

Field Redesign

Redesigning our full social survey collection operation at the UK's Office for National Statistics

UNECE | 22-24 May 2024

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Setting the scene: The current design



Setting the scene: Why redesign?

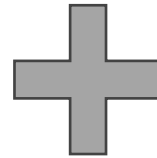
Our current world is challenging

For our people:

- Difficult work/life balance
- Limited opportunity for progression &/or promotion
- Difficult to recruit into roles

For our business :

- Legacy systems
- Complex processes
- Lack of flexibility



Our future world is changing

Evolving stakeholder needs

+

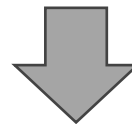
Diversifying respondent requirements

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Rapid Transformation

Online-first, fluid and mixed-mode survey data collection

Additional respondent services needed

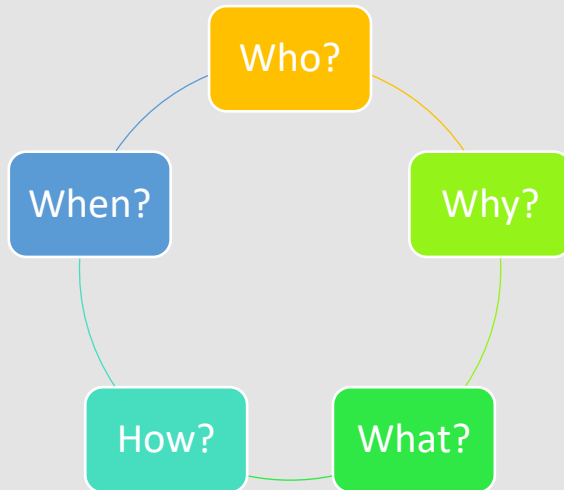


Field redesign:

A project to come up with the future social survey collection design.

The approach

1) Initiation,
scoping and
planning



2) Discovery



Current model:
Details
Strengths
Challenges
Root cause analysis

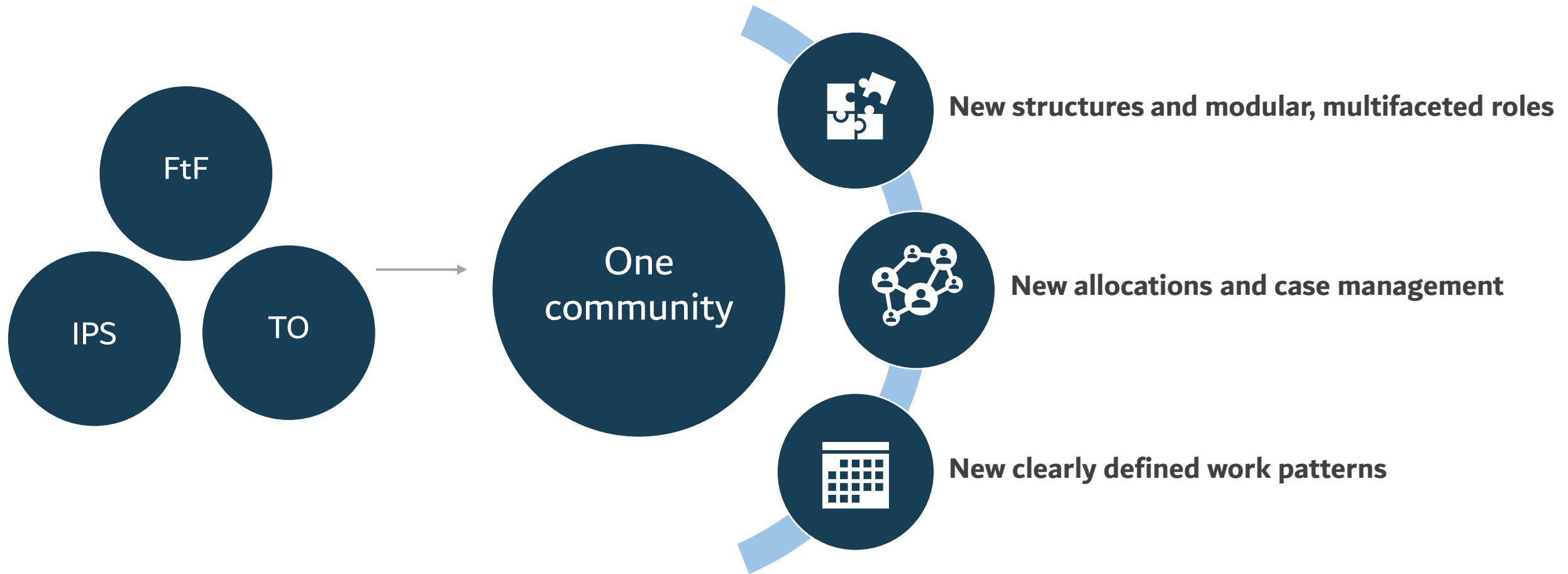
**Future survey
needs**
Known
Probable
Possible

3) Explore
solutions &
4) Develop
options

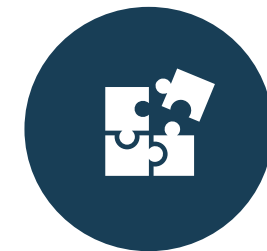
Iterative development
of a future design
which would achieve
our 9 design
principles...



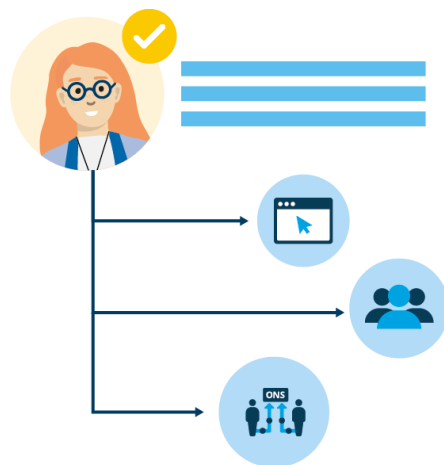
The result: ONS' future social survey collection design



1] New structures and modular roles



- Clearly defined, modular roles which encompass our full range of surveys, modes and services
 - Varied and flexible core roles, covering the fundamental capabilities needed
 - Specialisms at higher grades, covering the more complex functions



Benefits

- ✓ Variety in job content - more interesting roles
- ✓ Wider development and progression options - opportunities to specialise, in line with interests and strengths
- ✓ Better capability, capacity and ability to be flexible to changing requirements – better resilience for the business and our people

2] Dynamic allocations & case management



- A community-wide approach to allocating work and case management.
- Improving our use of technology to dynamically manage cases to better meet
 - data collection requirements
 - respondent needs
 - colleague needs



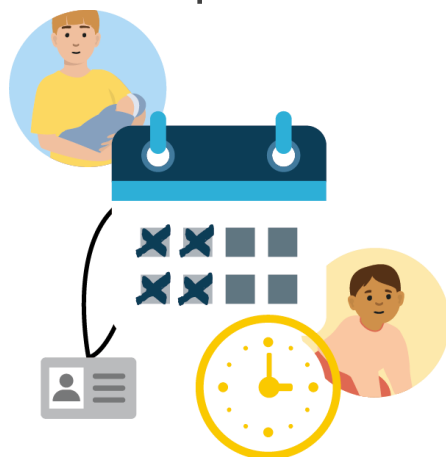
Benefits

- ✓ Resilience to changing workloads and portfolios
- ✓ Able to meet respondent availability and inclusivity needs
- ✓ Performance evaluated on *what* people do and *how* they do it – rather than outcomes
- ✓ Better use of our varied and skilled workforce across our whole survey and case portfolio
- ✓ Opportunity to create non-interviewing time – for development, meetings, admin etc.

3] Clearly defined work patterns



- All colleagues on a consistent contractual basis
- Contractually protected working and non-working hours
- Work patterns updated at pre-set intervals to match work demand and preferences



Benefits

- ✓ Attraction of a wider range of people to our roles
- ✓ Improved work/life balance - protected non-work time, stability and certainty of hours and work
- ✓ Better spread of capacity, and clear capacity understanding and planning for allocations
- ✓ Pre-set intervals to review & refresh arrangements → variety for our colleagues and flexibility for the business
- ✓ Contract consistency with each other and the wider ONS workforce → better systems, support and simplified processes

Taking a phased approach

The Field Redesign is an ambitious vision. To ensure we deliver benefits to our operation and our colleagues as soon as possible, it has been segmented into two phases:

Phase 1: Two new roles

Introducing two new, more senior interviewing roles.

The roles include:

1. Interviewing + 1:1 colleague coaching
2. Interviewing + larger-scale colleague training

The aims:

- Attraction, retention and progression, by providing more opportunities for promotion than have existed before
- Improved quality – increasing capability and performance quality through the services these roles offer

Progress:



Phase 2+: The full redesign

The full redesign – which comprises the modular roles, defined working patterns and dynamic allocations.

- This long-term redesign is a number of years away – and is dependent on several important factors such as funding arrangements and technology developments.
- It is also subject to a huge amount of engagement-led design – bringing colleague views into each element.
- We're not there yet, as we are focusing on the EO opportunities first.

Thank you

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Reference slides

Abstract

- A fresh start: Redesigning our field operation – including roles, contracts and casework allocations – at the ONS (UK)
 - Dulcie Wyatt (Office for National Statistics, United Kingdom)
 - dulcie.wyatt@ons.gov.uk

- Abstract

As a result of emerging changes introduced by our ambitious transformation agenda, and, in the face of the increasing challenges experienced in our sector, it was recognised that the social survey field work undertaken within ONS, and the way in which we are set up to deliver this work, need to evolve.

As such, a project to undertake a fundamental re-design of ONS's field operation was established: the Field Redesign.

This project has re-examined all facets of our operation, with a view to redesigning what we need to set us up effectively for our future, including: - our interviewer roles and how these can be modernised to adapt to mixed modes of collection and changing needs - the contractual arrangements and how these can support the changing context within which we need to recruit and retain colleagues, whilst still supporting in-field work requirements - our allocations approaches, and how we can exploit technology alongside new contractual arrangements to support our operation.

The presentation will set out the work progressed, the future design we are now working towards, and our progress to date in the Field Redesign project

Our 9 design principles:

To meet the needs of **our people**, **our respondents** and **our business**, our future community will...

People

Embody a One ONS approach and bring together **IPS, TO and Face to Face** roles into **one community**

Include **clearly-defined roles** which **attract and retain** colleagues

Have a structure and culture which support colleagues to thrive and **deliver service excellence**

Support **representative data collection** by providing **essential services** required to **reach all parts of society** in our surveys

Respondents

Carry out data collection in an **inclusive and respondent-centric way**

Be **responsive** and able to **pivot and flex** to **changing needs** (e.g. business, stakeholder, survey and mode needs).

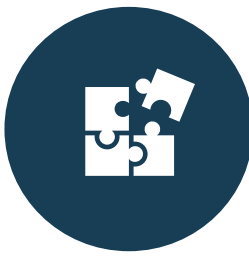
Function in a more **efficient and sustainable** operation

Deliver **value for money** and be **environmentally defensible**

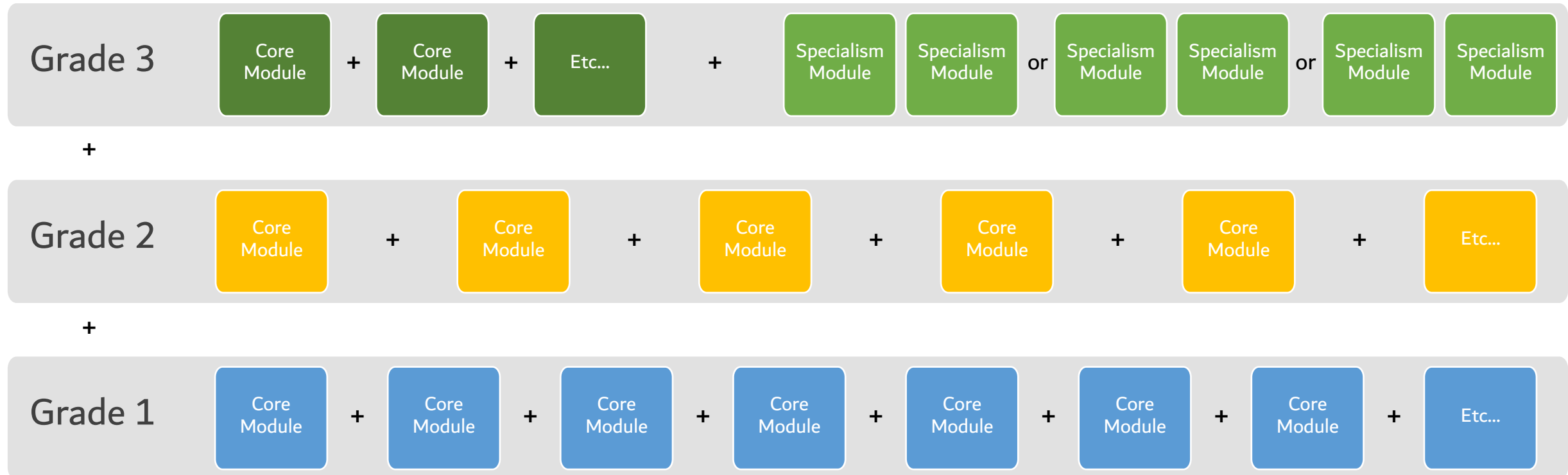
Business

Be clear, logical and **free of unnecessary complexity**

New structures and modular roles



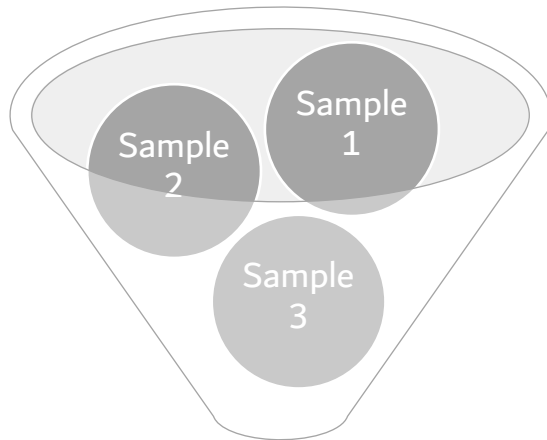
- Modules will be cumulative across grades and will comprise different units of work
 - e.g. telephone interviewing, in home interviewing, passenger site interviewing, knock to nudge, keep in touch exercises, address validation, etc.!



2] Dynamic allocations & case management

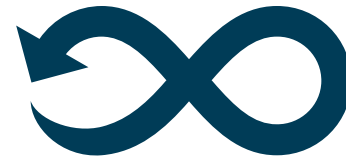


Central sample pool



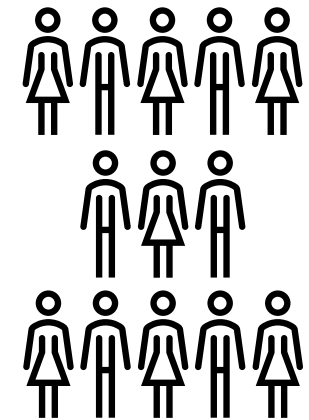
Live allocation & reallocation of field work

Ongoing, live, dynamic case management allocated from central pool to field workers



Cases return to sample pool for re-contact or filtered off as complete.

One field community



Current contractual work pattern – Annualised Hours



- FtF Interviewer colleagues have contracted annual hours – on an annualised hours contract (AHC)
- The current contract states that interviewers' working availability must cover:
 - Monday to Saturday
 - Regular weekday evening and Saturday working

... in order to adhere to the calling pattern checklist, spread contact attempts and meet respondents' needs.

- This is no longer fit for purpose

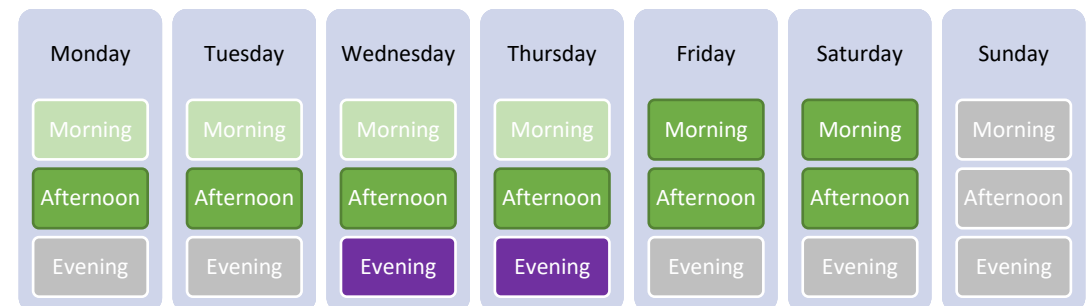
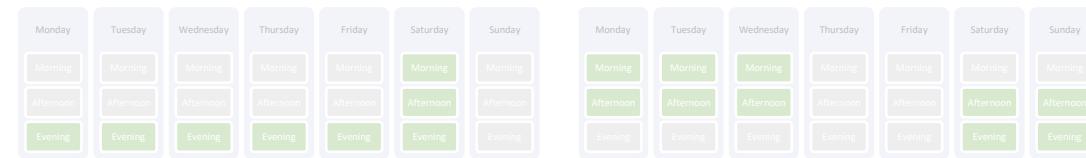
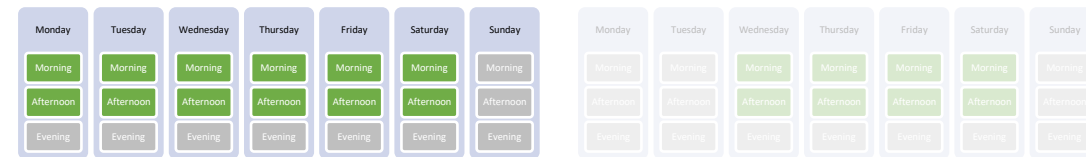
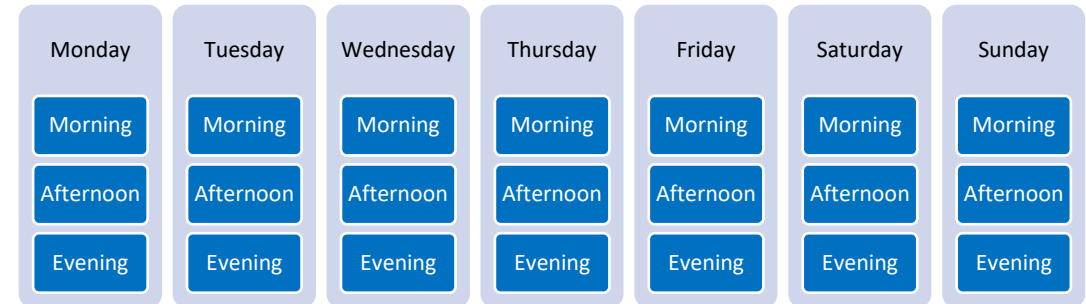
Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
Morning	Morning	Morning	Morning	Morning	Morning	Morning
Afternoon	Afternoon	Afternoon	Afternoon	Afternoon	Afternoon	Afternoon
Evening	Evening	Evening	Evening	Evening	Evening	Evening

The future: Defined Working Patterns



The current thinking is...

1. The working week will be segmented into working blocks
2. Colleagues will have a **contracted number of weekly hours** (rather than per year)
3. Colleagues will have a set of **contracted working blocks**
4. The assigned working pattern **within contracted working blocks** can be updated at pre-set intervals based on business & respondent need, and worker preferences
5. To meet demand, workers may be offered additional hours outside of their designated working pattern and contracted working blocks on an entirely **voluntary basis**.



Note: This is illustrative of the concept. Decisions about any of the details – e.g. working hours, number and duration of blocks are to be confirmed.

Lessons learned

- Organise yourselves first: resist the urge to solutionise immediately...
 - ... but get to the design stage fast
- Bring colleagues in from across the operation...
 - ... but treat developments sensitively
- Do the research ('as is' root cause analysis)...
 - ...but don't expect the answers to reveal themselves
- It doesn't need to be fully designed...
 - ...build the house but don't decorate the rooms
- With a long-term vision, find some "quick wins"
 - People focused - 2 promotion roles
- Think carefully about comms
 - Stagger, tailor and mitigate the grapevine
- Opportunities for questions & feedback
 - Respond with empathy and kindness
- Acknowledge the uncertainty...
 - ...but emphasise the benefits it offers

Communicate - Cocreate - Consult - Collaborate