Whilst employees are positive about the appreciation shown by their managers, they do not feel valued and recognised by the organisation. Explore informal and formal ways of celebrating successes and recognising staff. This will help to improve motivation to achieve objectives.
Job satisfaction & development	✓					An important key driver of engagement for employees at PHSO relates to job satisfaction and feeling that skills and abilities are utilised effectively. Explore at a local level how job enjoyment and challenge can be improved.



Next steps: maintain the engagement momentum



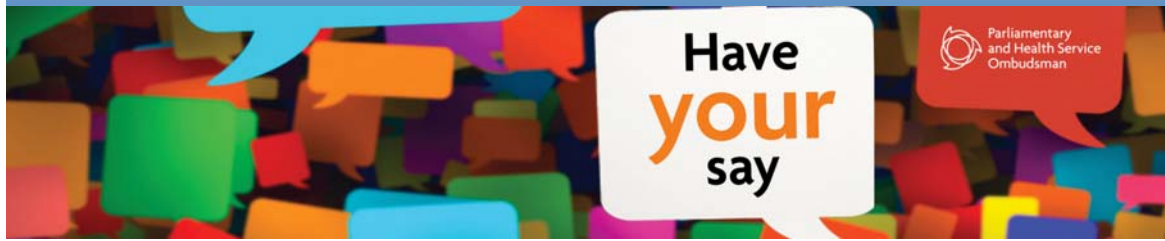


Reflections on what you have heard today

1. What are we most pleased about?
2. What are we most concerned about?
3. Agreeing the priority areas for action planning

The background is a solid blue color with several large, overlapping, organic shapes in lighter shades of blue. These shapes resemble stylized waves or abstract forms. A white rectangular box is positioned in the center-left of the image, containing the word 'Appendix'. Below this box is a thick, dark blue horizontal bar that spans the width of the page. Two thin white horizontal lines are visible: one near the top and one near the bottom of the page.

Appendix



What is a 'key driver' of engagement?

- Some things have more of an influence on people's levels of engagement than others. We call these influencers 'key drivers'
 - A challenging, varied role is more likely to engage someone than having nice décor in the office
 - Some key drivers are common across organisations and teams
 - They can vary depending upon circumstances
- Statistical analysis (correlation) compares each individual's engagement score to all the other questions in the survey.
- The higher the correlation score, the greater the influence the question has on the engagement score
- The 3 questions with the strongest correlation score we call 'key drivers'
- We then look at which items are strongly related to each key driver (called sub drivers). This provides us with a better idea of how the key drivers could be influenced.
- Looking at the key drivers helps you focus your action plans on the areas that are most likely to increase engagement amongst your team.

Location variations

Summary results for PHSO by Location			
	PHSO (Full survey)	London	Manchester
Respondents	388	211	177
Overall Engagement Score	54	↓ 49	↑ 61
	+	+	+
My Job	51	49	53
Our Strategic Plan	47	48	45
Our Customers	47	45	49
Communication & Involvement	28	28	28
Leadership	18	16	19
Senior Management	36	35	36
My Manager	74	72	76
Learning & Development	34	32	↑ 38
Recognition & Reward	44	↓ 41	↑ 47
Working Together	44	42	46
Working Together continued	9	9	8
Follow-up action	28	27	29

Have
your
say

Parliamentary
and Health Service
Ombudsman

People Insight 

Management Responsibility variations

Summary results for PHSO by Line Management Responsibilities				
	PHSO (Full survey)	No Manager	Yes Manager	
Respondents	388	295	93	
Overall Engagement Score	54	55	52	
	+	+	+	
My Job	51	51	50	
Our Strategic Plan	47	44	55	
Our Customers	47	45	52	
Communication & Involvement	28	27	32	
Leadership	18	15	25	
Senior Management	36	34	42	
My Manager	74	76	66	
Learning & Development	34	33	40	
Recognition & Reward	44	41	53	
Working Together	44	42	49	
Working Together continued	9	8	11	
Follow-up action	28	22	44	

Contract type variations

Summary results for PHSO by Contract type	PHSO (Full survey)	Agency	Fixed-Term	Permanent
Respondents	388	15	27	346
Overall Engagement Score	54 +	↑↑↑ 65 +	↑↑↑ 65 +	— 53 +
My Job	51 ↑↑↑	71 ↑↑↑	↑ 54 ↑	— 50 —
Our Strategic Plan	47 ↑↑↑	63 ↑↑↑	↑↑↑ 65 ↑↑↑	↓ 44 —
Our Customers	47 ↑↑	53 ↑↑	↑↑ 56 ↑↑	— 46 —
Communication & Involvement	28 ↑↑↑	42 ↑↑↑	↑↑↑ 43 ↑↑↑	— 26 —
Leadership	18 ↑↑↑	29 ↑↑↑	↑↑↑ 31 ↑↑↑	— 16 —
Senior Management	36 ↑	40 ↑	— 38 —	— 35 —
My Manager	74 ↓↓	67 ↓↓	— 75 —	— 74 —
Learning & Development	34 —	32 —	— 33 —	— 35 —
Recognition & Reward	44 ↓↓	35 ↓↓	↑↑ 49 ↑↑	— 44 —
Working Together	44 ↑↑	50 ↑↑	↑↑ 52 ↑↑	— 43 —
Working Together continued	9 ↓↓	3 ↓↓	— 9 —	— 9 —
Follow-up action	28 ↑↑↑	53 ↑↑↑	↑↑↑ 41 ↑↑↑	↓ 25 —

Have
your
say

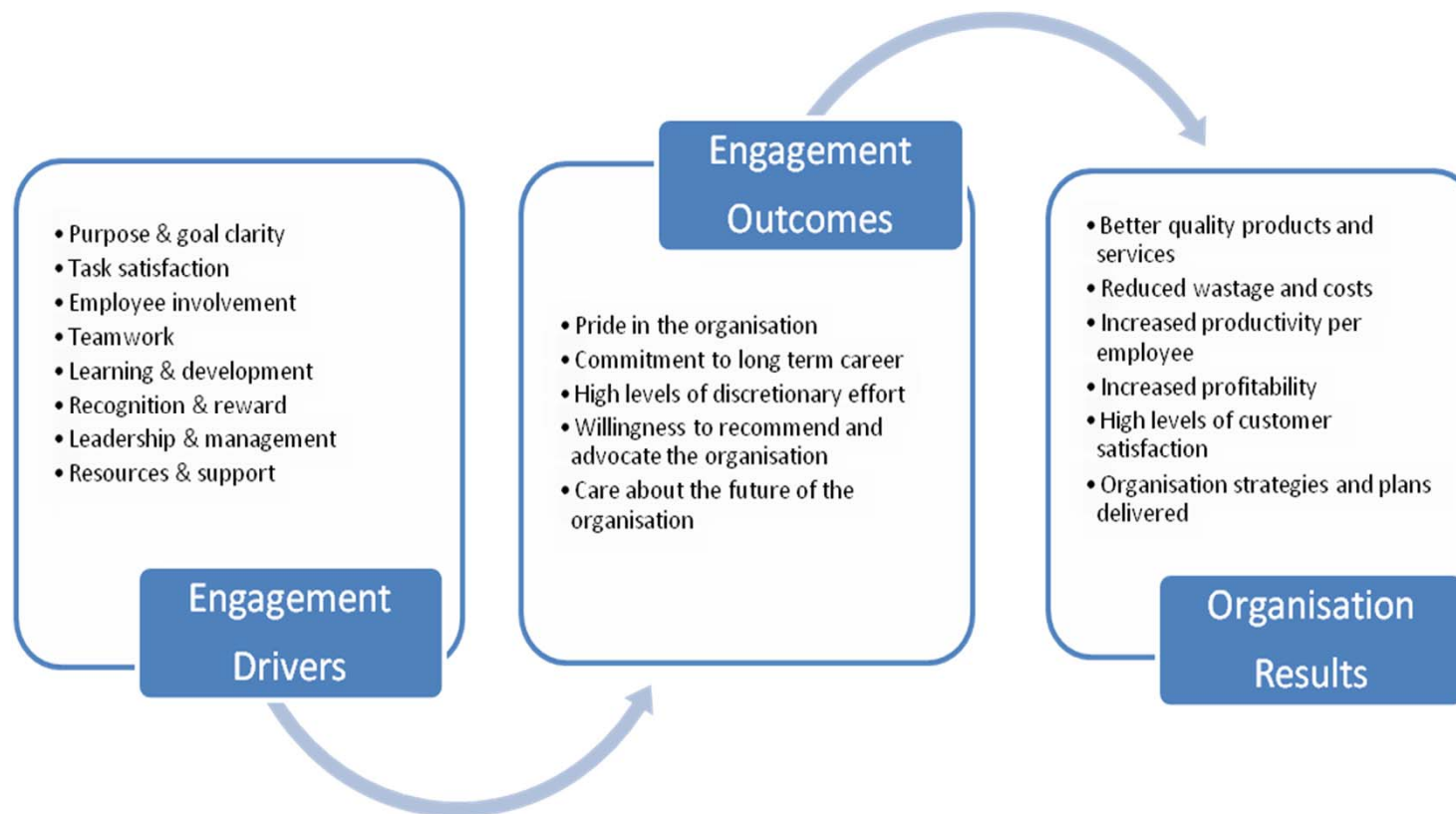
Parliamentary
and Health Service
Ombudsman

People Insight

Grade variations

Summary results for PHSO by Grade		PHSO (Full survey)		Grade 1		Grade 2		Grade 3		Grade 4		Grade 5		Grade 6		Grade 7	
		PHSO (Full survey)		Grade 1		Grade 2		Grade 3		Grade 4		Grade 5		Grade 6		Grade 7	
Respondents		388		8		45		174		36		19		86		13	
Overall Engagement Score		54	↑↑	70	↑↑	65	↓↓	44	↑↑	64	↑	58	↑↑	61	↑↑	66	
		+		+		+		+		+		+		+		+	
My Job		51	↑↑	56	↑↑	63	↓↓	40	↑↑	67	↑	54	↑	55	↑↑	71	
Our Strategic Plan		47	↑↑	78	↑↑	63	↓↓	32	↑↑	62	↑↑	58	↑	51	↑↑	54	
Our Customers		47	↑↑	68	—	45	↓↓	39	↑↑	57	↑↑	64	↑↑	53	↑↑	57	
Communication & Involvement		28	↑↑	61	↑↑	38	↓↓	19	↑	32	—	28	↑↑	35	↑↑	35	
Leadership		18	↑↑	60	↑↑	26	↓↓	9	↑↑	27	↓	14	↑	21	↑	22	
Senior Management		36	↑↑	66	↑↑	42	↓↓	31	—	35	↓↓	29	↑	40	—	37	
My Manager		74	↓↓	55	—	74	—	74	—	75	—	76	—	73	↑	77	
Learning & Development		34	—	35	↑↑	50	↓↓	27	—	34	↓↓	28	↑↑	41	↑↑	55	
Recognition & Reward		44	↑↑	53	↑↑	53	—	43	↑↑	52	—	46	↓↓	37	↓↓	29	
Working Together		44	↑↑	65	↑↑	56	↓↓	34	↑↑	54	↑↑	49	↑↑	50	—	46	
Working Together continued		9	↑	12	—	7	—	10	—	11	↓	5	↓	6	↑	12	
Follow-up action		28	↑↑	88	↑↑	40	↓↓	18	↑↑	33	↓↓	21	↑	31	↑	31	

People Insight Employee engagement model





Get in touch to discuss:

- Planning and running an impeccable survey
- Achieving the highest response rate
- Identifying the key issues
- Communicating the findings quickly
- Agreeing what to do as a result
- Providing your managers with the knowledge and tools to drive engagement



Tel: +44 (0)203 142 6511

Email: enquiry@peopleinsight.co.uk

Barley Mow Business Centre,
Barley Mow Passage,
London, W4 4PH. United Kingdom.

 Join our **People Insight Network**

 Like us **People Insight Ltd**

 Follow us **@PeopleInsightUK**

www.peopleinsight.co.uk