Financial Ombudsman Service

Having your say report

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June 2017







The sample

2259

questionnaires

were completed between 23 May and 16 June 2017

		Total	
	Returns	population	% Return
TOTAL	2259	2911	78%
Executive member, directors of casework and lead ombudsmen	12	17	71%
Major Projects and Operational Performance	26	26	100%
IT	84	123	68%
Finance and Performance	51	55	93%
Customer Help	96	149	64%
HR	49	59	83%
Knowledge*	18	11	164%
Legal	13	17	76%
Property	13	22	59%
Stakeholder Team	47	49	96%
Investigation	638	773	83%
Mass Claims	1142	1610	71%
Not Stated	70	0	N/A



Secondees to Knowledge have rightly ticked Knowledge as their department, hence there being more responses than the 11 permanent members of staff



Facta summary – the good news

- A response rate of 78% is excellent and gives us confidence that this presents a reasonably accurate picture of employee views
- There are generally positive responses on
 - Collaboration, both within and across teams
 - Commitment to playing your part in the service's success
 - Benefits, work-life balance and the ability to work flexibly
 - Immediate management, in particular that managers care about wellbeing, trust people to get on with their jobs and treat them fairly
 - Wellbeing, with respondents believing they are resilient and cope well with the demands of the job
 - Treating customers well and respecting their needs
- Respondents in Support were the most positive, and those in Investigation were more positive in general than those in Mass Claims, except for questions relating to workload, home-life balance, flexibility and having the skills and training to do the job. Those in Investigation scored higher than other groups on appreciating the key aspects of the work itself.

Facta summary – the not-so-good news

- There are some very low scores on senior management, in particular being honest, giving a sense of direction and being open to feedback.
- Scores on people feeling valued, the management of change and communication are also low.
- The most important feature respondents say they want in a job are pay and opportunities to progress, neither of which score well
- Respondents do not think that it is clear who is responsible for what in the service, and on this question senior managers – who generally have higher scores – have a significantly lower score than other respondents.
- Scores on learning and development are low, especially in Mass Claims
- Respondents tend not to think that people are promoted here on merit
- Scores on stress are relatively high, especially in Investigation
- 9% of respondents say they have been bullied or harassed in the past six months. While this proportion is low compared with many organisations, 65% of these did not report the incident(s)
- Scores across the board are generally lower than in other organisations, with respondents in Mass Claims being particularly low, especially among those who have moved across within the past six months.





Shape of the report

- 1. Working at the Financial Ombudsman Service
- 2. Your job
- 3. Roles and responsibilities
- 4. Working together
- 5. Empowerment
- 6. Learning and development
- 7. Values
- 8. Leadership and management
- 9. Change management
- 10. Executives and Directors

- 11. Communication
- 12. Workload
- 13. Wellbeing
- 14. Bullying and harassment
- 15. Confidence that action will be taken
- 16. Best things about working here
- 17. Things people would most like to see improved





1. Working at the Financial Ombudsman Service



Mean score

1.27

0.63

0.55

-0.47

-0.28

-0.36

5%

Good scores on commitment, but comparatively low ones on recommending the service and willingness to leave which are typically key indicators of employee engagement

43%

I am committed to playing my part to help the service achieve its commitments

I am able to be myself at work

I am proud of the work we do here

It would take a lot to get me to leave the service

I feel I am valued for my contribution to the service

I would recommend the service to a friend or family member as a good place to work

Strongly agree

Agree

Neutral

5% 24%

18%

27%

17%

16%

7%

7%

DisagreeStrongly disagree

51%

18%

23%

45%

20%

ree

45%

27%

24%

30%

14%

22%

12%

12%

24%

21%

23%

NA, don't know, or not stated

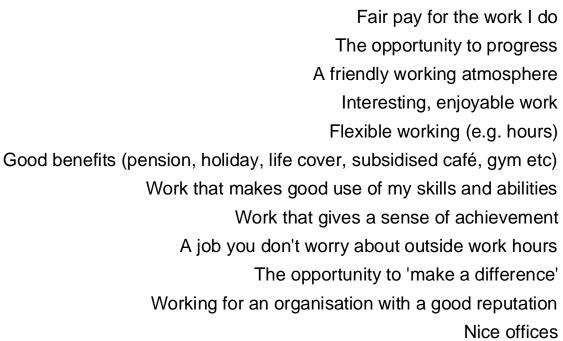


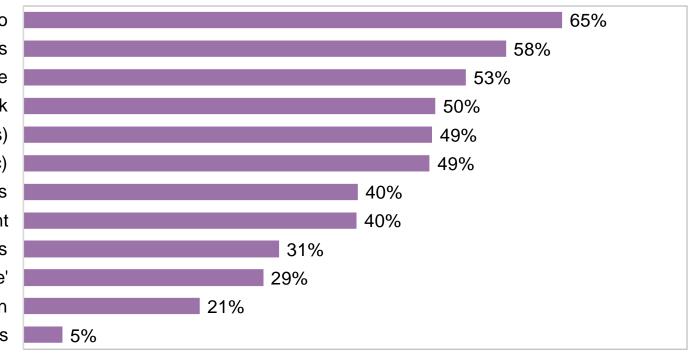


2. Your job: which of the following attributes are most important to you in any job you might do?



It is most unusual to find fair pay as the most important attribute for people.





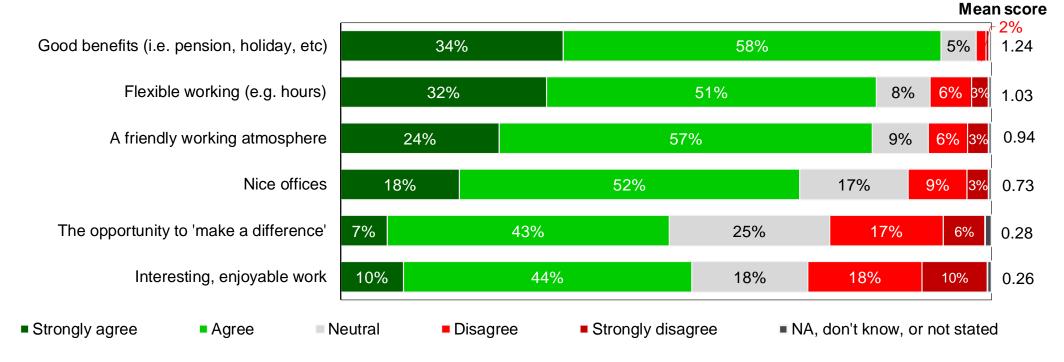




2. Your job



Benefits and flexible working are the highest scoring attributes, with flexible working and a friendly atmosphere also scoring highly



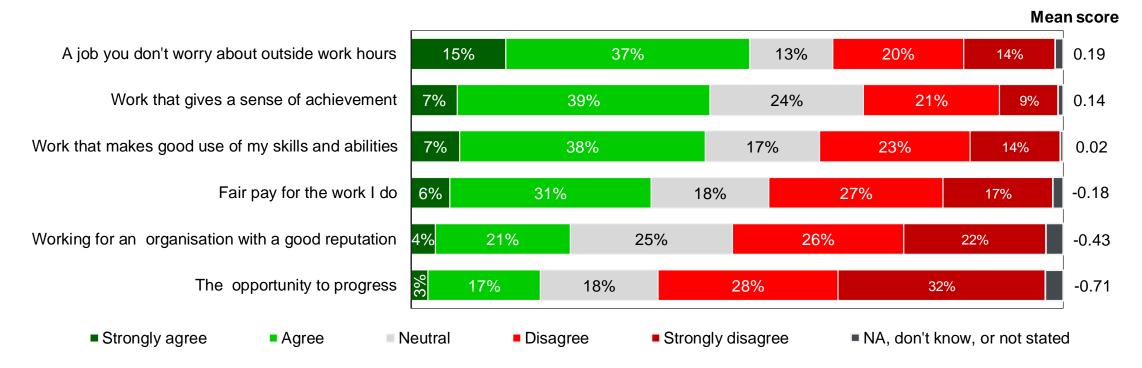




2. Your job (continued)



The opportunity to progress is not scoring well. This attribute tends to have a worse score than other attributes in all organisations, but this is particularly low







3. Roles and responsibilities



Mean score

Two-thirds of people are clear about what is expected and how their work contributes but only a quarter are clear on who is responsible for what

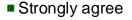
It is clear to me what I am expected to achieve in my job

I can see clearly how the work I do contributes to the service achieving its commitments

I feel supported to develop the skills and knowledge I need to do my job well

My objectives are realistic

It is clear who is responsible for what within the service





Neutral

■ Disan

Disagree

agree Strongly

Strongly disagree





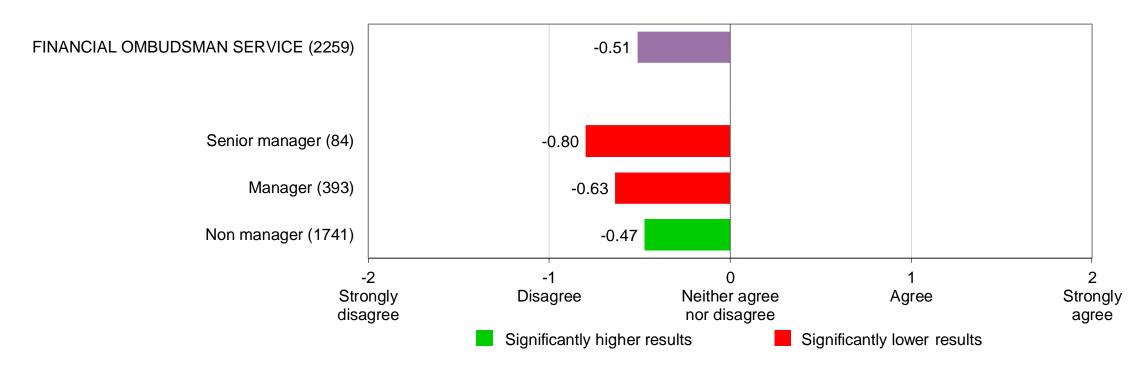


■ NA, don't know, or not stated

3. Roles and responsibilities It is clear who is responsible for what within the service –



Senior managers and managers are appreciably more critical of clarity of responsibility within the service than others







4. Working together



As we have seen with people appreciating their colleagues, there are excellent scores for working together

22%

Mean score

0.72

0.68

0.24

Colleagues in my team are supportive when I need their help

We are constantly seeking to improve how we do things in our team

People from other areas are supportive when I need their help

People across the service share knowledge collaboratively

Strongly agree

Agree

Neutral

9%

16%

Disagree

46%

39%

Strongly disagree

44%

52%

■ NA, don't know, or not stated

21%

19%

17%

46%

24%





5. Empowerment



Mean score

A positive score for managers trusting to get on with the job, with 84% agreeing

I have the freedom I need to do my job well 13% 46% 17% 14% 9% 0.42 I have access to the information/knowledge I need to do my 6% 10% 51% 15% 18% 0.44 job My manager trusts me to get on with my job 43% 41% 1.16 Strongly agree Strongly disagree ■ NA, don't know, or not stated Agree Neutral Disagree





6. Learning and development



Mean score

Scores are disappointing for learning and development, especially for people believing that people who progress do so by merit

Disagree

I have access to development opportunities e.g. attending courses, secondments etc

I can develop new skills/knowledge as part of my job

The experience I am gaining at the service is valuable for my future

Strongly agree

The people who progress here do so by merit

Agree

Neutral

7% 34% 22% 19% 15% 0.00 7% 38% 20% 13% 0.07 20% 9% 32% 14% 0.04 25% 17% 14% 24% 24% 31% -0.71

Strongly disagree



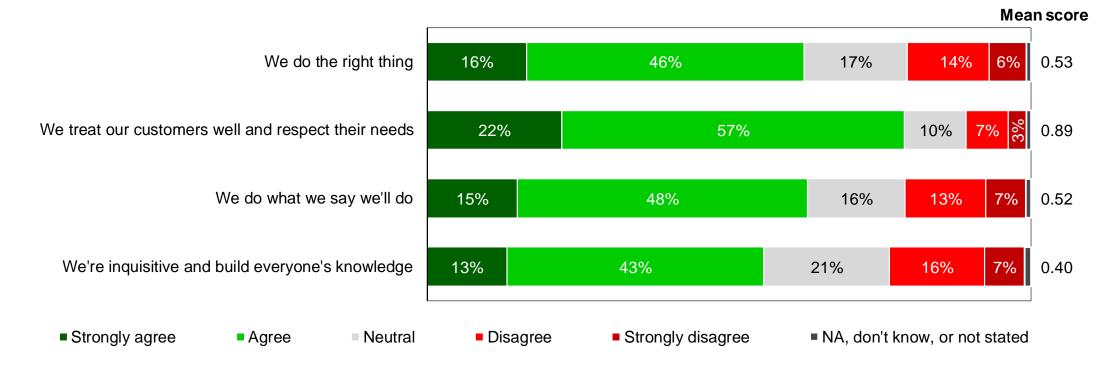


■ NA, don't know, or not stated

7. Our values



There were net positive scores for people believing that they and their immediate colleagues live the values, especially for thinking that we treat our customers well



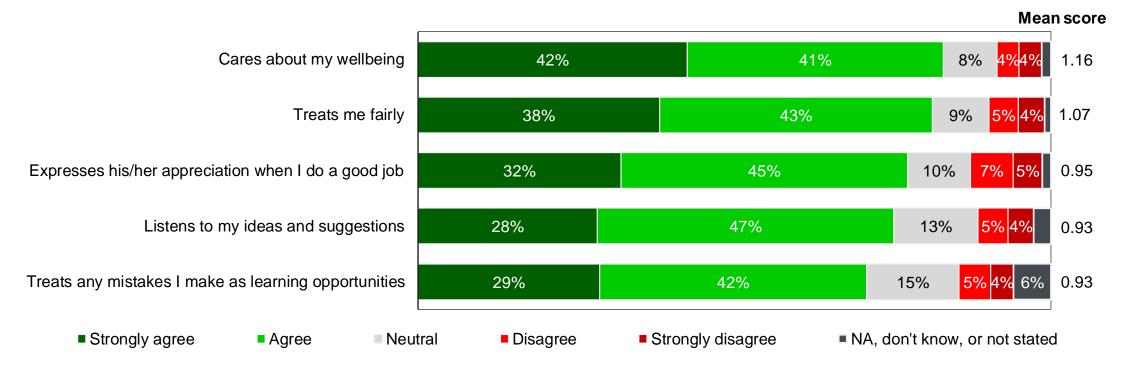




8. Leadership and management - your line manager



Scores on line management generally are high, especially for caring about wellbeing and treating team members fairly



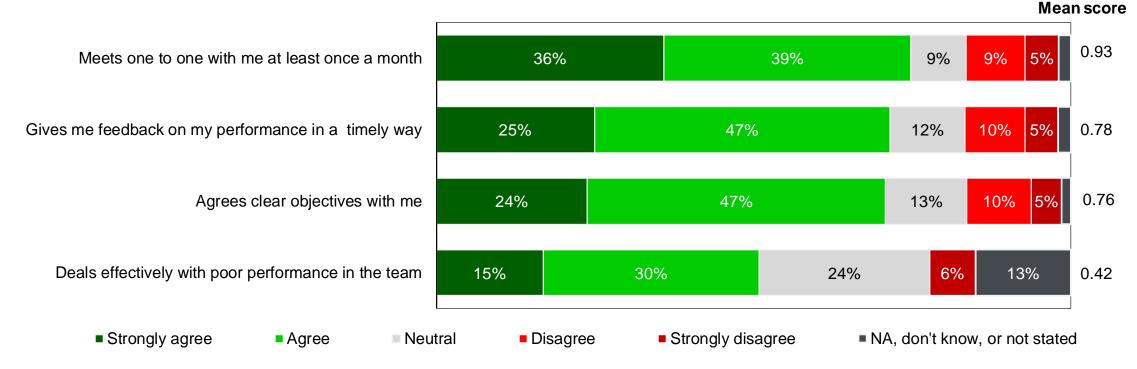




8. Leadership and management - your line manager (continued)



Though less positive these are still good scores. The lower score for dealing effectively with poor performance is typical in most organisations



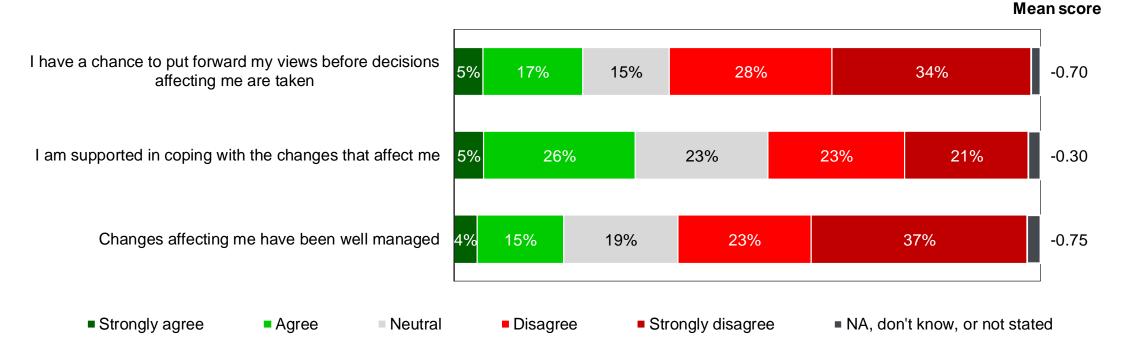




9. Change management: how changes that affect you are managed in your part of the service



Scores on change management are much lower than scores on immediate management. This is normal, but these scores are lower than in most organisations







10. Executive and directors: To what extent do you agree or disagree with the following statements about the Executive and directors in the service?

16%

18%

17%

15%

11%

15%

21%

16%

21%

22%



Mean score

-0.81

-0.77

-0.65

-0.87

-0.74

-0.42

These are all low scores, with net negative responses

Senior management provide a clear sense of direction

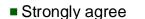
Senior management are open to feedback

Senior management behave in line with the organisation's values

Senior management are honest in their dealings with employees

I am confident senior management are taking decisions which will benefit the service in the long run

Senior management have taken tough but necessary decisions





Neutral

3%

3%

3%

3%

3%



21%

•

26%

Strongly disagree

29%

23%

25%

22%

21%

20%

■ NA, don't know, or not stated

24%

36%

38%

37%

35%

32%





11. Communication



Mean score

-0.76

-0.72

-0.53

-0.20

-0.32

-0.68

-0.54

Scores on immediate management communication are higher than others, in line with the higher scores generally for local management, but generally these are not good results on communication

16%

20%

24%

26%

22%

16%

15%

14%

18%

17%

21%

29%

26%

The Service communicates openly with staff

The information I receive is well timed

When I receive information I believe it

I can find the information I need

There are adequate opportunities for me to raise issues that are important to me

If I air my opinion it won't be held against me

If I raise an issue I'm confident it will be escalated

My manager talks to me about how organisational
level changes affect our team

Strongly agree

Agree

Neutral

3%

3%

Disagree

Strongly disagree

33%

28%

52%

25%

34%

25%

27%

28%

25%

26%

■ NA, don't know, or not stated

23%

29%

15%

31%

28%

26%

14%

6%

5% 0.71

19%

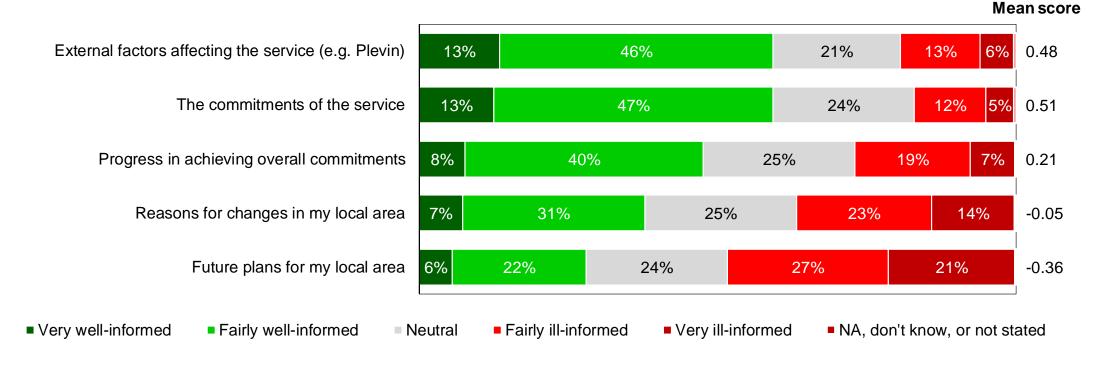




11. Communication (continued) - Feeling well informed



Respondents feel better informed about external factors and the commitments of the service than about local matters, in spite of the generally good scores we have seen for local management



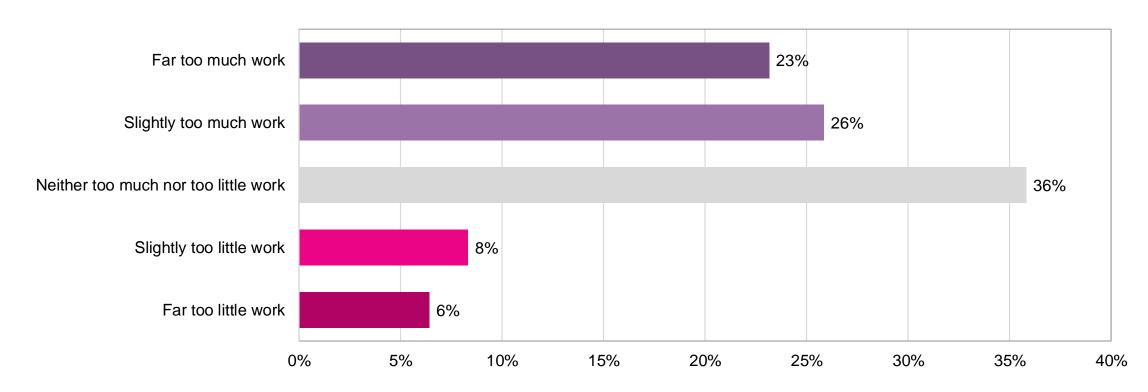




12. Workload: thinking about the past month or so, which of the following statements best sums up your workload?



Workloads vary considerably across the service







13. Wellbeing



Mean score

In line with the good scores on managers caring for wellbeing, scores on wellbeing are higher than other scores in the survey, and the score on home/work balance is high compared with other organisations

I am happy with the balance between my home and work life

The service cares about my wellbeing

I am clear about how to prioritise the different demands placed on me at work

I generally bounce back quickly following a set back at work

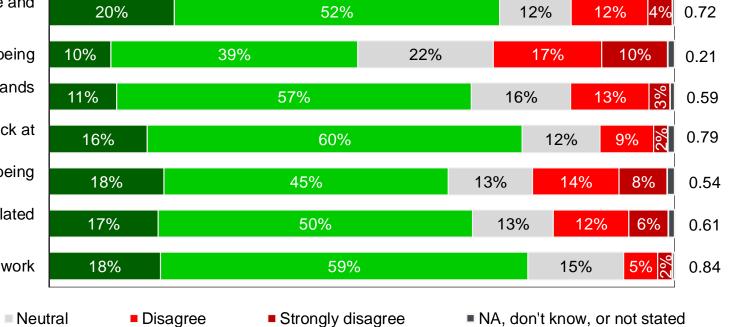
I would feel confident to raise any health or wellbeing related issues at work

I know who to go to if I have health or wellbeing related issues at work

Strongly agree

Generally, I cope well with the demands of work

Agree



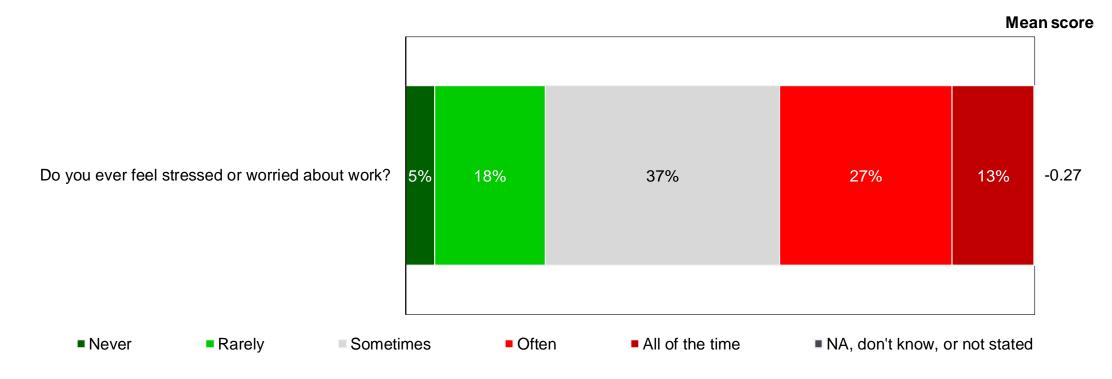




13. Wellbeing (continued) - do you ever feel stressed or worried about work?



40% of respondents feel stressed or worried about work often or all of the time. These figures compare badly with external norms, where typically fewer than 20% feel stressed all or most of the time



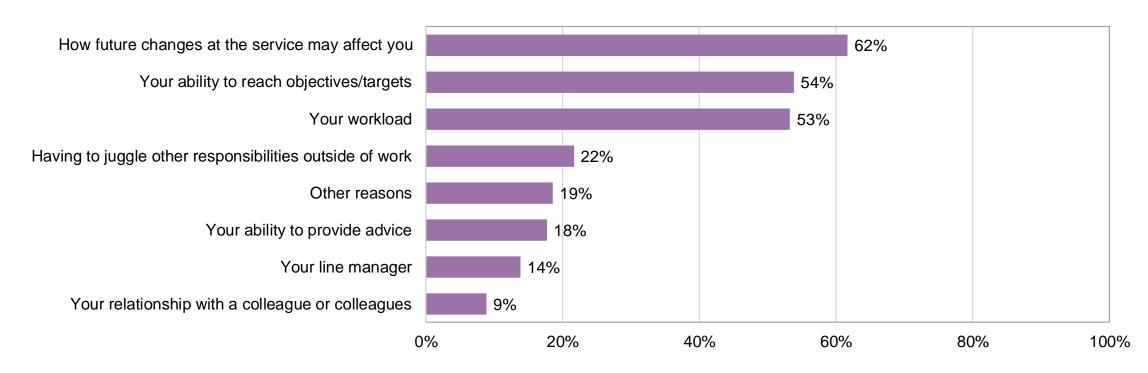




13. Wellbeing – Causes of stress



Nearly two-thirds of respondents who said they felt stressed or worried about work often or all of the time, cited future changes, and just over half cited objectives/targets and workload.





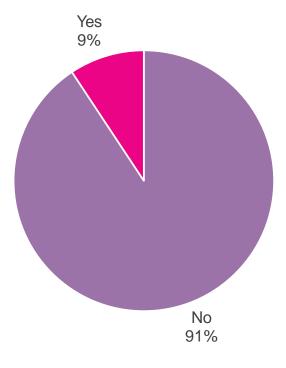


14. Bullying and harassment - have you been bullied or harassed at the service during the past 6 months?



9% of respondents say they have been bullied or harassed at work in the past 6 months, below the figure that indicates a possible cultural issue (16%).

Base: All respondents (2259)





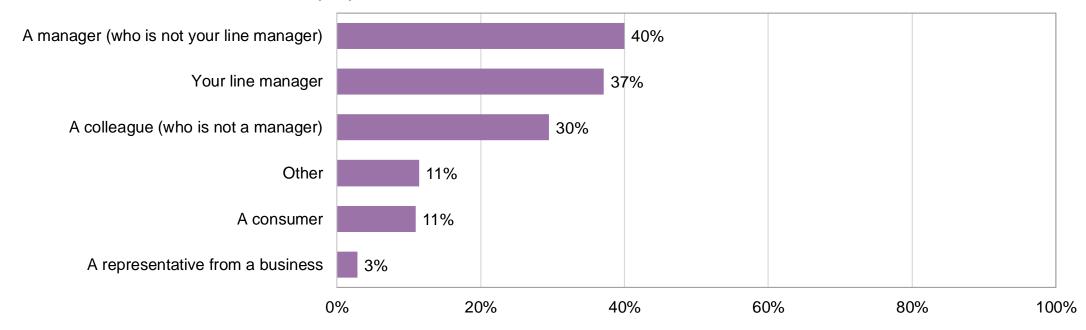


14. Bullying and harassment (continued) If yes, was the harassment from...



There is a wide range, with managers being the most often cited. 25% felt they had been harassed by more than one of the groups mentioned

Base: All who have been bullied/harassed (210)







15. Action following survey

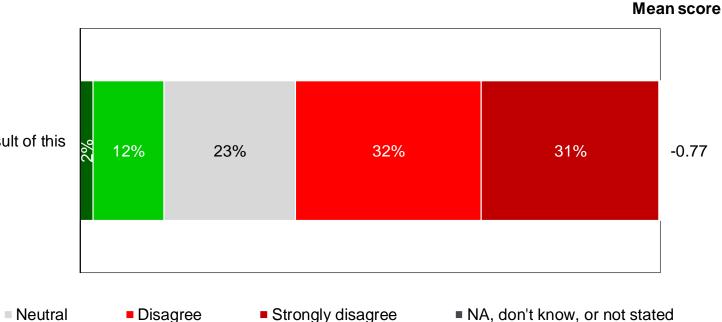


Only 14% of respondents are confident that action will be taken as a result of this survey, a disappointing score

I am confident that action will be taken as a result of this survey

Agree

Strongly agree







16. What is the best thing about working for the **Financial Ombudsman Service?**



ORGANISATION WITH A GOOD REPUTATION

Doing an important/worthwhile job

Good use of skills Pension scheme Providing a good service

Personal support Constantly learning RECOGNITION/FEEL Friendly helpful colleagues ING VALUED/FAIRNESS AND EQUITY Friendly working atmosphere

PHYSICAL WORKING ENVIRONMENT

OPPORTUNITIES Flexible working
Organisation cares for staff wellbeing

Benefits package VALUE OF THE WORK/MAKES A DIFFERENCE Shared values

Nice offices

Work from home

Impact on financial services industry
Good line manager

Sense of achievement/rewarding work

Friendly, supportive and helpful team Good facilities ORGANISATIONAL VALUES Private medical insurance

Relaxed atmosphere

SENIOR MANAGERS Interesting varied or challenging work

Diversity of people at FOS

Work-life balance

Development opportunities





17. What would most improve your working life at the service?



Need clear progression model Fairness in progression _Admin impaçts ability to meet target

Targets/objectives unrealistic Positive comments Senior managers out of touch vide more flexibility on hours Senior managers to consult

Provide more flexibility on hours Senior managers to consult CONCERN Recognise the work people do More training

AD Greater autonomy/less micromanaging Increase accountability at senior level/admit mistakes

Pressure on results/risks quality

Workload causing stress
Need for more stability Opportunities to progress

Lack of confidence in exec

Need better sense of direction Changes to be communicated better Need to value all functions equally

Better use of skills/experience/more challenging work Concerns around model

Too many changes

Senior managers to care about staff





Discussion



