



**An Roinn Dlí agus Cirt**  
Department of Justice

# **IPAT Staff survey**

**February 2021**

**End to end review of IP processes**

**High level summary and analysis**

Prepared by the Customer Insights Team



## 1. Context

This survey was carried out to gather staff perspectives in the International Protection Appeals Tribunal (IPAT). This was done as part of the implementation of the recommendations of the Catherine Day report, specifically Action 3.18 which recommends carrying out an end to end review of the international protection process. As part of this review, a key aspect to be captured is the voice and experience of staff who work in this area.

## 2. Approach

This survey was issued to all staff in the IPAT through a newsletter format from the head of the function and ran from 20 Jan to 4 Feb. A copy of the communication and the survey itself are available in Appendix 1 and 2. The survey was issued through the Department's Qualtrics platform, with analysis of the results also being done on Qualtrics.

The survey asked a mix of multiple choice and open text based questions. These are summarised in this report. For the text based questions, a classification model was used to identify the topics being discussed. Qualtrics inbuilt sentiment analysis tool then assigns an overall sentiment score to each topic for each text field. In this way, the topics that are discussed can be easily interpreted.

In our analysis of survey responses, we have investigated correlations between different questions. Where there are correlations we have specifically called these out. We have also called out cases where no correlation was found where we found this to be a useful insight. Many questions are not correlated, and we have not specifically called this out for the vast majority of questions.

When interpreting correlations between questions, it is important not to infer causal relations. In most cases the correlations are simply reflective of the fact that the questions are related to the same underlying effects, and are not completely independent from each other. However they are useful in understanding how different factors of employee experience are related and connected to each other.

### 3. General Insights

- 3.1. Below represents a high level analysis and synthesis of survey responses from IPAT staff. The survey was shared by email in a newsletter format. The email was opened by 94% of the recipients.
- 3.2. There were 33 responses from IPAT staff. This is a **completion rate** of 77%. This high response rate is positive, and indicates a good level of engagement with the overall process.
- 3.3. 91% of IPAT staff have been in place 5 years or less.
- 3.4. In IPAT, 85% of staff are satisfied or extremely satisfied in their current role.
- 3.5. A significant majority (88%) of people in IPAT find the organisation **structure** and interactions, their **role** within it and the goals and **objectives** to be *extremely clear or somewhat clear*.
- 3.6. The majority of people felt they had sufficient training to carry out their roles.
- 3.7. 78% of people in IPAT agreed that it is a **rewarding** place to work, with 54% agreeing that it is a **stressful** place to work.
- 3.8. The vast majority of people felt that they can share ideas on improvements, and that the standard and frequency of the communications from managers/the organisation is satisfactory.
- 3.9. In IPAT 69% of staff were confident that issues raised by staff would be addressed, but 12% were not confident of this.
- 3.10. A significant minority of people (9%) report never having team meetings. Weekly and monthly were the most common response on how frequently team meetings happen.
- 3.11. Frequency and format of team meetings had a wide spread of responses. This could indicate that practices differ from team to team.
- 3.12. The top 3 channels of communication across IPAT are emails, Skype Instant Messaging and phone calls.
- 3.13. Overall, many people felt they had the right tools and IT equipment to carry out their roles. However significant numbers of people in the organisation did not agree with this.

## 4. Length of time in organisation

4.1. There is a statistically significant relationship between "How long have you worked in your organisation?" and the following questions:

- I am satisfied with the standard of information I receive from my organisation (strong relationship)
- I have received enough training to effectively perform my role (strong relationship)
- I am confident that if staff raise issues, they will be addressed
- It is clear to me how my organisation is structured. (i.e. who does what)

4.2. This could indicate that longer serving staff are generally more familiar with how things work, with how to carry out their role and are more confident in raising issues if they arise.

4.3. There is **no statistically significant** relationship between "How long have you worked in your organisation?" and the following questions:

- How satisfied are you in your current role?
- My organisation is a rewarding place to work
- My organisation is a stressful place to work
- It is clear to me how my role contributes to the overall International Protection Process
- It is clear to me how my organisation interacts with other parts of the DOJ

## Q2 - How long have you worked in your organisation?

33 Responses

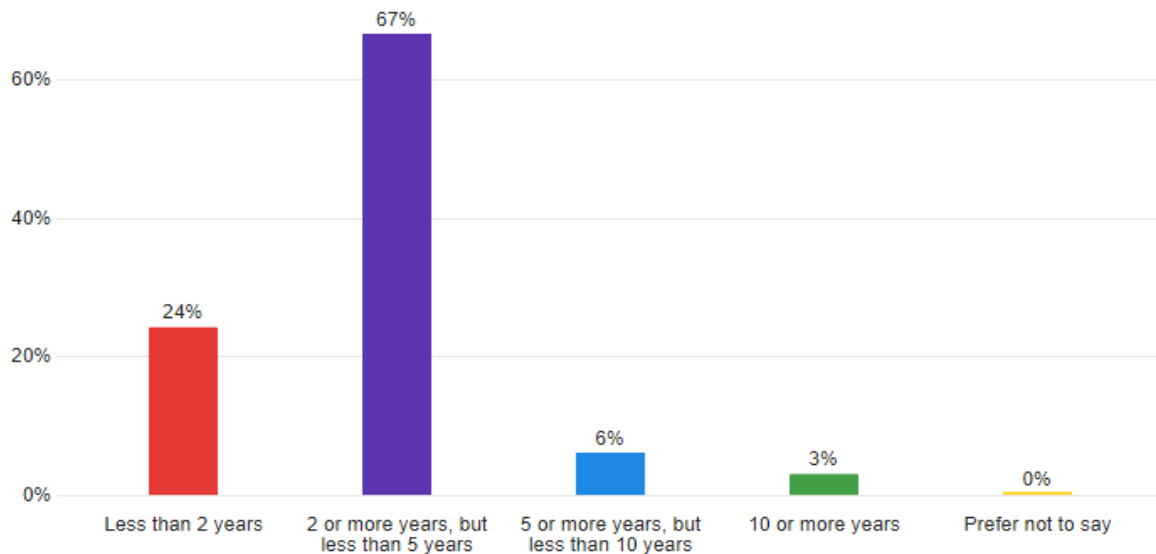


Figure 1 Chart on length of time in IPAT

## 5. Key insights on organisational roles and structures

5.1. There is a positive correlation between "I have received enough training to effectively perform my role" with the following areas:

- I have the right tools and equipment to perform my duties remotely as required
- The IT applications supporting my work in the International Protection Process are effective
- My organisation is a rewarding place to work

5.2. Training in how to use the existing tools and software is essential to ensuring they are used to their fullest extent, and that their capabilities are fully leveraged to support the work of the IPAT. People who have not received sufficient training may be missing out on key tools/features to support them in their work.

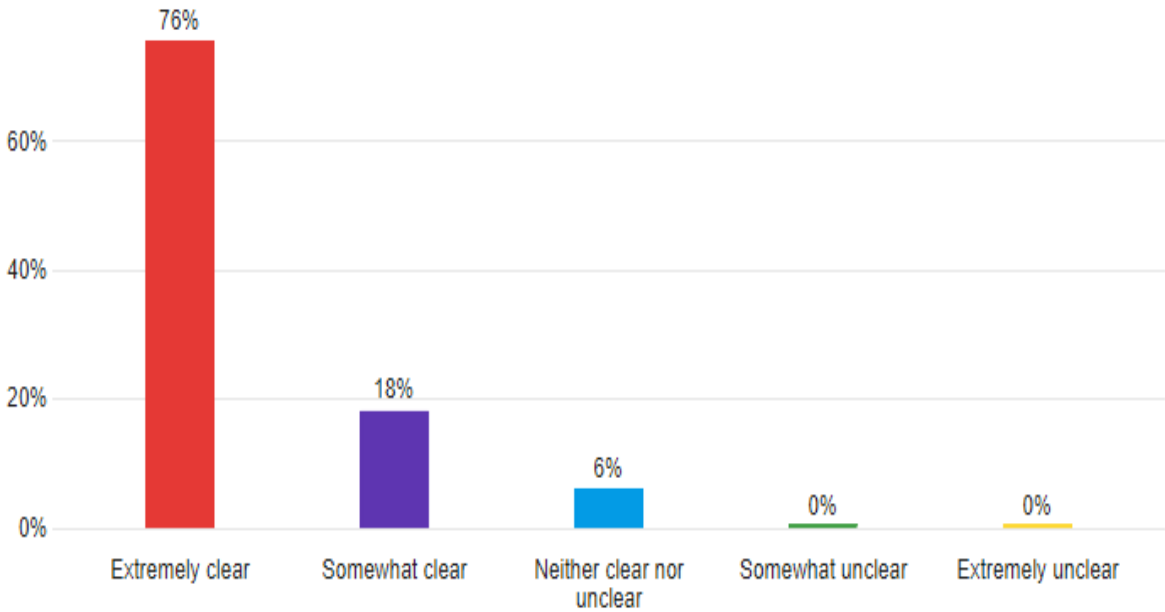
5.3. People seem overall to be quite clear on how their own role contributes to the functioning of the International Protection Process across the IPAT. However, when it comes to understanding the goals and objectives of the wider organisation, the overall structure and how the organisation works and interacts with the wider Department, there are significant numbers of people who are not

clear on this. 1 in 6 people in IPAT are neither “Extremely clear” nor “Somewhat clear” on how the IPAT is structured.

5.4. When understanding how their organisation interacts with the wider Department, 1 in 3 people in IPAT are neither “Extremely clear” nor “Somewhat clear” on this.

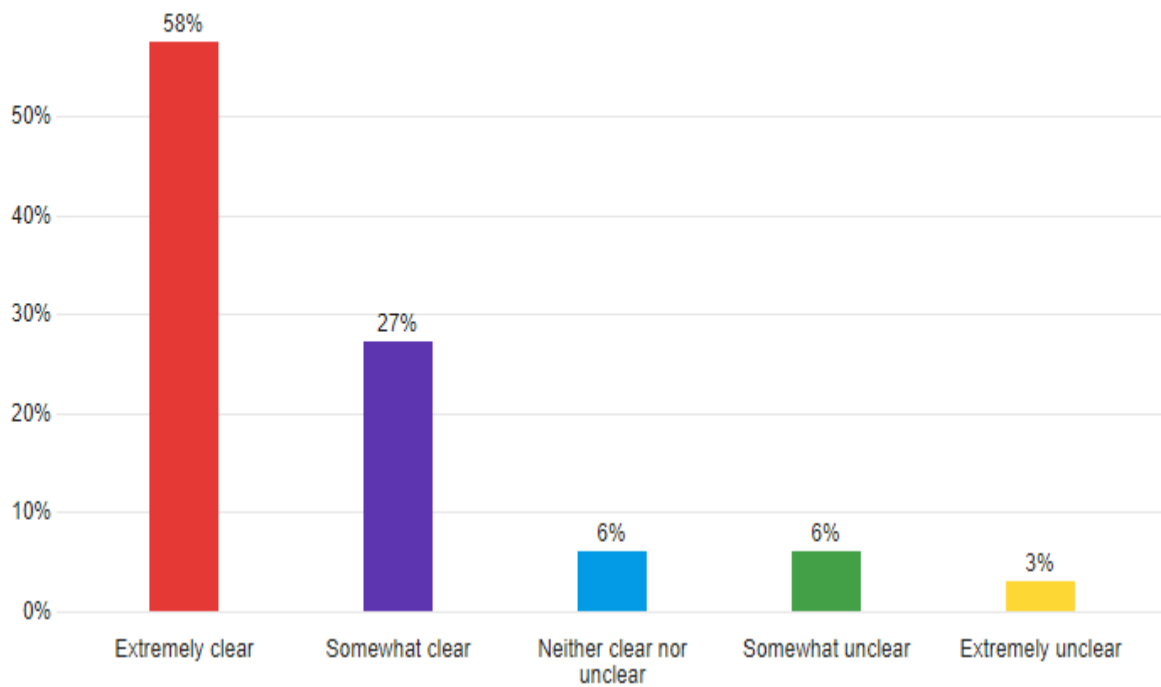
### Q3\_1 - It is clear to me how my role contributes to the overall International Protection Process

33 Responses



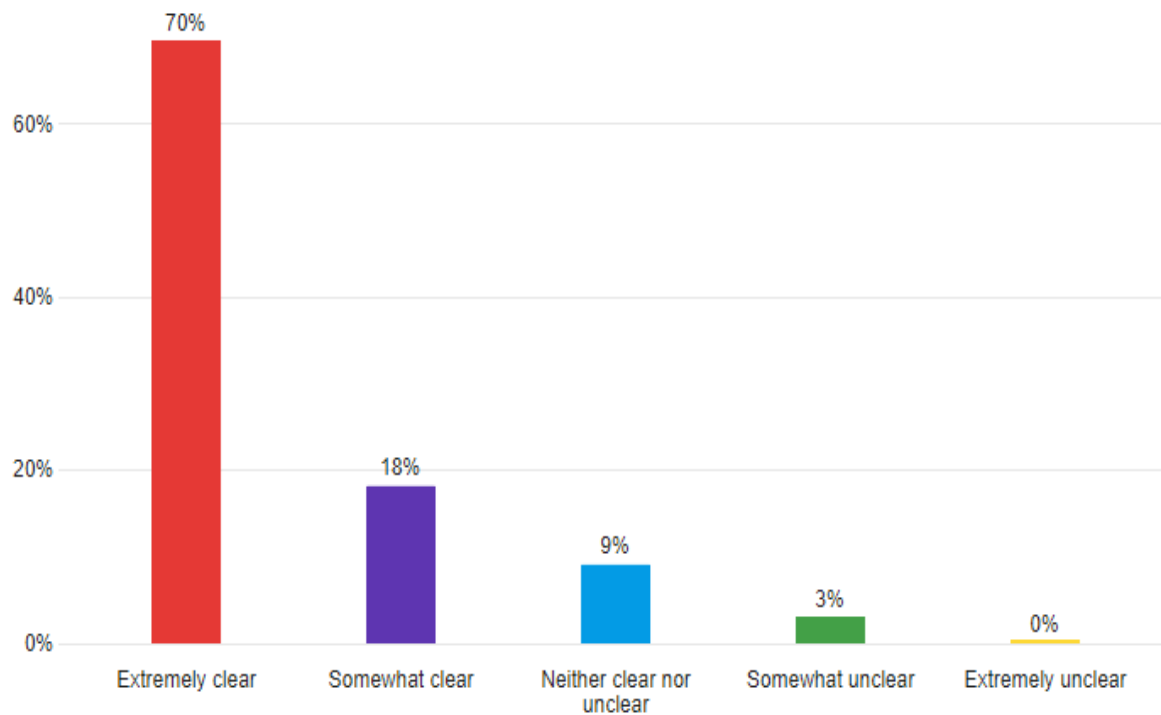
Q3\_2 - It is clear to me how my organisation is structured. (i.e. who does what)

33 Responses



Q3\_3 - The goals and objectives of my organisation are clear to me

33 Responses



### Q3\_4 - It is clear to me how my organisation interacts with other parts of the DOJ

33 Responses

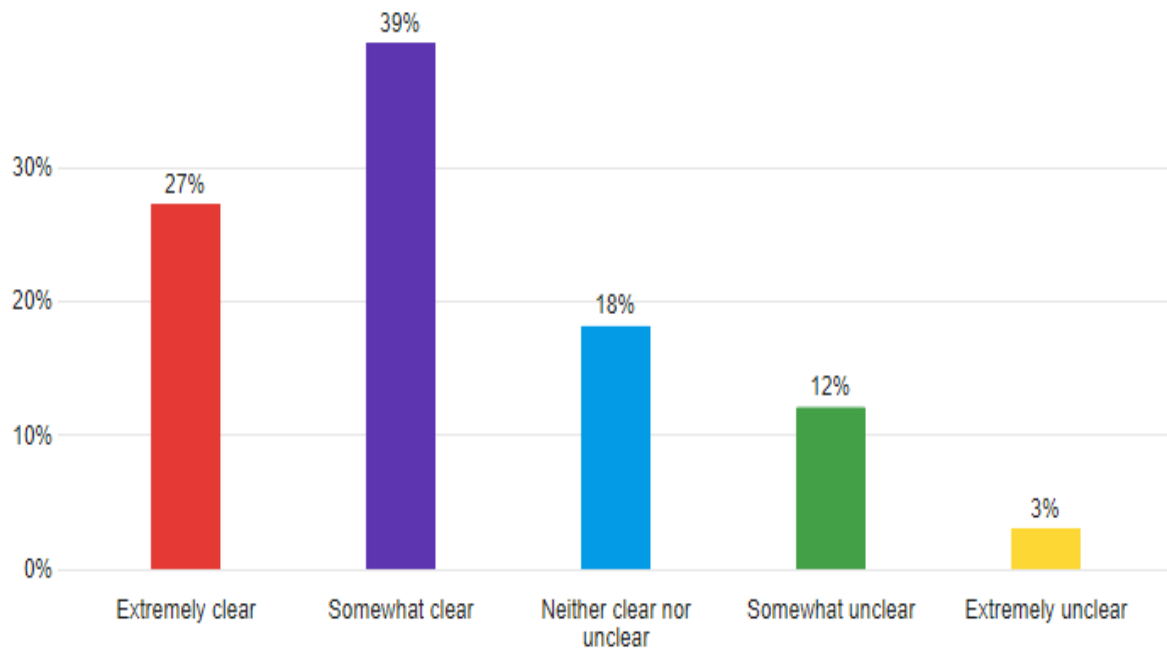


Figure 2 Charts on organisation and structure



## 6. People's own roles

6.1. There is a positive correlation between "I have received enough training to effectively perform my role" and the following areas:

- I have the right tools and equipment to perform my duties remotely as required
- The IT applications supporting my work in the International Protection Process are effective
- My organisation is a rewarding place to work

6.2. "How satisfied are you in your current role" has positive correlations with the following areas:

- How satisfied are you with the format of team meetings
- How satisfied are you with the frequency of team meetings
- I am confident that if staff raise issues, they will be addressed (strong positive correlation)
- I am satisfied with the standard of information I receive from my organisation (strong positive correlation)
- I am satisfied with the frequency of communication from my managers
- It is clear to me who is responsible for making important decisions in my unit
- I can share ideas to improve work processes with my managers
- My organisation is open to new ways of doing things
- My organisation is a rewarding place to work (strong positive correlation)

6.3. This indicates that the above areas are key factors in people's overall satisfaction levels with their roles. Three areas stand out in particular – information sharing, the ability to raise issues openly, and the rewarding nature of the work. Unsurprisingly, people who are more satisfied overall in their role are more satisfied with the various different aspects of their work and organisation. However, in trying to improve the overall satisfaction levels of staff, these are key areas to focus on for improvements.

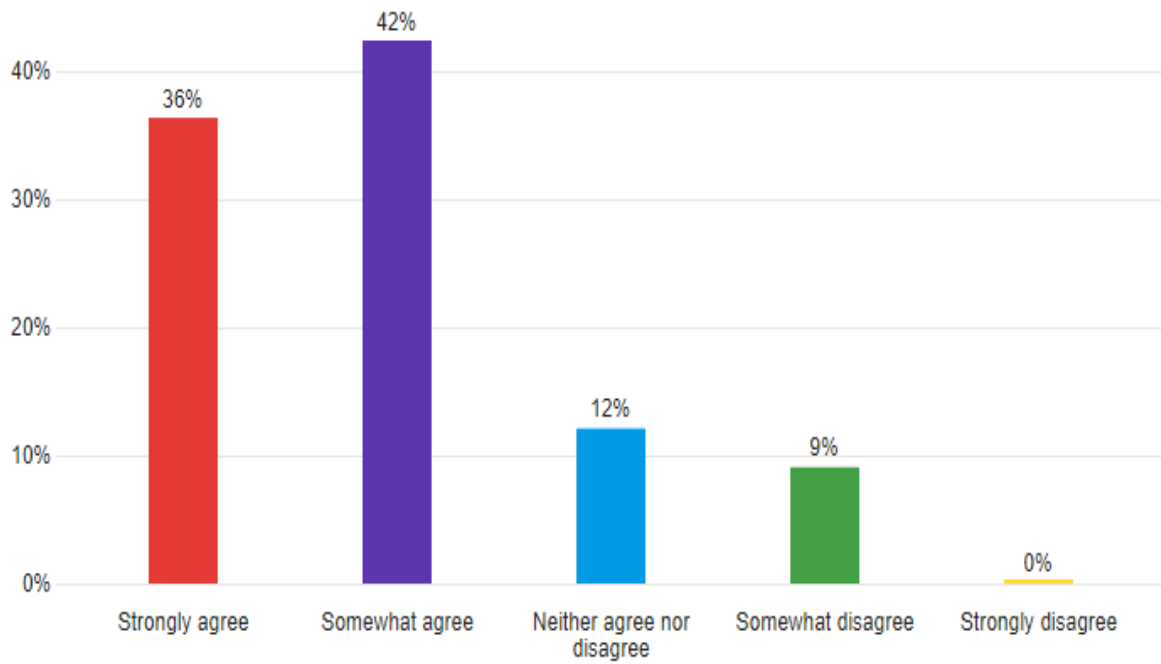
6.4. The majority of people are at least somewhat satisfied in their roles, only 1 in 6 falling into the category of not at least somewhat satisfied in the IPAT.

6.5. 2 people who were dissatisfied opted to leave additional comments as to why they were dissatisfied. These comments covered the following areas:

- Role clarity,
- Workload,
- Staffing.

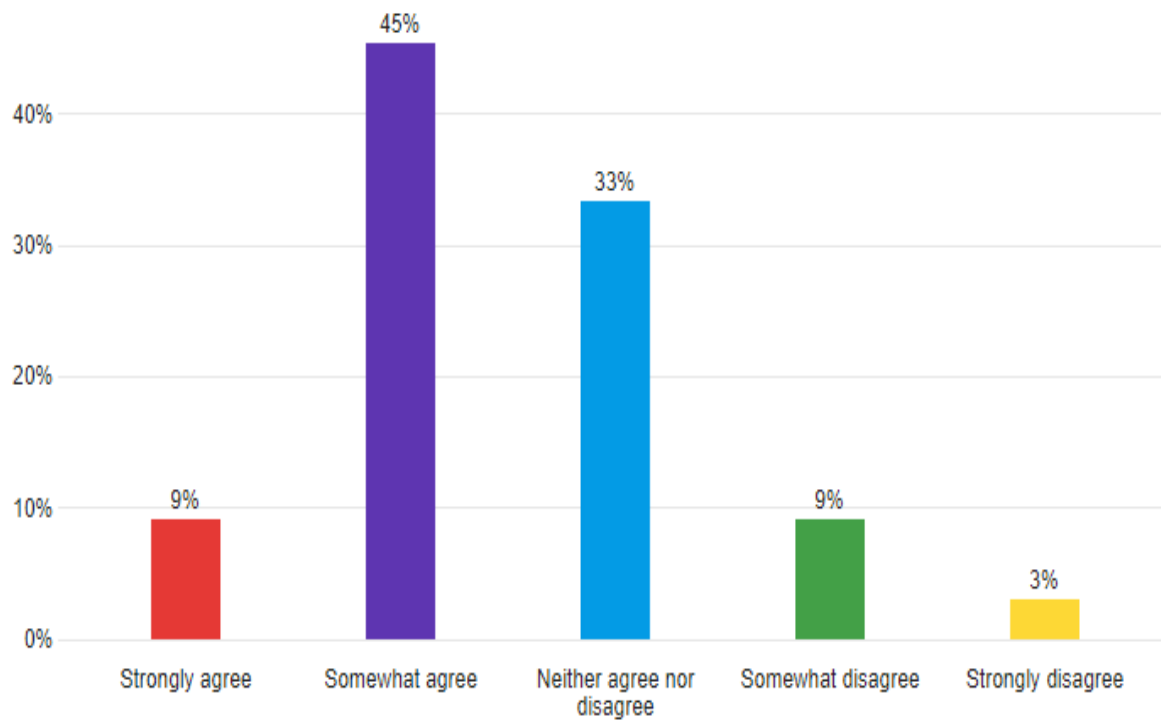
### Q4\_1 - My organisation is a rewarding place to work

33 Responses



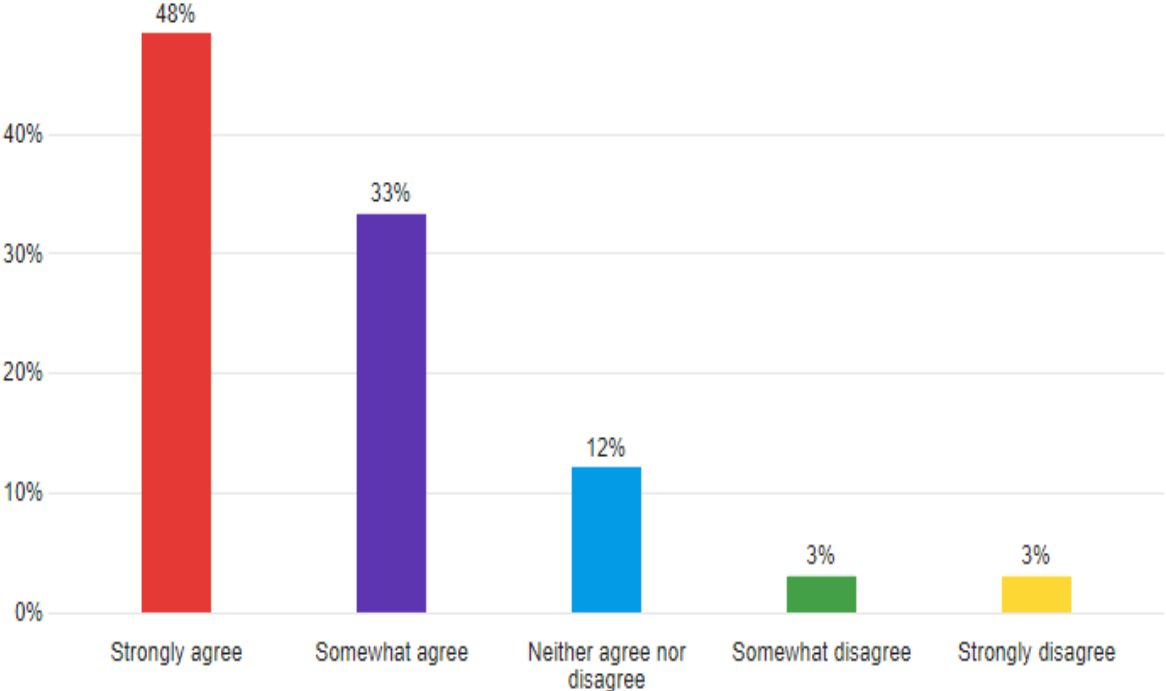
### Q4\_2 - My organisation is a stressful place to work

33 Responses



Q4\_3 - I have received enough training to effectively perform my role

33 Responses



Q5 - How satisfied are you in your current role?

33 Responses

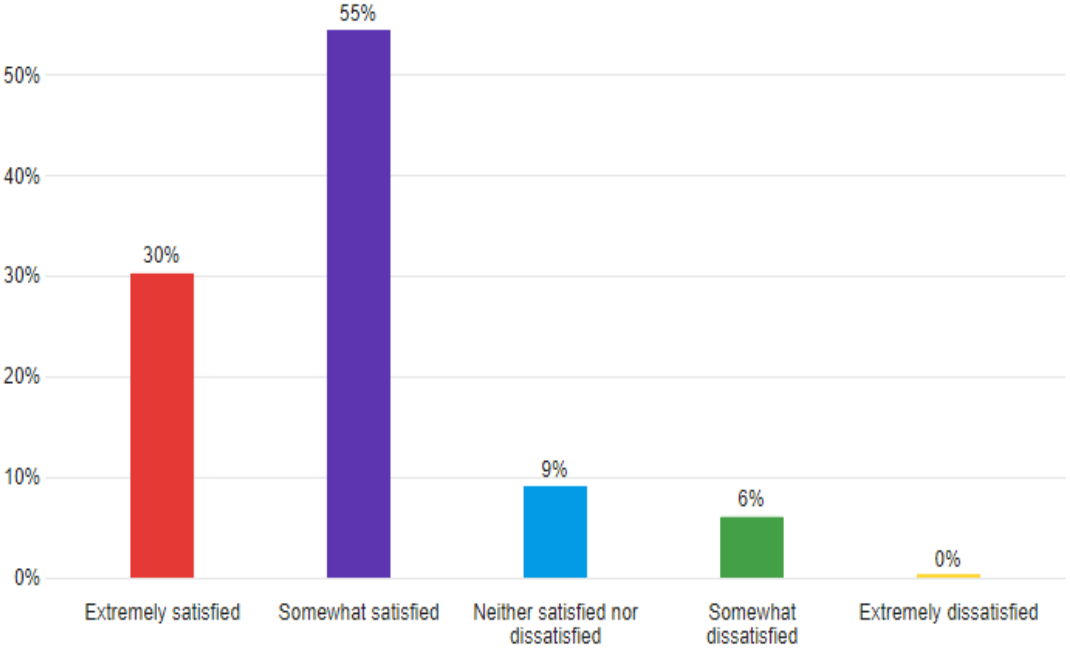


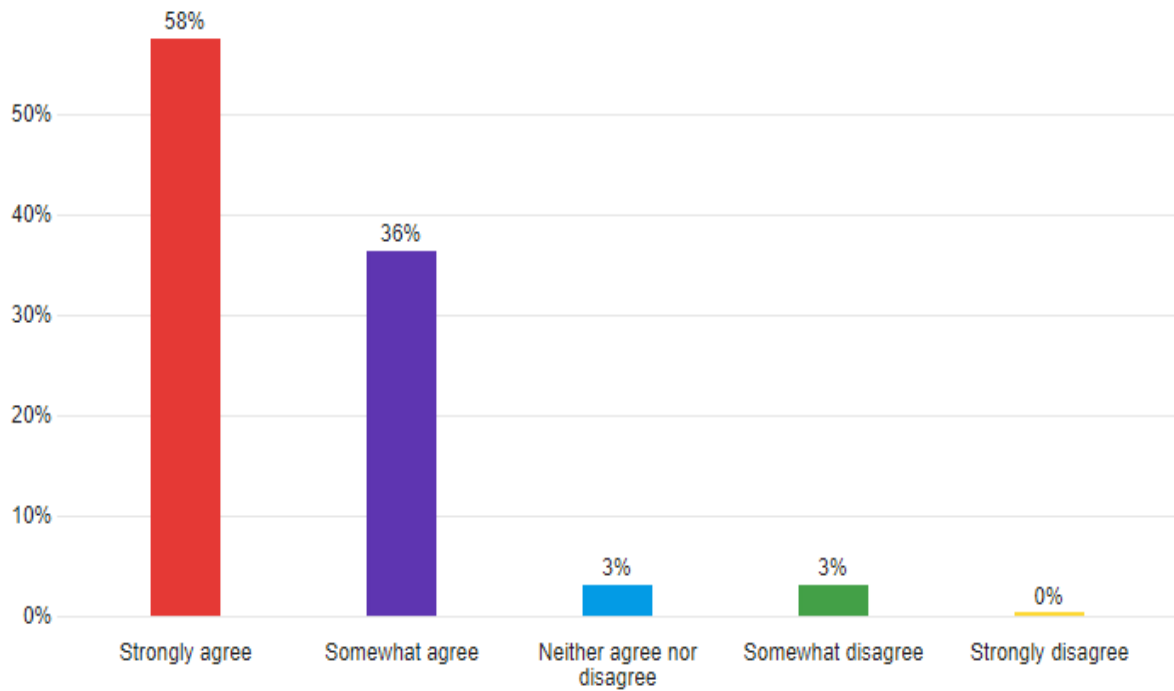
Figure 3 Charts on own role

## 7. Key insights on communications and team meetings in each organisation

- 7.1. Over 75% of people in IPAT feel they can share ideas on improvements with their managers.
- 7.2. 78% of the IPAT respondents feel the IPAT is open to new ways of doing things.
- 7.3. Around 1 in 6 in IPAT are not happy with the frequency of communications from managers. There is some variability in people's perceptions of the standards of the communications.
- 7.4. There is some variability around people's perceptions around how issues are addressed when raised. This may mean that different teams or areas have different experiences, but this would require further investigation. Granular details on grades and teams were consciously NOT collected for this survey in order to give people the safety to openly contribute.
- 7.5. There is a strong statistically significant relationship between the frequency of team meetings and people's satisfaction with the frequency of communications from their managers. For areas where team meetings do not happen, or happen infrequently, this would be a quick and easy change to implement.
- 7.6. Around 18% of people in IPAT are dissatisfied with the frequency of team meetings. From the comments it would appear that this is due to too few meetings, but there is a possibility that some people feel they are too frequent.
- 7.7. 2 people who were dissatisfied with any of the aspects of communications surveyed opted to leave additional comments as to why they were dissatisfied. These comments focussed on the transparency and openness of communications, and on how changes are communicated.

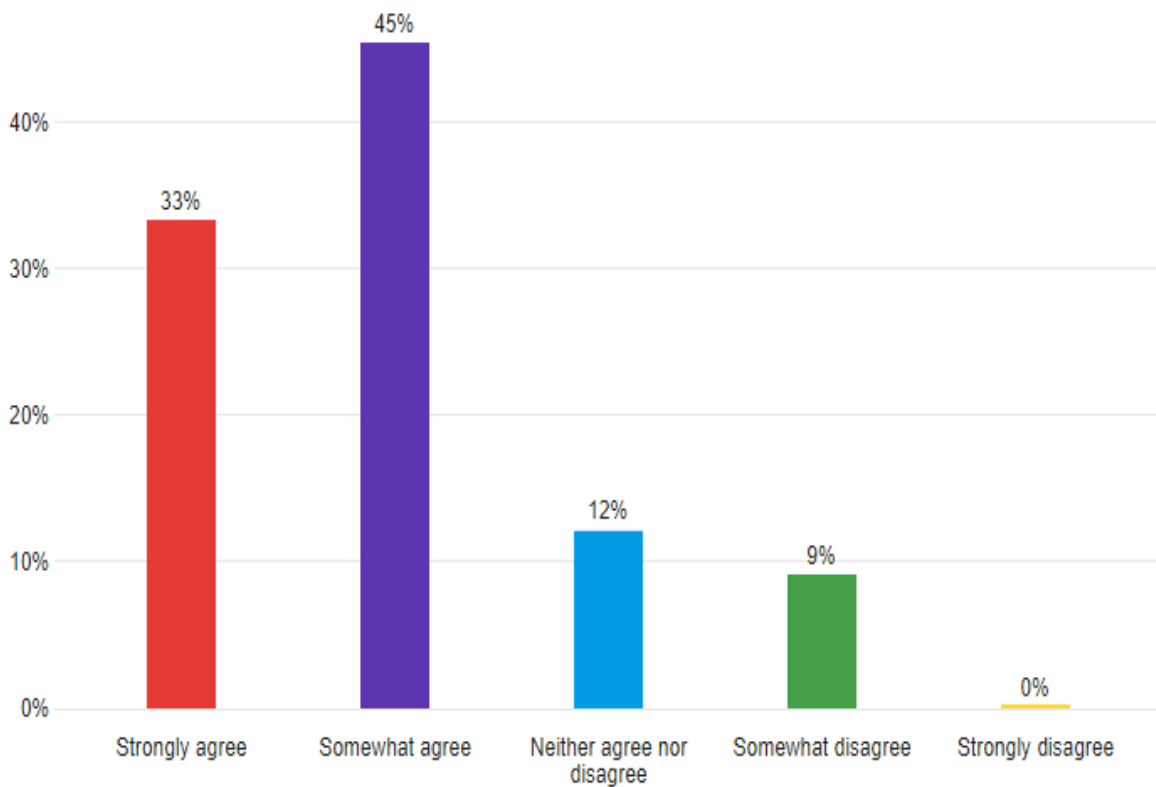
### Q7\_1 - I can share ideas to improve work processes with my managers

33 Responses



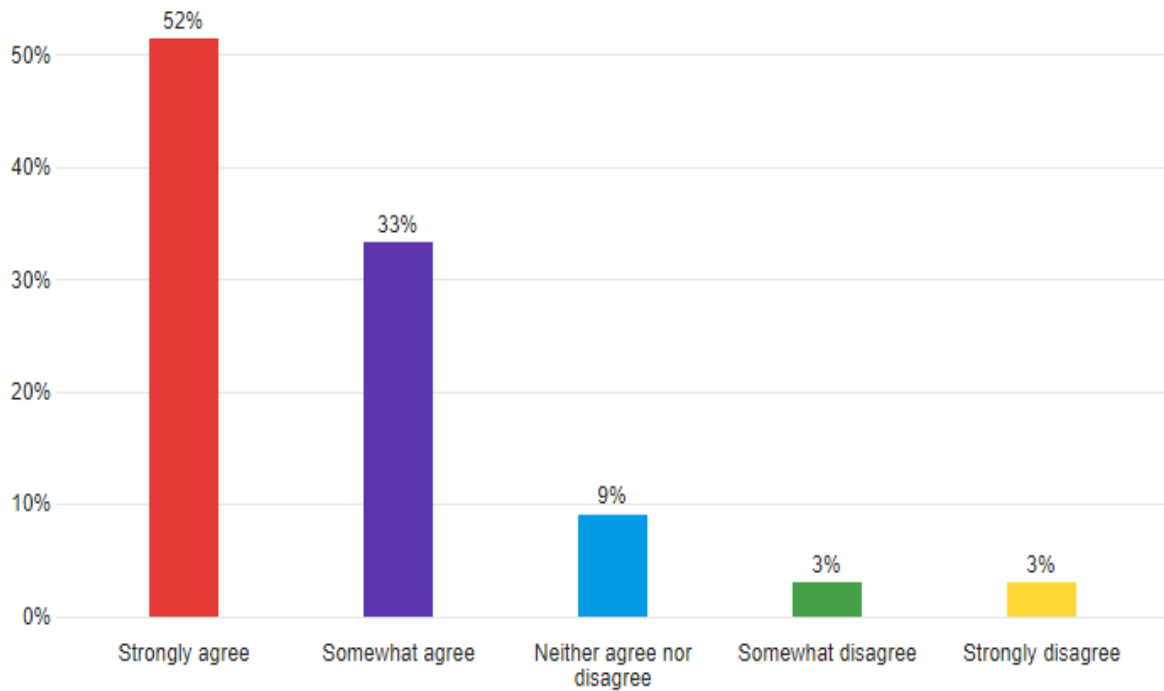
### Q7\_2 - My organisation is open to new ways of doing things

33 Responses



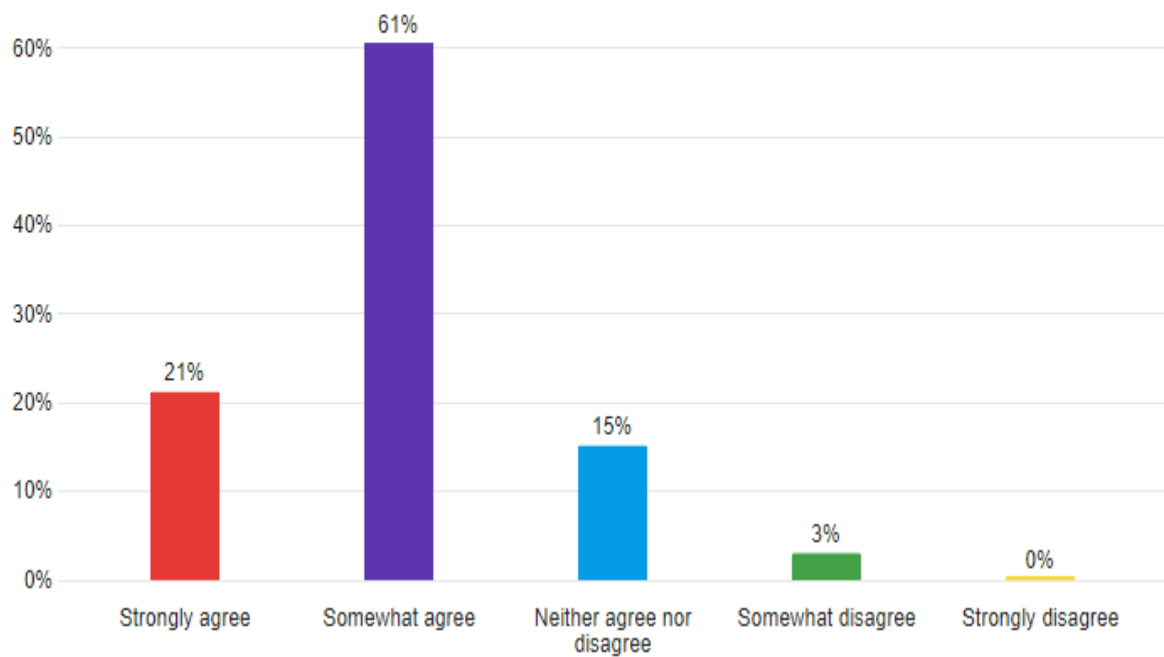
### Q7\_3 - I am satisfied with the frequency of communication from my managers

33 Responses



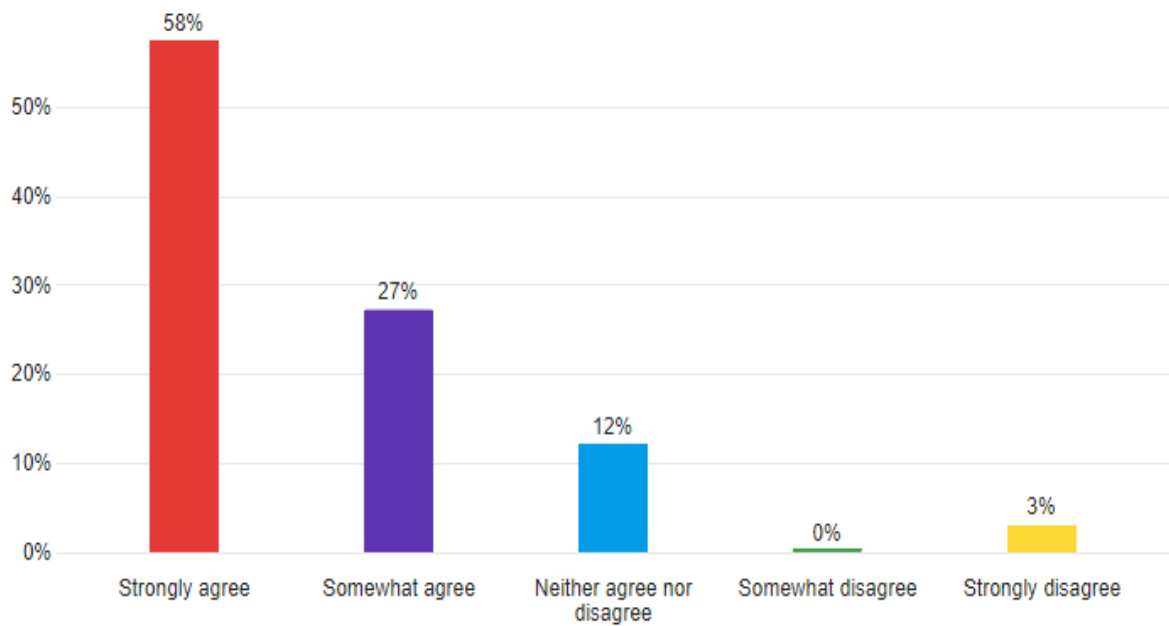
### Q7\_4 - I am satisfied with the standard of information I receive from my organisation

33 Responses



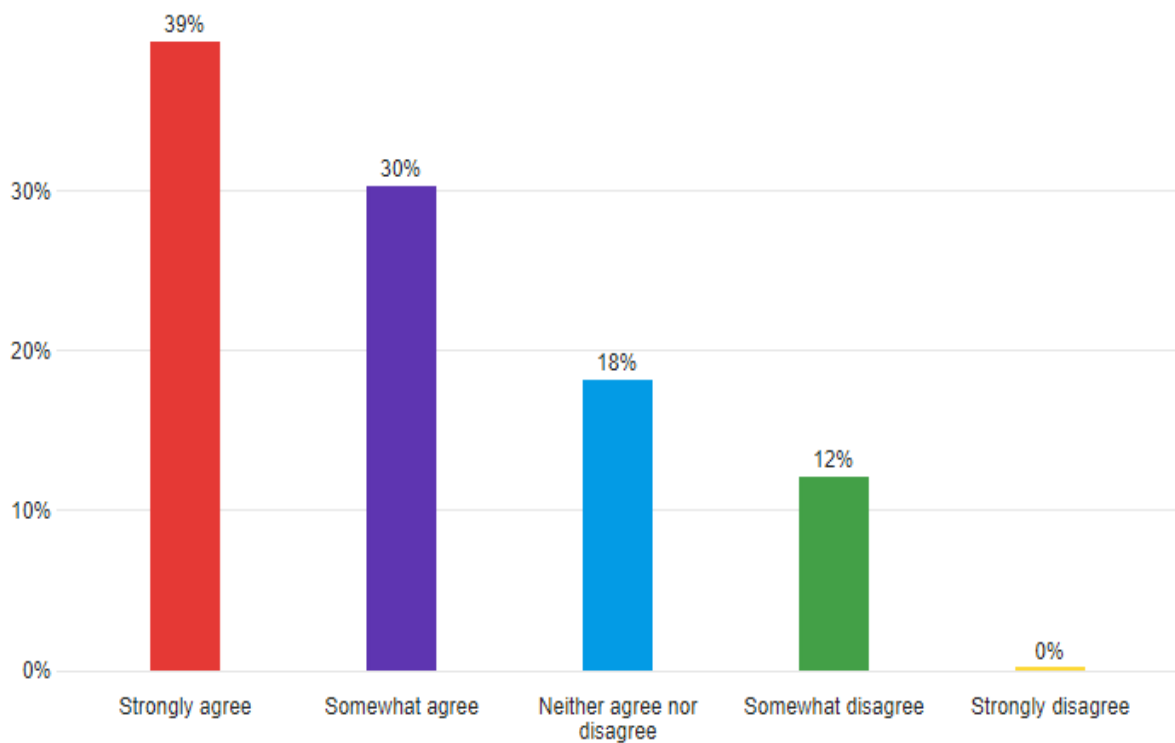
Q7\_5 - It is clear to me who is responsible for making important decisions in my unit

33 Responses



Q7\_6 - I am confident that if staff raise issues, they will be addressed

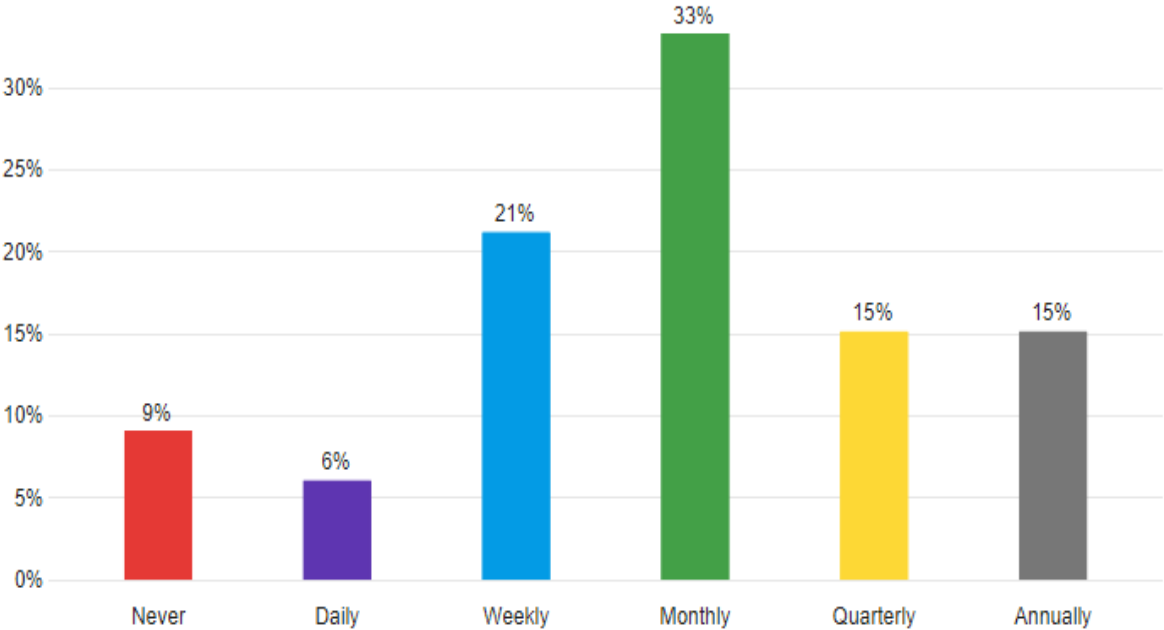
33 Responses





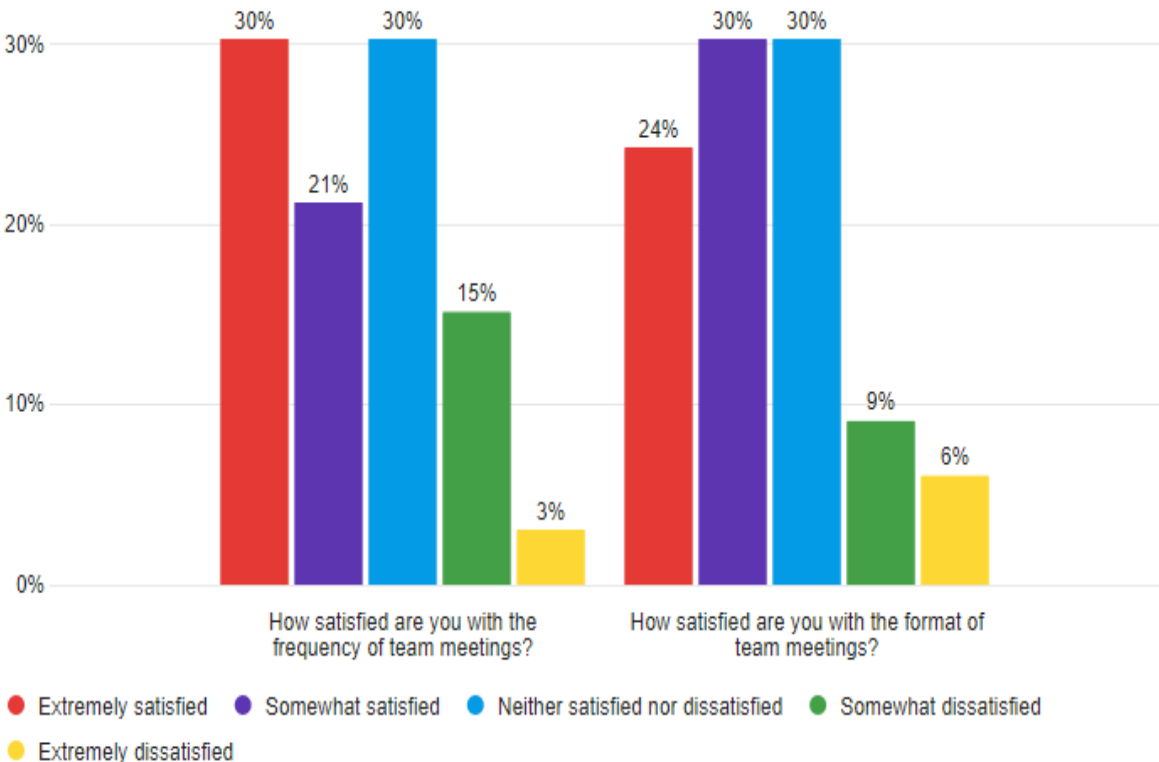
### Q9 - How frequently do team meetings happen?

33 Responses



### Q10 - Please answer the following questions on team meetings:

33 Responses



Q12 - Please pick the top 3 communication channels in use in your organisation:

33 Responses

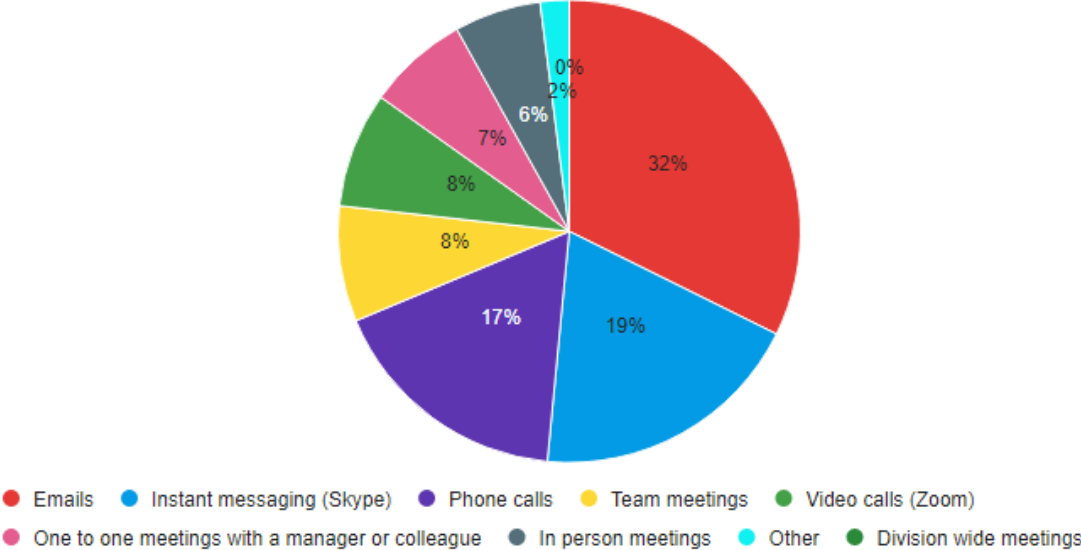


Figure 4 Charts on communications and team meetings

## 8. Key insights on IT, tools and software

- 8.1. In IPAT, half of people feel that they have the right tools and IT systems to support their work.
- 8.2. Around 2 in 5 people across the organisation do not agree that they have the right tools and equipment to carry out their roles **remotely**.
- 8.3. We asked people if they had any comments about the IT systems available to them. 22 people opted to respond. The main topics that people mentioned are:
- General state/condition of the IT systems
  - Efficiency of systems and related processes
  - Remote working (including use of own equipment)
  - Paper based processes
  - Using multiple unconnected systems
  - Video conferencing
- 8.4. In the comments, people spoke highly about the IT helpdesk – the staff are friendly, helpful and professional and would try to help however they can.
- 8.5. In the comments, it came across quite strongly that having to use many disconnected IT systems was a disadvantage, especially when older Lotus Notes systems might crash frequently. Additionally, the paper based nature of many aspects of work was seen as an impediment to fully leveraging IT capabilities.
- 8.6. A summary of the comments, covering topic and sentiment can be seen in *Figure 6*.
- 8.7. Sample extracts of comments on the IT systems:

The LOTUS notes system is too old

There is little link up between the systems of all which are outdated, meaning the work is time-consuming. Some work remains manual as it has not been assimilated to the databases

The security of staff using their own laptops for remote working is questionable

The IT number are quick at getting back to you when needed for working from home

Q14 - Please rate the following statements about the tools and software available...

33 Responses

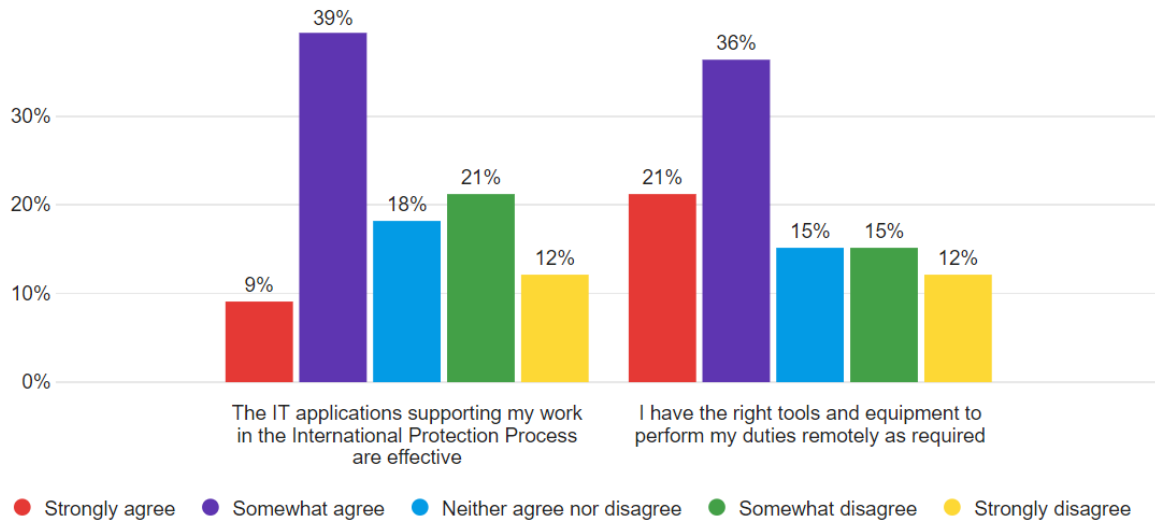


Figure 5 Charts on tools and software

Do you have any comments on the IT systems and equipment available to you? 22 Responses

1

Q1 - What organisation do you work in?: IPAT

Topics	Count	Sentiment
general state of IT systems	13	Negative
IT systems crashing	3	Negative
Printers/scanners/photoco...	3	Negative
Searching databases	2	Negative
Use of own equipment	4	Negative, Neutral
Paper based processes	6	Negative, Neutral, Positive
Efficiency	7	Negative, Positive
remote working	7	Negative, Neutral, Positive
Multiple unconnected IT sy...	4	Negative, Neutral
IT helpdesk	3	Mixed, Positive
video conferencing	1	Neutral

Figure 6 IT Comments summary

## 9. Key insights on final 3 comment questions

9.1. The final 3 questions of the survey were:

- What is working well in your job?
- What is not working well in our job?
- Have you any other comments you would like to share?

9.2. The sentiment and topic analysis of these 3 comment questions are outlined in the following figures. Sample comment extracts are also included, which are deemed to be generally representative of the overall comments, or specifically presenting a unique or new insight.

9.3. Charts summarising the analysis of the comments can be seen in *Figure 7*

9.4. Sample extracts of comments from the above 3 comment questions:

Decision making is fast and effective. Good management. Good staff rapport

We definitely need more communication between COs and the higher graded staff as it will be us that is doing the bulk of the work in some aspects and we are the ones that have to work in the new processes and use them also

Not enough printers

Workload has grown and become harder due to WFH

Work processes [are not working well], particularly copying files is an extremely outdated practice and a waste of staff time and resources

The office is a lovely friendly place to work and the managers communicate very well with the staff. The work is interesting. I feel the workload is enough to keep me constantly busy but not an atmosphere where I feel stressed

Tribunal members are happy to help with any legal queries and explanations even from CO's.

The dependence on hard copy paper files carries a massive burden to the overall productivity of the unit as a whole

Less reliance on paper and physical files would be great!

What is working well in your area 33 Responses

Q1 - What organisation do you work in?: IPAT [Reset to Default](#)



Add in endorsements here. Delete if not needed.

What is not working well in your job? 27 Responses

1

Q1 - What organisation do you work in?: IPAT [Reset to Default](#)



Q1 - What organisation do you work in?: IPAT [Reset to Default](#)



Figure 7 Open text question analysis and summary



## 10. Conclusion and next steps

- 10.1. This survey report will be shared with all staff and management of the IPAT and with the Programme Board of the Catherine Day Implementation Working Group.
- 10.2. This survey formed part of an overall piece of work to look at user perspectives and experiences. Similar surveys were carried out with staff of the IPO, with IPO Legal Panel Members and with IPAT Tribunal Members. These surveys were augmented by workshops and focus groups with each group. Overall there are 8 individual reports analysing each of these pieces of work.
- 10.3. These 8 reports have been looked at as a whole, and the insights within them used to develop one overall set of recommendations for improvements. In many cases, recommendations are based directly on or lead from ideas that people shared throughout the work. These recommendations will be based on what people shared about their experiences and their roles within the International Protection process, and so for the most part focus on what will improve the experience of working in the International Protection process.
- 10.4. These recommendations have then been cross-referenced with the overall recommendations arising from the overall body of work reviewing the end to end process review of the International Protection Process. Ultimately, this will result in one overall set of recommendations, supported by multiple strands of analysis and research. These recommendations will then be submitted to the Programme Board for consideration, approval and decisions on how to implement.

# Appendix 1 – Staff survey extract

This has been extracted from Qualtrics, formatting as below is not reflective of the formatting in the version issued to staff. The version that issued to staff was tested and reviewed for usability on a range of devices.

## IP end to end review - staff survey

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Start of Block: Please answer the following questions about your role

This **survey is being carried out to gather staff perspectives** relating to the International Protection Process end-to-end review. This action arose from the recommendations of the Advisory Group on the Provision of Support including Accommodation to Persons in the International Protection Process (often referred to as the "Catherine Day Report"). The review team are eager to get your input, and this survey is one of the key ways in which they are doing this. The survey should take **between 5 and 10 minutes** to complete. You will only be able to submit one response. All responses are **completely anonymous** - we cannot link responses back to any individual. The information provided is stored on a Department of Justice licensed piece of software. The information will be used to **shape what areas we need to look at** in most detail, and to bring the review team’s attention to things that may not be on the radar which need to be considered. Should you have any **queries**, or wish to discuss any matter with the review team, please contact the team by email at **BusinessChange@justice.ie**

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Q1 What organisation do you work in?

▼ IPO (1) ... IPAT (2)

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Q2 How long have you worked in your organisation?

▼ Less than 2 years (286) ... Prefer not to say (290)

Q3 Please rate the following statements about roles and structures in your organisation

	Extremely clear (1)	Somewhat clear (2)	Neither clear nor unclear (3)	Somewhat unclear (4)	Extremely unclear (5)
It is clear to me how my role contributes to the overall International Protection Process (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
It is clear to me how my organisation is structured. (i.e. who does what) (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The goals and objectives of my organisation are clear to me (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
It is clear to me how my organisation interacts with other parts of the DOJ (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q4 Please rate the following statements in relation to your own role:

	Strongly agree (1)	Somewhat agree (2)	Neither agree nor disagree (3)	Somewhat disagree (4)	Strongly disagree (5)
My organisation is a rewarding place to work (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My organisation is a stressful place to work (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have received enough training to effectively perform my role (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



Q5 How satisfied are you in your current role?

- Extremely satisfied (20)
- Somewhat satisfied (21)
- Neither satisfied nor dissatisfied (22)
- Somewhat dissatisfied (23)
- Extremely dissatisfied (24)



Display This Question:

If Q5 = Somewhat dissatisfied

Or Q5 = Extremely dissatisfied



Q6 Please give more detail as to why you do not feel satisfied in your current role?

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Page Break

Q7 Please rate the following statements on communication in your organisation

	Strongly agree (1)	Somewhat agree (2)	Neither agree nor disagree (3)	Somewhat disagree (4)	Strongly disagree (5)
I can share ideas to improve work processes with my managers (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My organisation is open to new ways of doing things (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am satisfied with the frequency of communication from my managers (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am satisfied with the standard of information I receive from my organisation (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
It is clear to me who is responsible for making important decisions in my unit (5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am confident that if staff raise issues, they will be addressed (6)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Display This Question:

If Q7 [ Somewhat disagree] (Count) >= 1

Or Q7 [ Strongly disagree] (Count) >= 1



Q8 Please give additional information on the aspects of communication which you are not satisfied with

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Page Break

Q9 How frequently do team meetings happen?

▼ Never (1) ... Annually (6)

Q10

Please answer the following questions on team meetings:

	Extremely satisfied (1)	Somewhat satisfied (2)	Neither satisfied nor dissatisfied (3)	Somewhat dissatisfied (4)	Extremely dissatisfied (5)
How satisfied are you with the frequency of team meetings? (6)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How satisfied are you with the format of team meetings? (7)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Display This Question:

If Q10 [ Extremely dissatisfied ] (Count) >= 1

Or Q10 [ Somewhat dissatisfied ] (Count) >= 1



Q11 Please provide more information on the aspects of team meetings which you are not satisfied with:

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Q12 Please pick the top 3 communication channels in use in your organisation:

- Emails (1)
- Phone calls (2)
- Instant messaging (Skype) (3)
- Video calls (Zoom) (4)
- Team meetings (5)
- Division wide meetings (6)
- In person meetings (7)
- One to one meetings with a manager or colleague (8)
- Other (9)

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*Display This Question:*

*If Q12 = Other*



Q13 Please list the other communication channels in use:

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Page Break

Q14 Please rate the following statements about the tools and software available to you to carry out your role

	Strongly agree (1)	Somewhat agree (2)	Neither agree nor disagree (3)	Somewhat disagree (4)	Strongly disagree (5)
The IT applications supporting my work in the International Protection Process are effective (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have the right tools and equipment to perform my duties remotely as required (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



Q15 Do you have any comments on the IT systems and equipment available to you?

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Q16 In this final section please consider what is working well and what is not working well in your area. Things to reflect on could include: Work practices Work processes IT systems (AISIP, IPO Live, Outlook etc) Work loads Office culture Legislative framework Immigration policies Relationships with other areas of the Department



Q17 What is working well in your job?

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Q18 What is not working well in your job?

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Q19 Have you any other comments you would like to share?

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End of Block: Please answer the following questions about your role

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