

# Financial Ombudsman Service

Having your say report  
Jenny Davenport and Liz Cochrane  
June 2017

# The sample

**2259**  
questionnaires  
were completed  
between 23 May and  
16 June 2017

	Returns	Total population	% Return
<b>TOTAL</b>	<b>2259</b>	<b>2911</b>	<b>78%</b>
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.

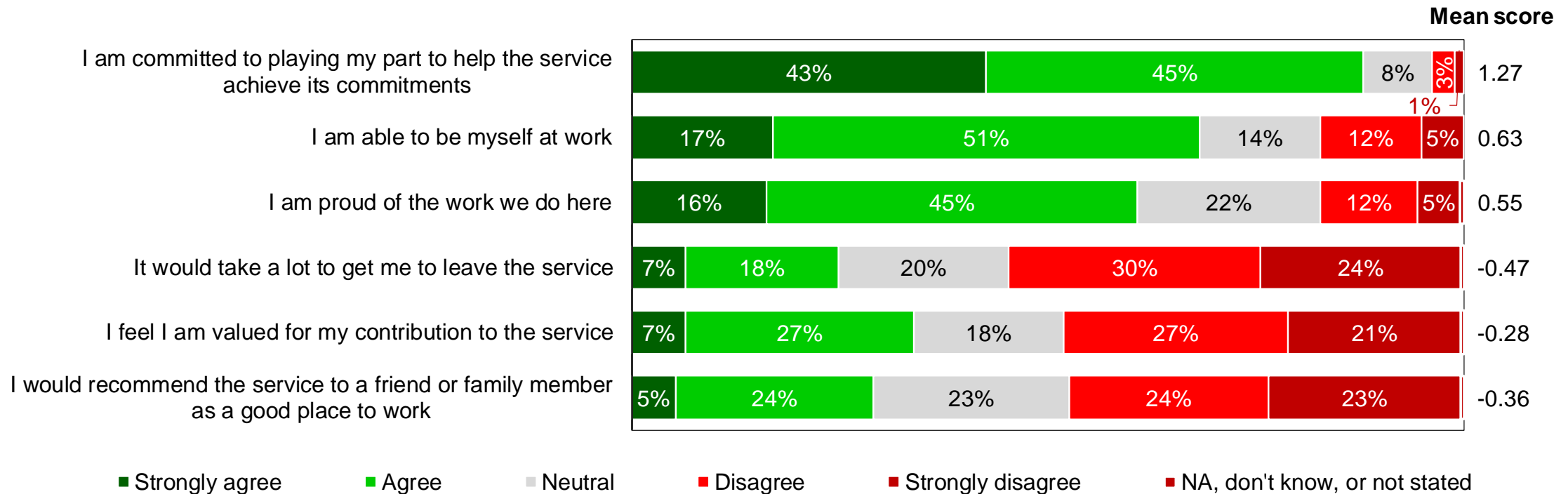
# Shape of the report

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



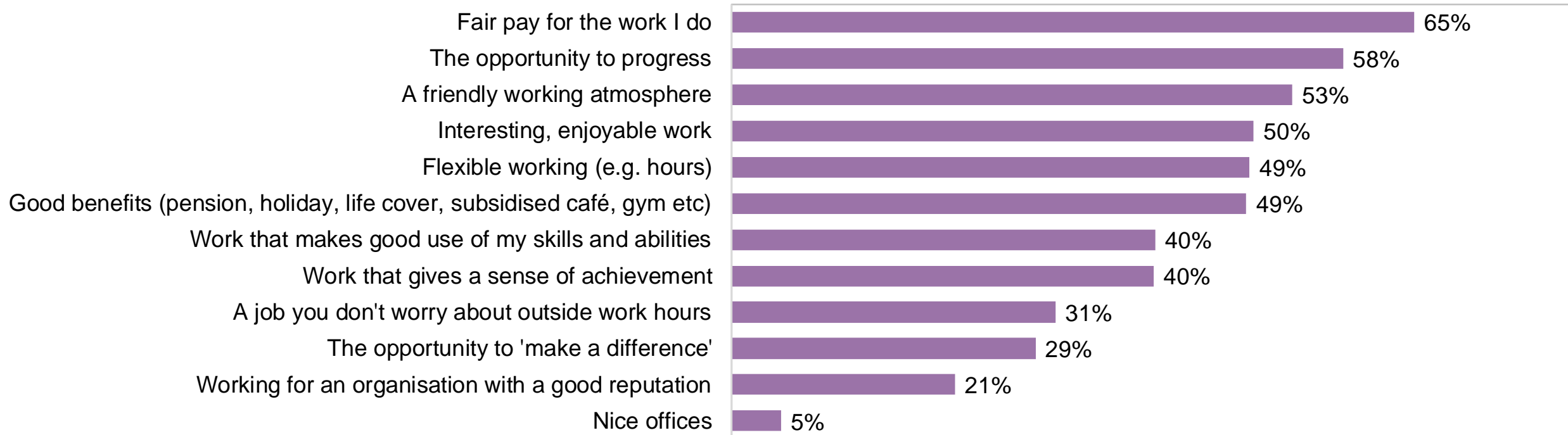
Good scores on commitment, but comparatively low ones on recommending the service and willingness to leave which are typically key indicators of employee engagement



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



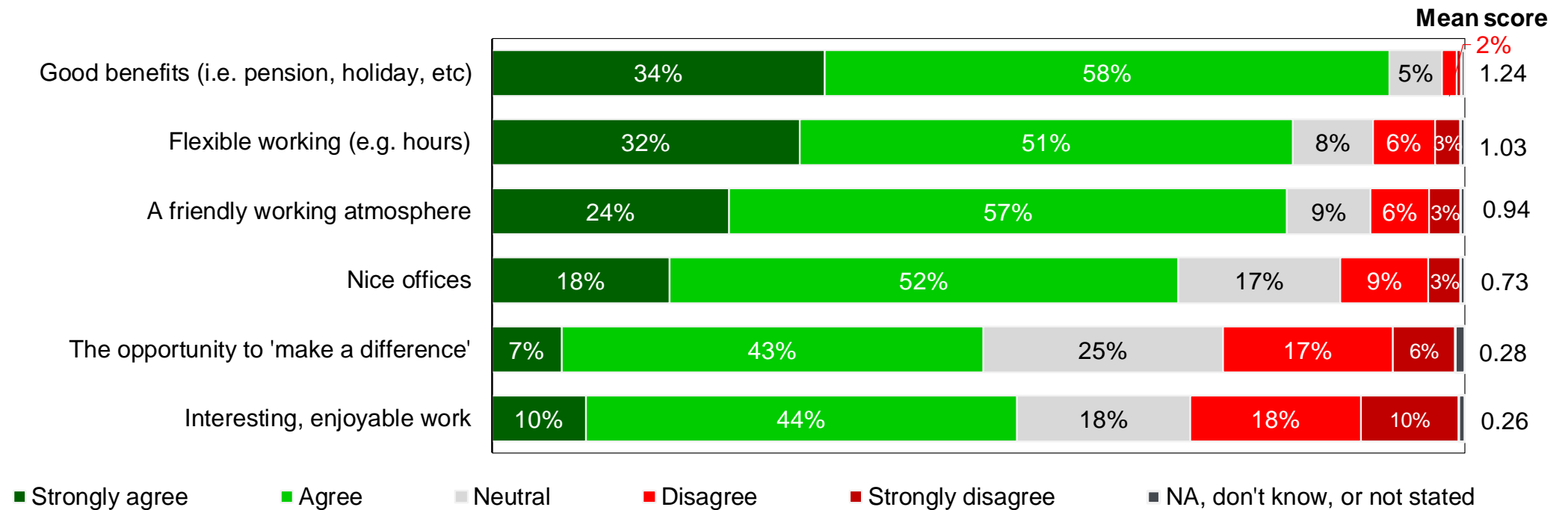
It is most unusual to find fair pay as the most important attribute for people.



## 2. Your job



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

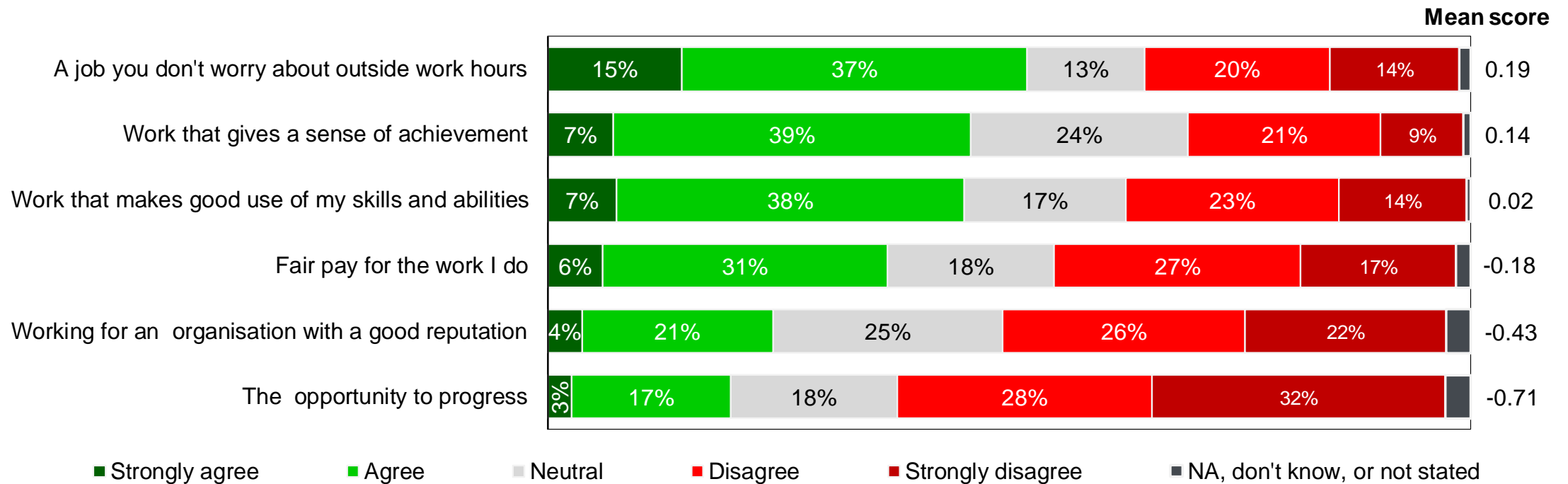




## 2. Your job (continued)



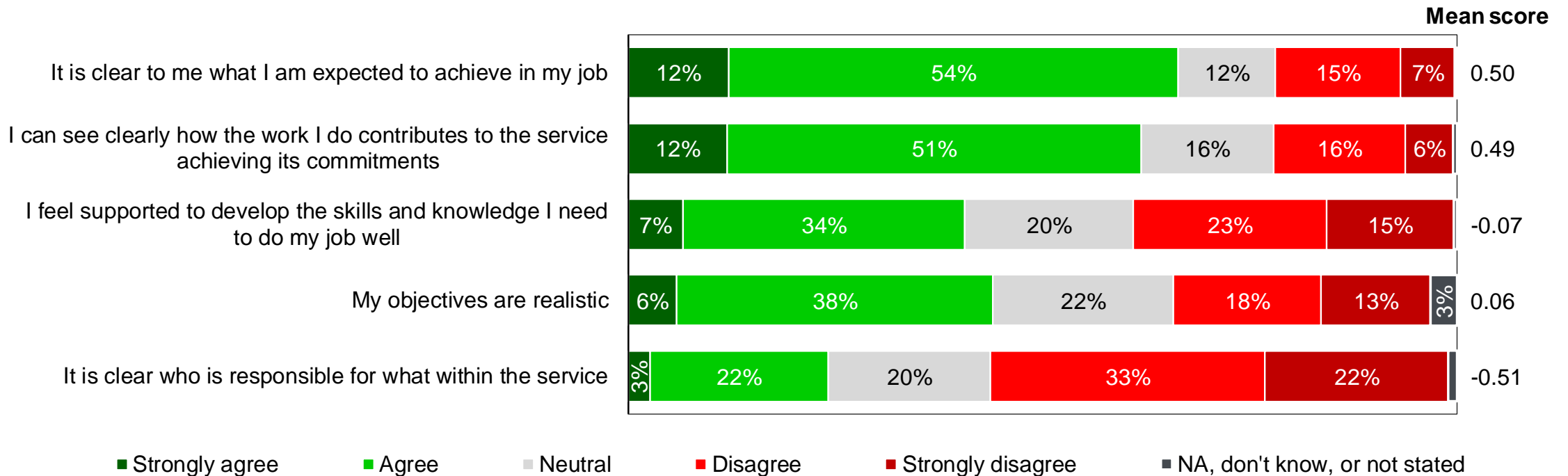
The opportunity to progress is not scoring well. This attribute tends to have a worse score than other attributes in all organisations, but this is particularly low



# 3. Roles and responsibilities



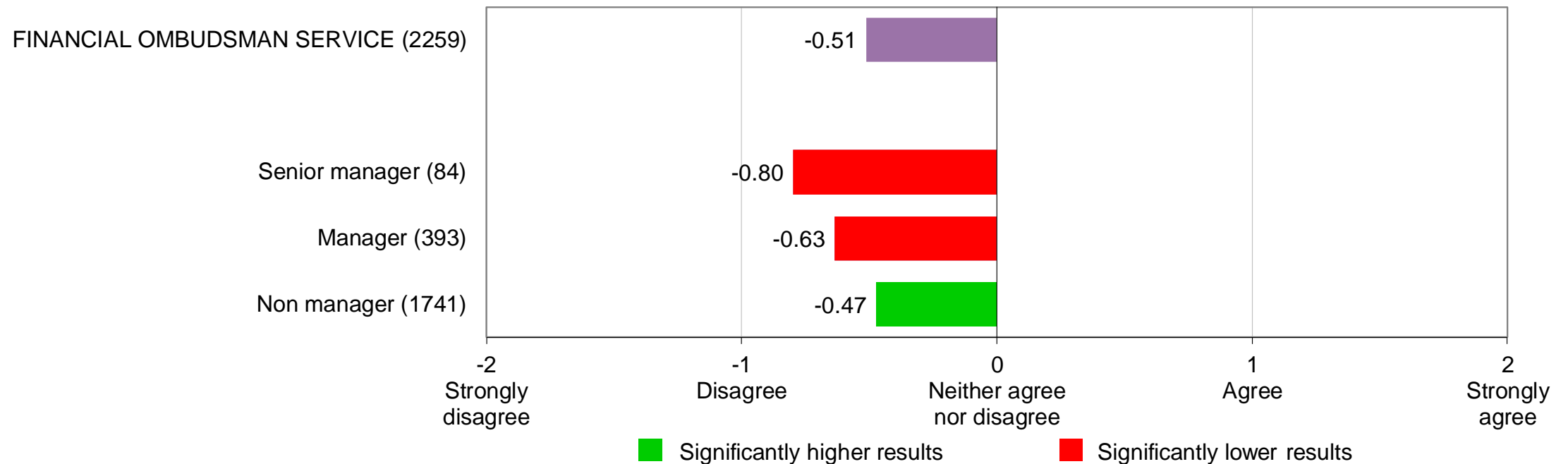
Two-thirds of people are clear about what is expected and how their work contributes but only a quarter are clear on who is responsible for what



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



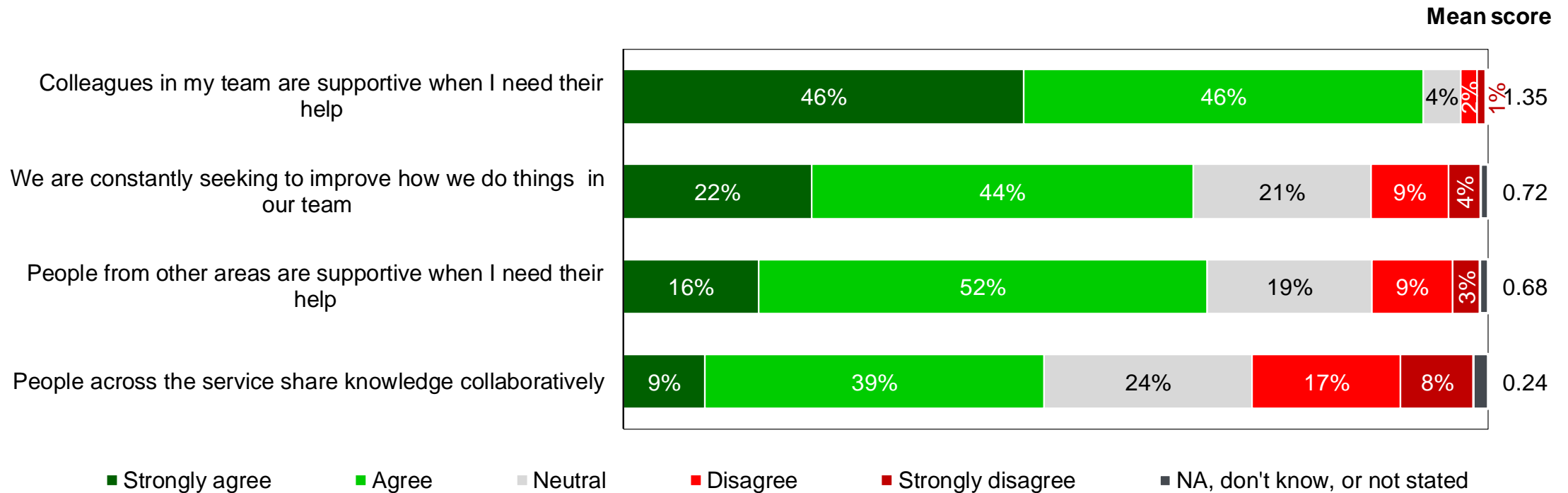
Senior managers and managers are appreciably more critical of clarity of responsibility within the service than others



# 4. Working together



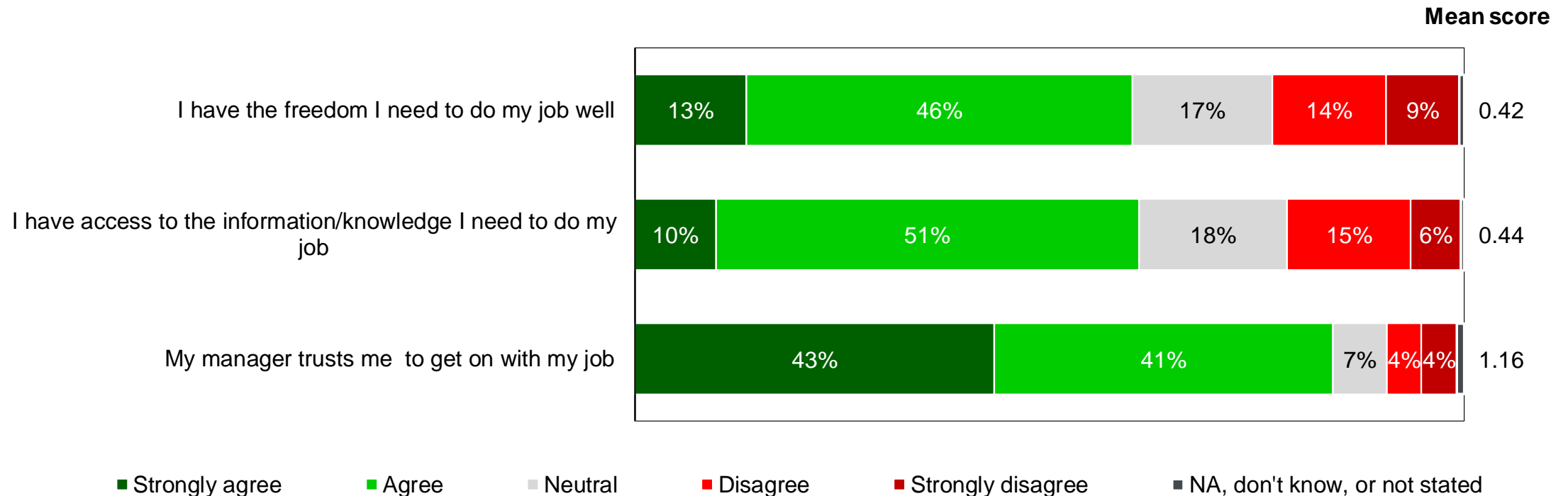
As we have seen with people appreciating their colleagues, there are excellent scores for working together



# 5. Empowerment



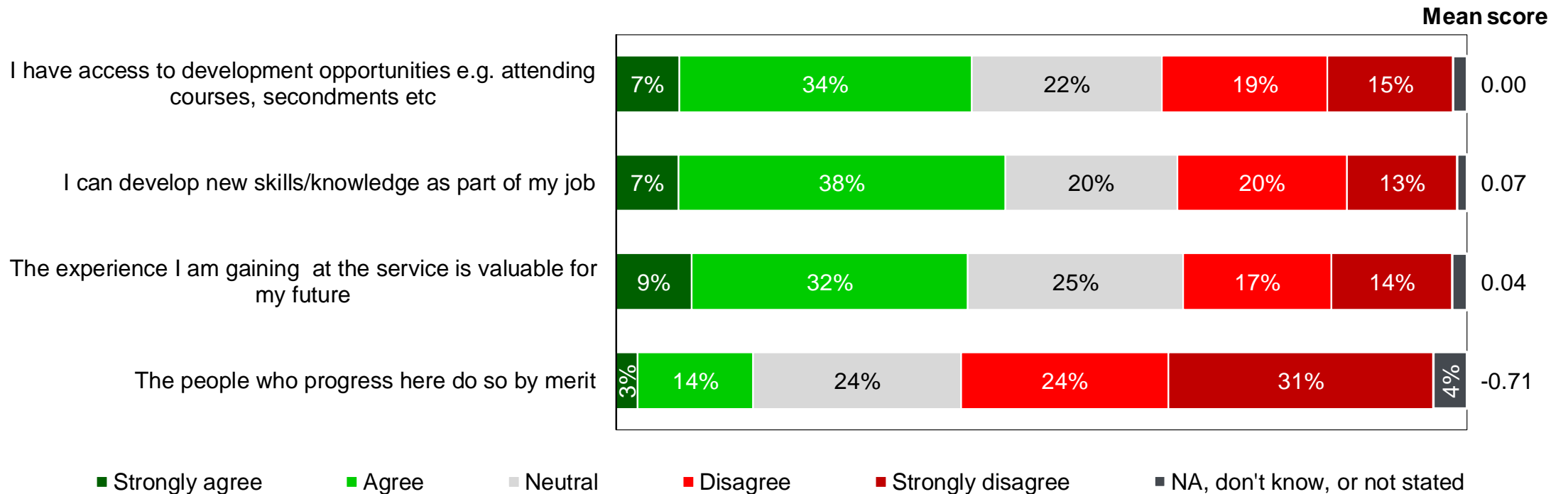
A positive score for managers trusting to get on with the job, with 84% agreeing



# 6. Learning and development



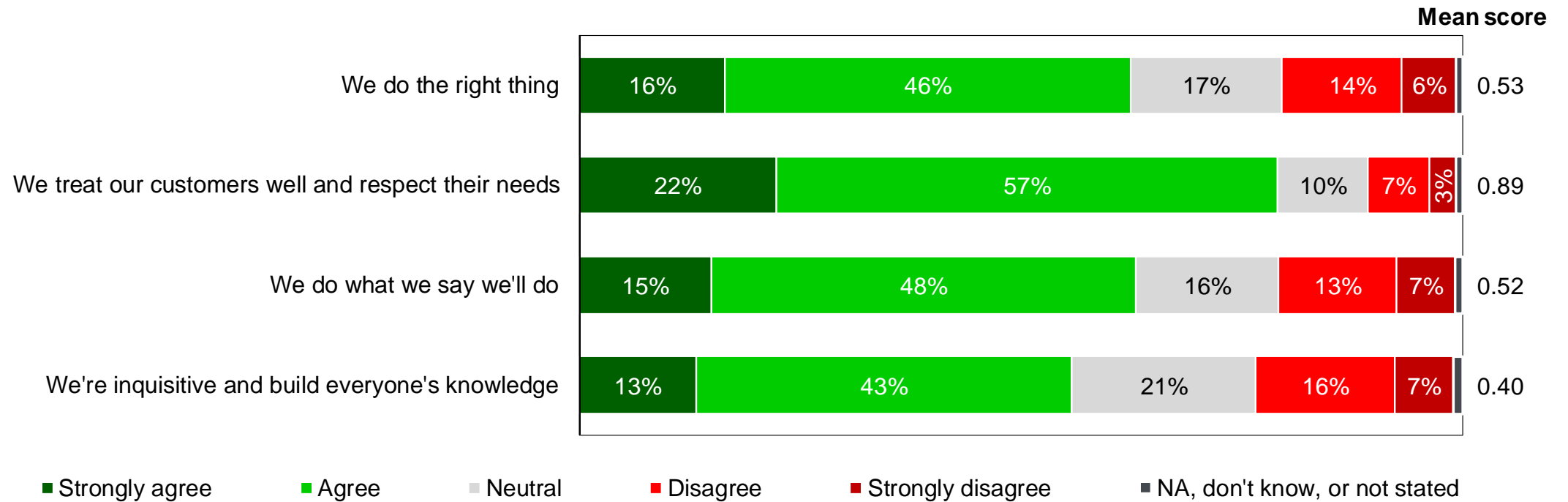
Scores are disappointing for learning and development, especially for people believing that people who progress do so by merit



# 7. Our values



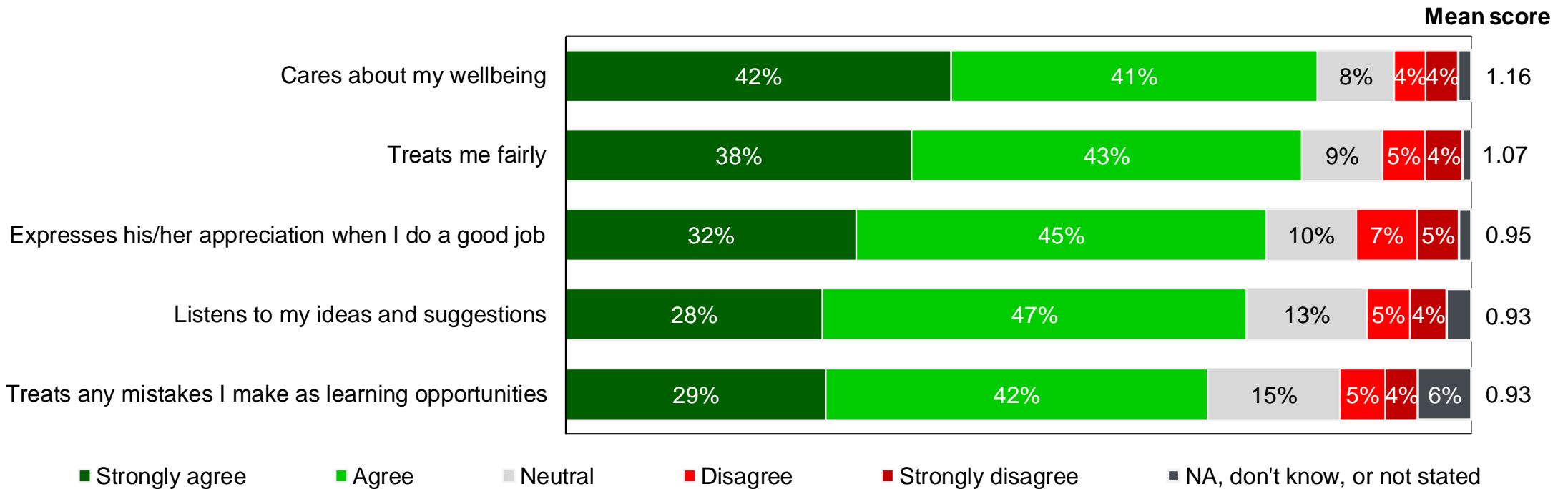
There were net positive scores for people believing that they and their immediate colleagues live the values, especially for thinking that we treat our customers well



# 8. Leadership and management - your line manager



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

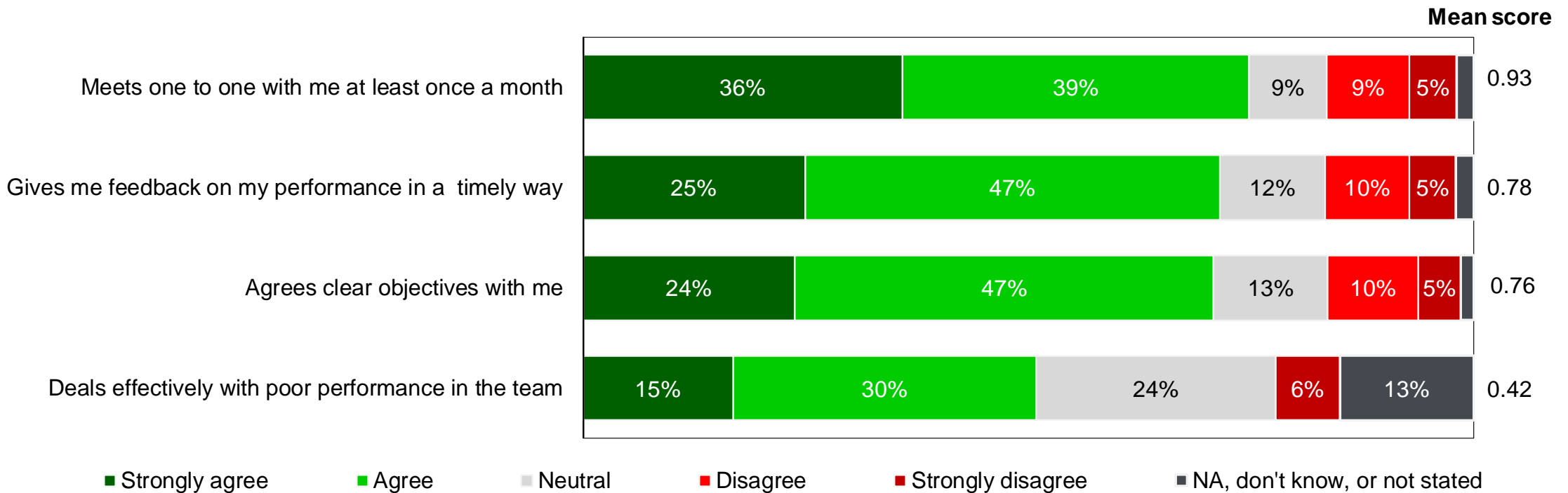




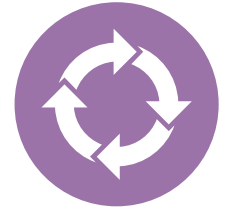
## 8. Leadership and management - your line manager (continued)



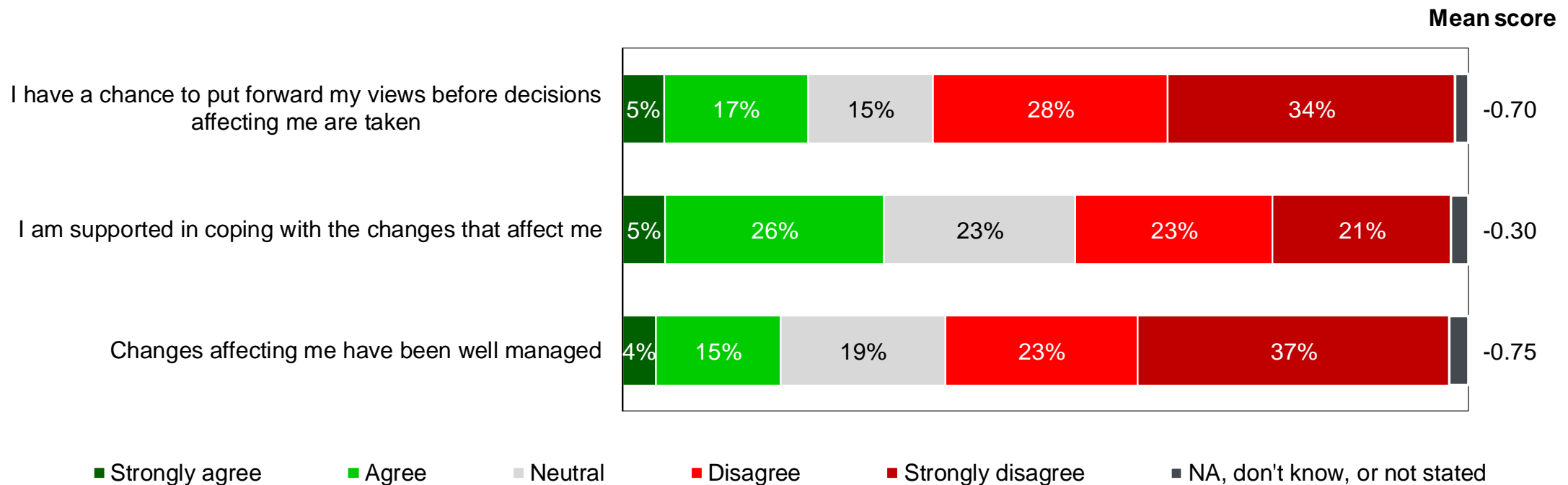
Though less positive these are still good scores. The lower score for dealing effectively with poor performance is typical in most organisations



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



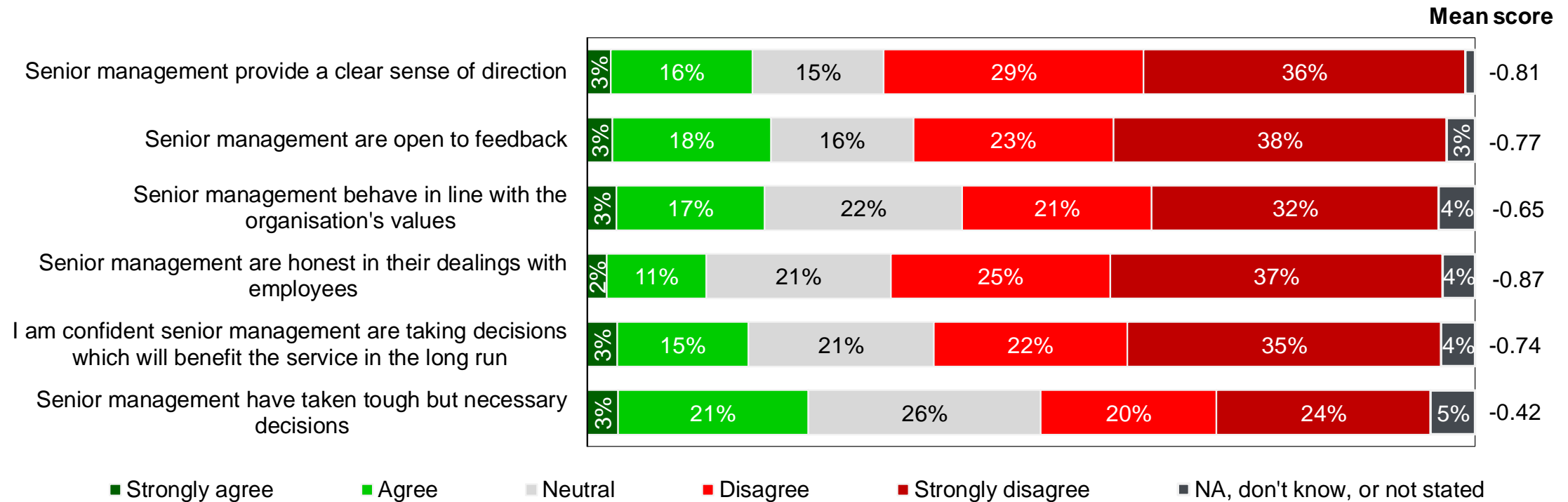
Scores on change management are much lower than scores on immediate management. This is normal, but these scores are lower than in most organisations



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



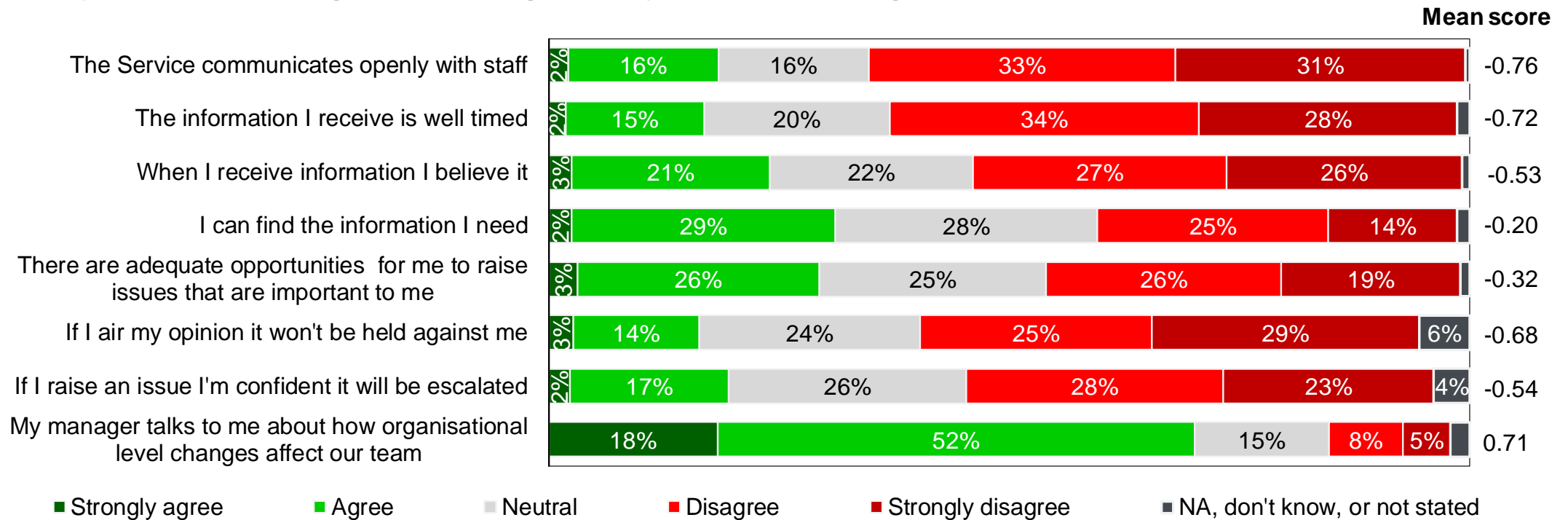
These are all low scores, with net negative responses



# 11. Communication



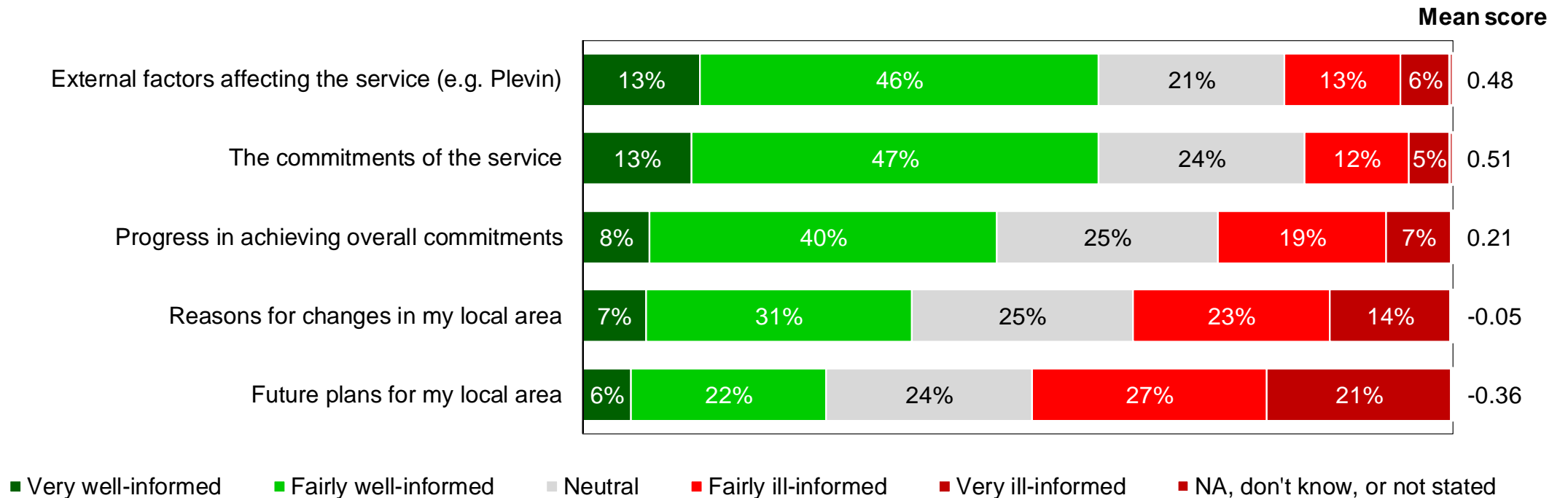
Scores on immediate management communication are higher than others, in line with the higher scores generally for local management, but generally these are not good results on communication



# 11. Communication (continued) - Feeling well informed



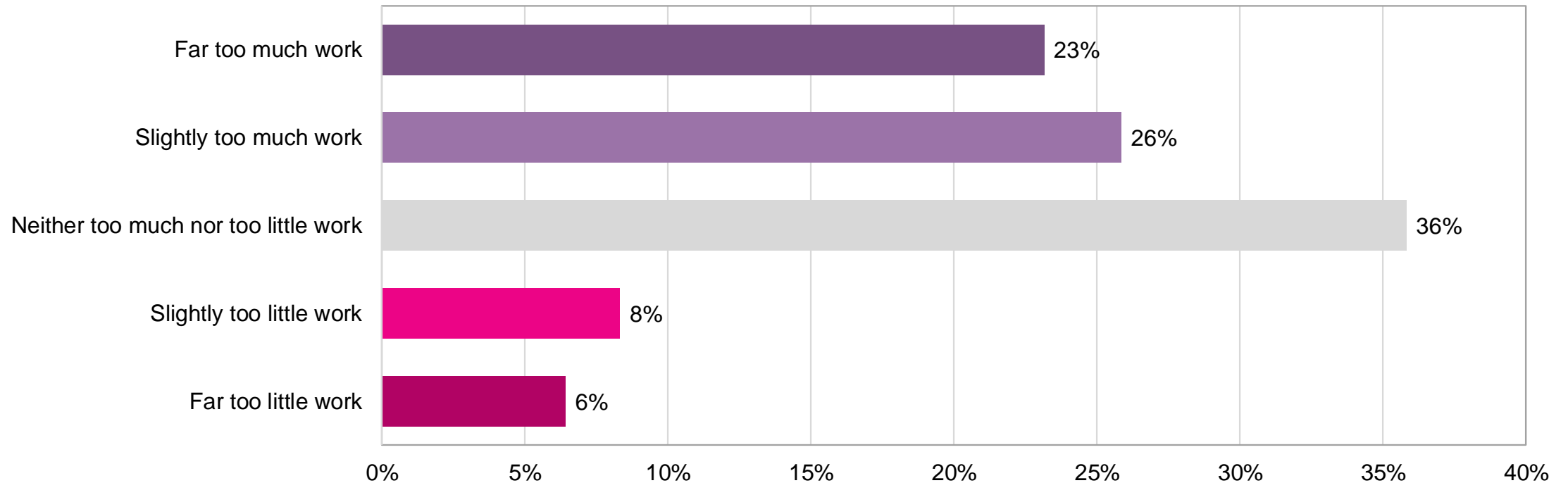
Respondents feel better informed about external factors and the commitments of the service than about local matters, in spite of the generally good scores we have seen for local management



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



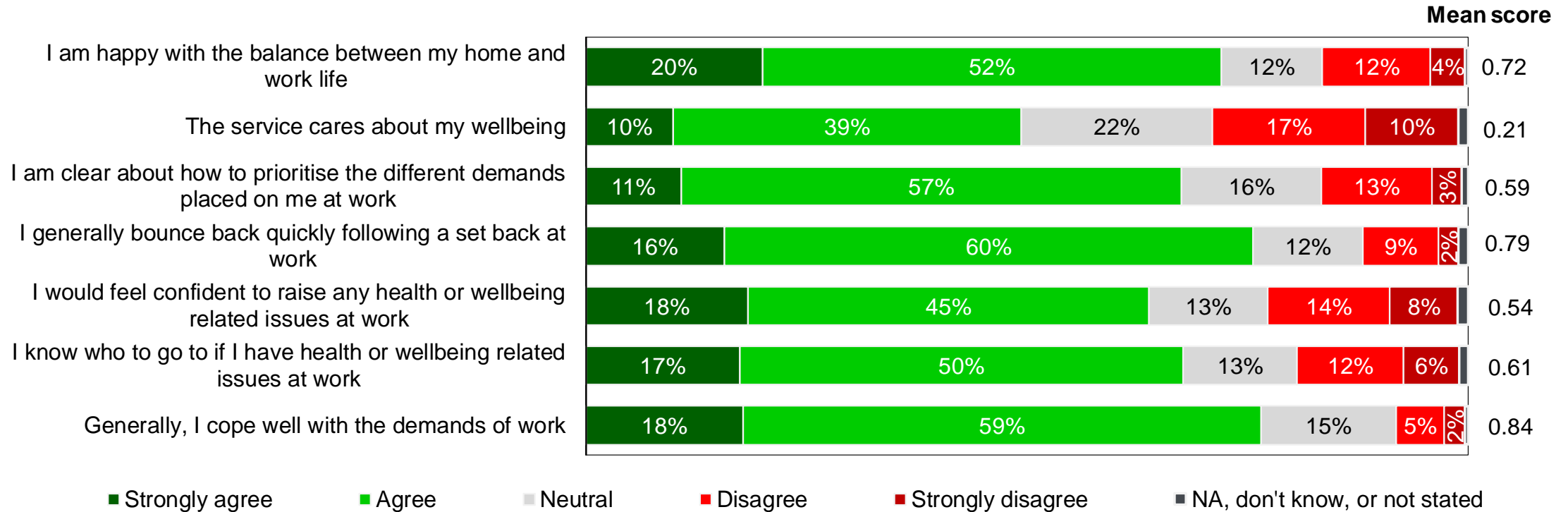
Workloads vary considerably across the service



# 13. Wellbeing



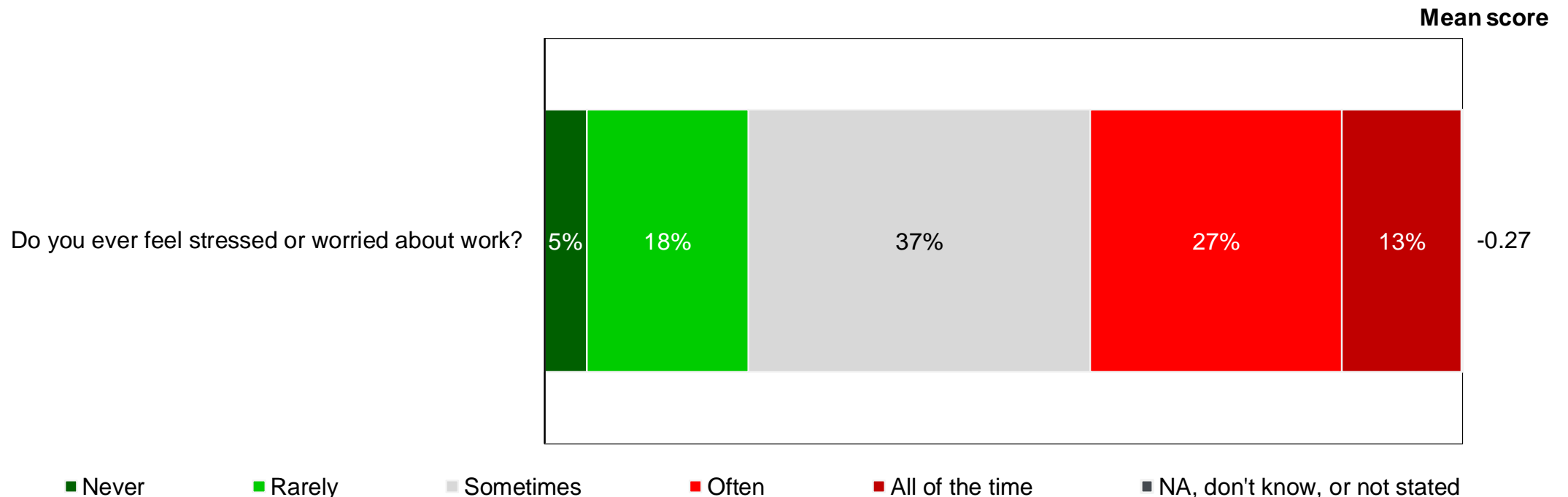
In line with the good scores on managers caring for wellbeing, scores on wellbeing are higher than other scores in the survey, and the score on home/work balance is high compared with other organisations



# 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

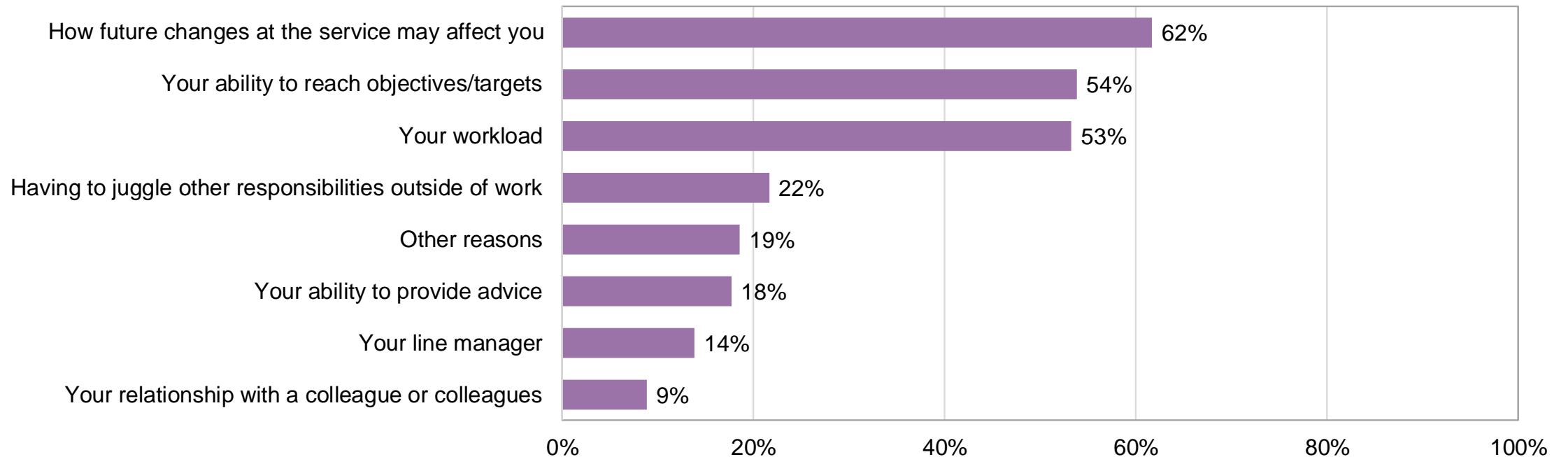




# 13. Wellbeing – Causes of stress



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.

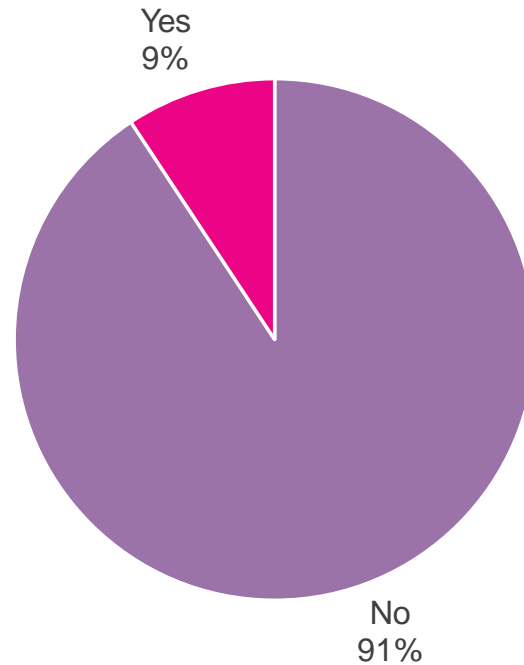


## 14. Bullying and harassment - have you been bullied or harassed at the service during the past 6 months?



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)**



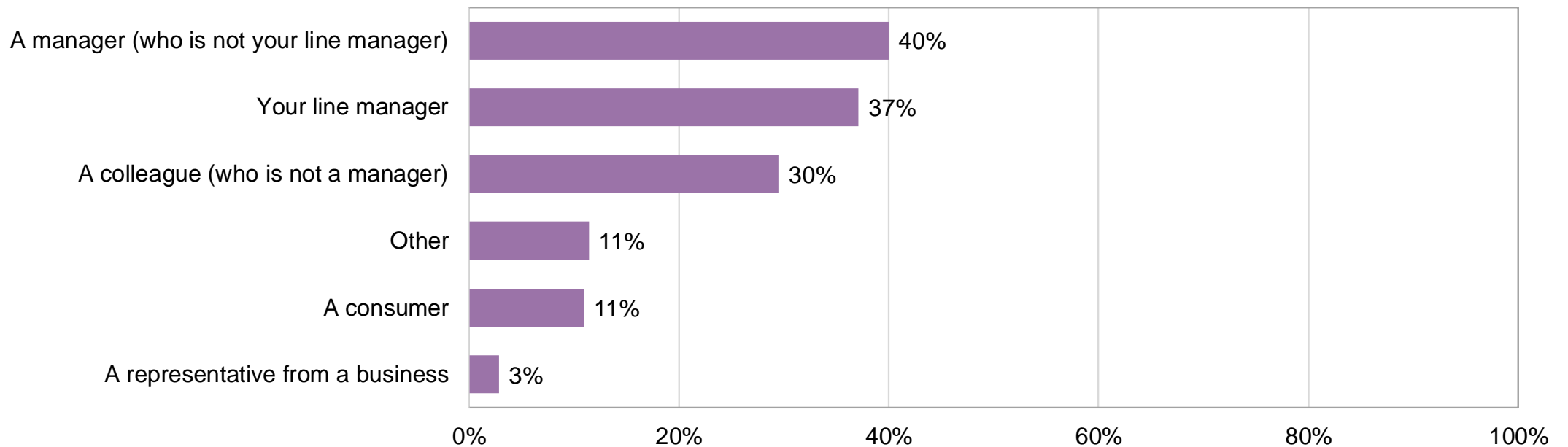
# 14. Bullying and harassment (continued)

## If yes, was the harassment from...

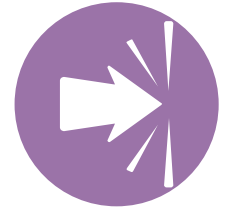


There is a wide range, with managers being the most often cited. 25% felt they had been harassed by more than one of the groups mentioned

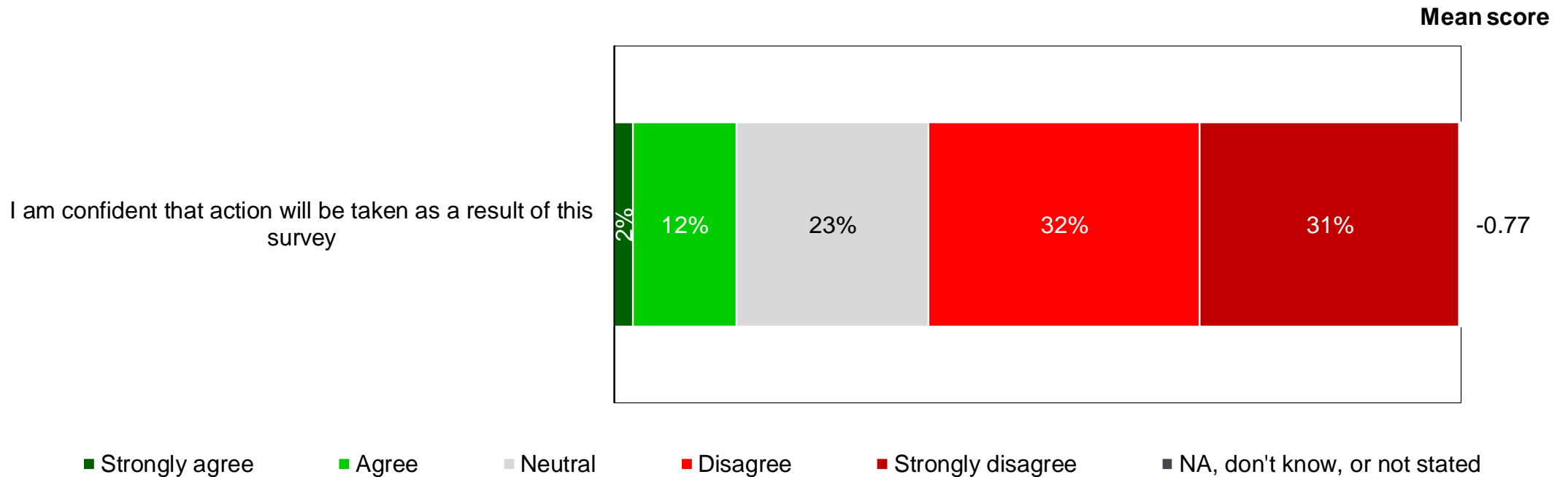
**Base: All who have been bullied/harassed (210)**



# 15. Action following survey



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



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



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



# Discussion