



An Roinn Dlí agus Cirt
Department of Justice

IPO Legal Panel Members' 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 perspectives relating to the International Protection Process end-to-end review. 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, an opportunity was given to the IPO Legal Panel members to express their views about the work they do and the processes of the organisation.

2. Approach

The survey issues to the IPO Legal Panel members through a newsletter format from the head of the function and ran from 20 Jan to 4 Feb. A copy of the survey itself is available in Appendix 1. 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 given a general overview of the insights collected through the multiple choice questions and the correspondent graphs to show the results interpreted.

Separately, we have examined the text inputs of the members of the Legal Panel and we have included some of the most indicative or noteworthy remarks alongside the sentiment findings.

3. General Insights

- 3.1. Below represents a high level analysis and synthesis of survey responses from IPO Legal Panel members.
- 3.2. As we pointed out in our approach above, the survey was shared by email in a newsletter format. The email was opened by 63% of the recipients.

- 3.3. Vast majority of the members who responded are overall satisfied with their role as a Legal Panel member in the IPO with no one replying dissatisfactory. However, 14% of the respondents did not submit a statement here.
- 3.4. There were 37 responses from the IPO Legal Panel members. This is a **completion rate** of 49.3%. This is a pretty good response rate, and indicates a good level of engagement with the overall process.
- 3.5. 33% of all respondents take between 9-12 cases per month, 28% take between 5-8 cases and 23% take up between 0-4 cases. The rest 15% take 12 or more cases per month.
- 3.6. Only 8% allow up to an hour preparation. Over half of the respondents (26% and 36%) spend between 1-3 hours preparing for a case. The other 18% spent between 3-5 hours and 13% 5 hours and over.
- 3.7. The majority of respondents felt they have received enough training to effectively perform their role.
- 3.8. More than half of the respondents have indicated that they **often** or **always** receive feedback in relation to the work they do for the IPO.
- 3.9. Nearly 60% of the respondents disagreed or neither agreed nor disagreed that their **ideas** to improve work processes would be taken on board by the organisation. However, around 81% state that they make suggestions only sometimes or rarely.
- 3.10. The majority of people felt that the frequency and quality of the **communication from the IPO** is satisfactory.
- 3.11. Half of the respondents agreed that the **IT equipment** to support their work in the International Protection Process is effective with the other half staying neutral or disagreeing to that.

4. Case load, training and feedback

Q1 - How many cases do you typically take per month?

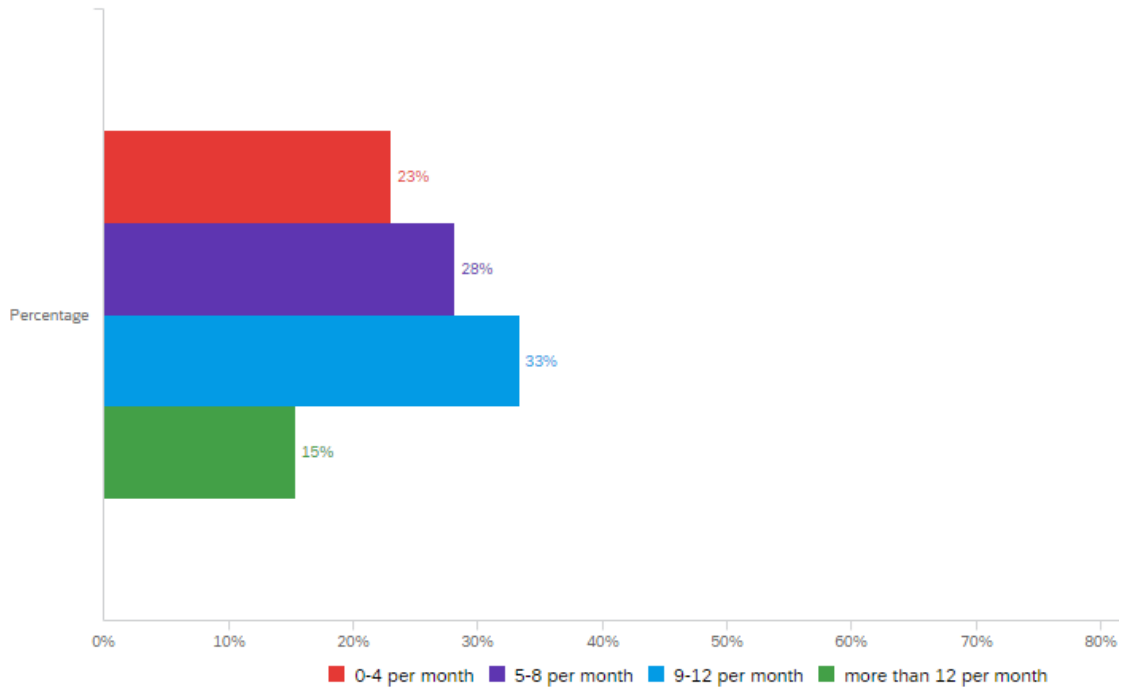


Figure 1 Number of cases taken per month

Q2 - How much time typically do you spend on preparing for a case?

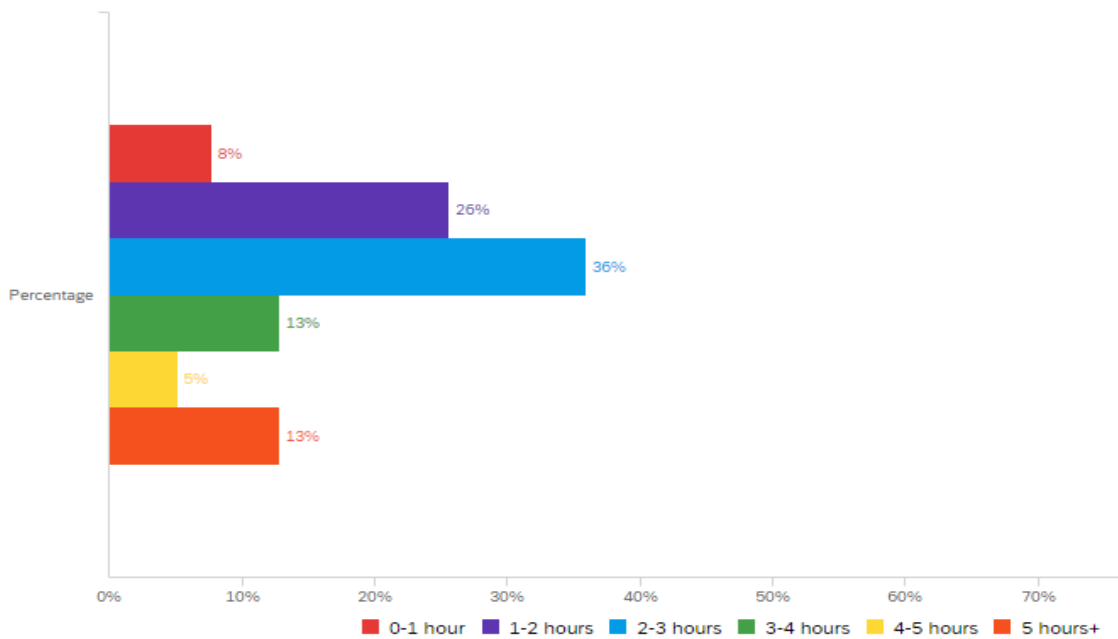


Figure 2 Time spent on preparation

Q3 - I have received enough training to effectively perform my role.

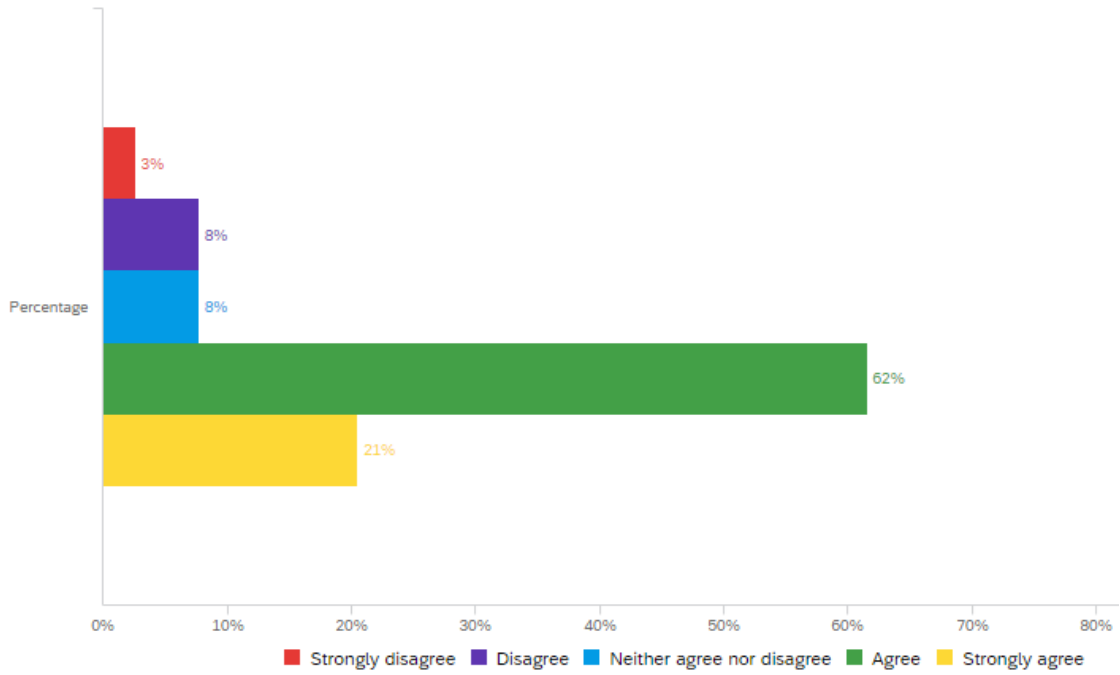


Figure 3 Training

Q4-Do you receive feedback in relation to the work you do for your organisation(IPO)?

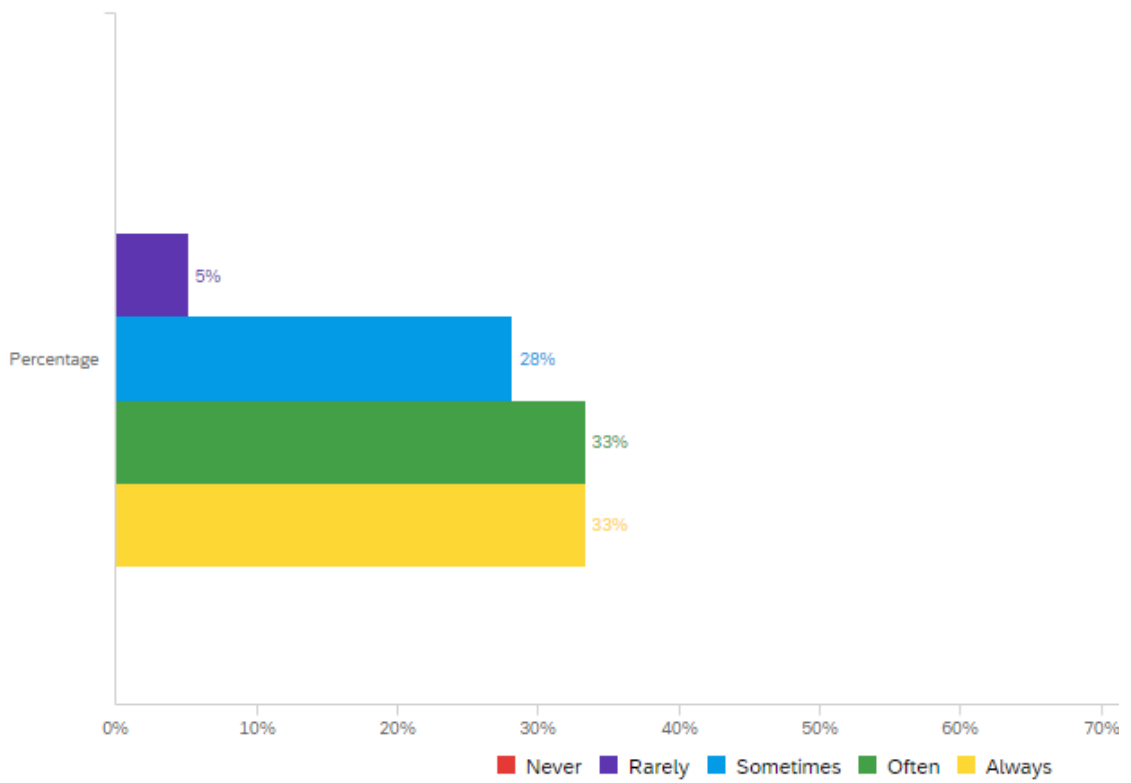
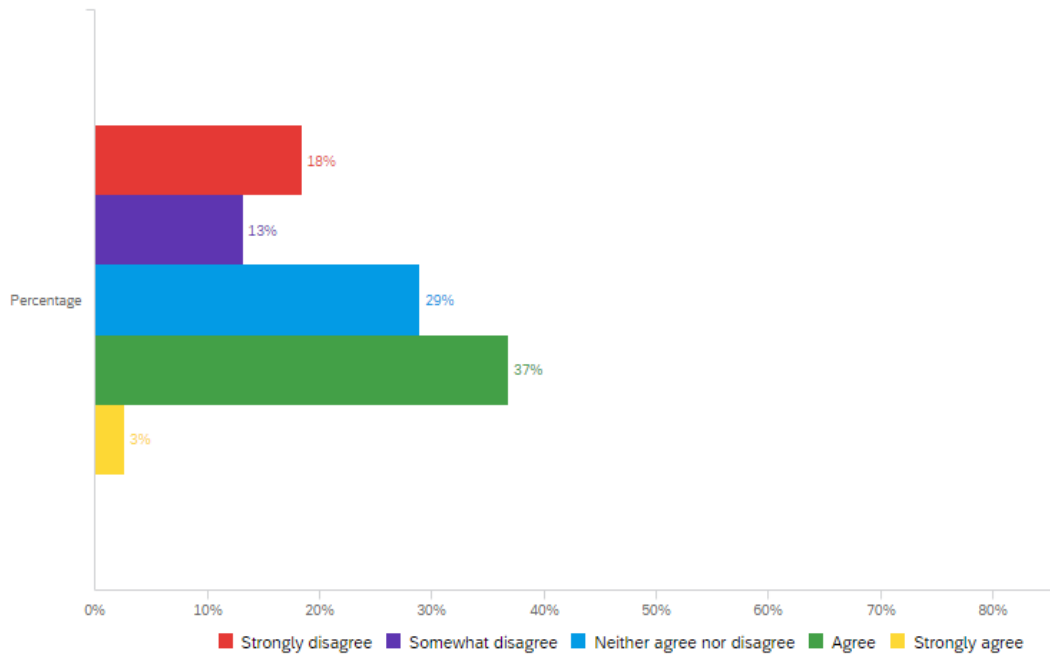


Figure 4 Feedback received

5. Communication, IT and Innovation

If I have an idea to improve our work processes, the organisation(IPO) will take it on board.



Q6 - Do you ever put forward suggestions for improvements on work processes?

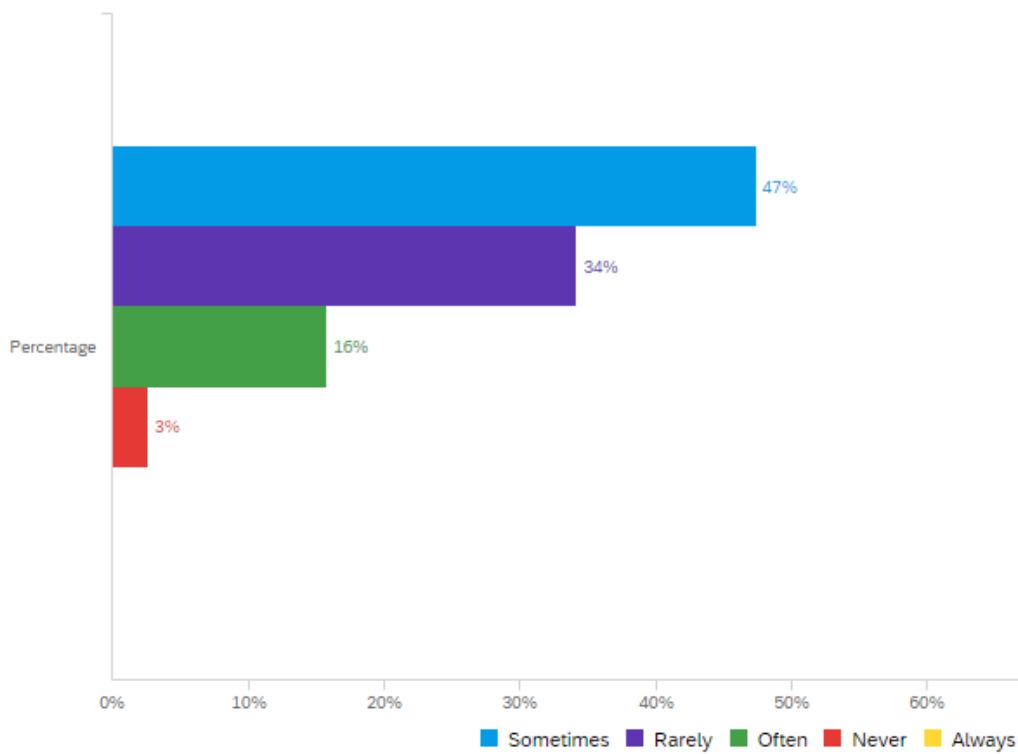
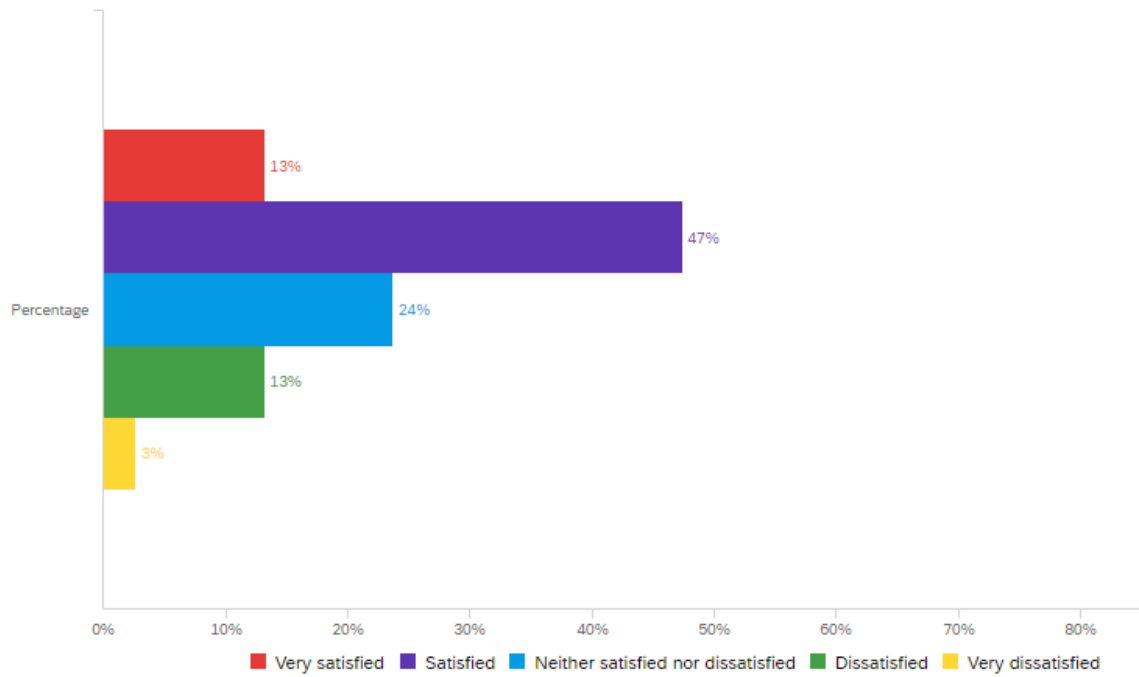


Figure 5 Charts on Innovation

Q7 - How satisfied are you with the frequency of communication from the IPO?



Q8 - How satisfied are you with the quality of communication from the IPO?

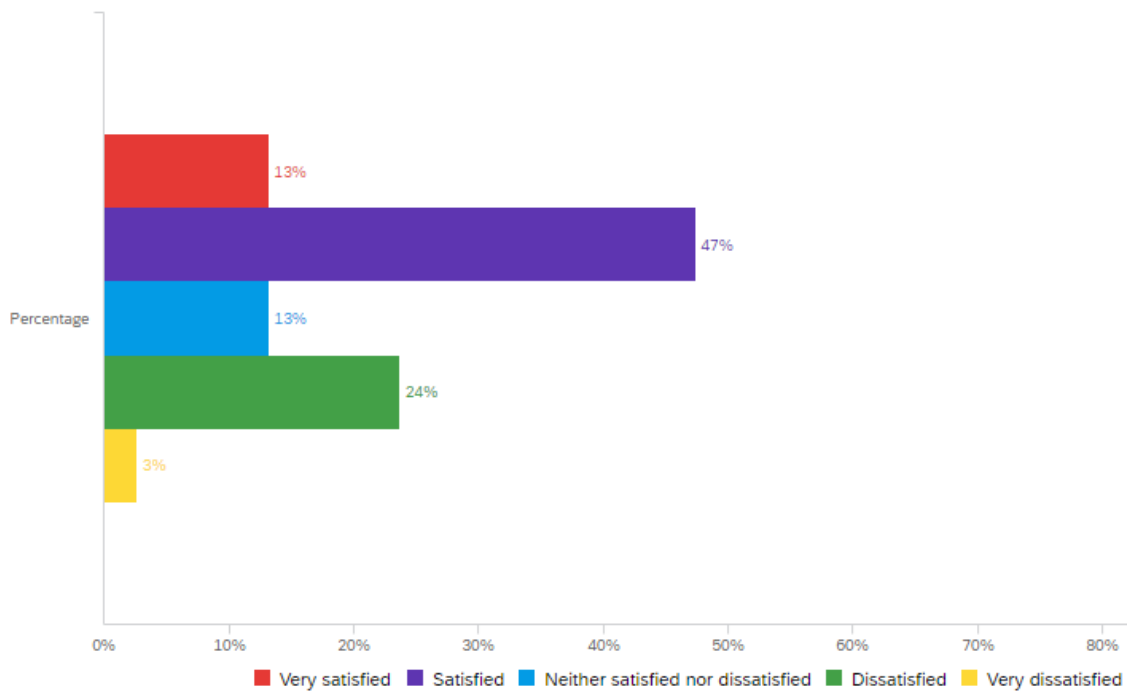


Figure 6 Charts on Communications

Q9-The IT applications supporting my work in the International Protection Process are effective.

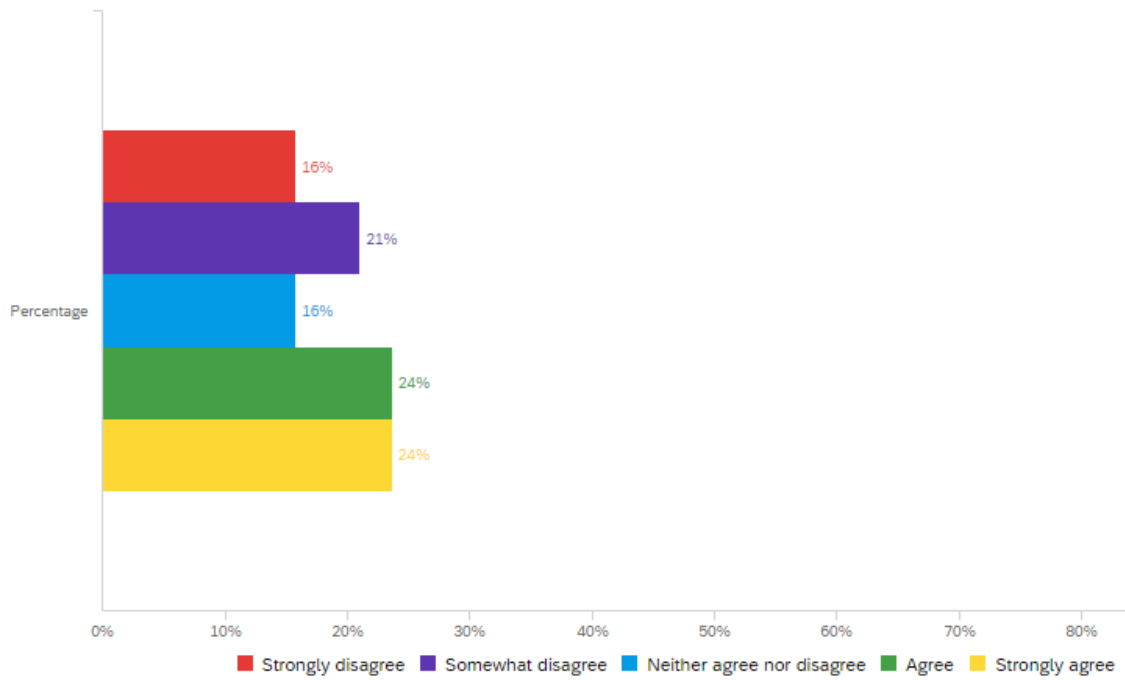
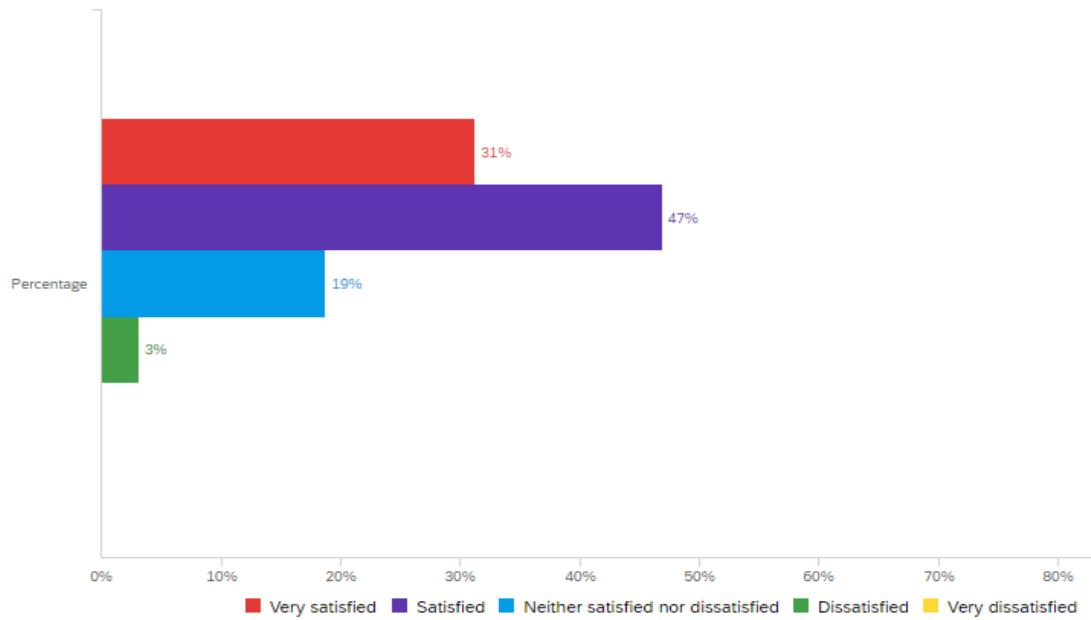


Figure 7 IT & Systems

Overall, opinions on the effectiveness of communications and IT systems are split which is also reflected in the sentiments from the text questions.

6. Satisfaction and motivation

Q13 - How satisfied are you as a member of the legal panel in the IPO?



All Topics

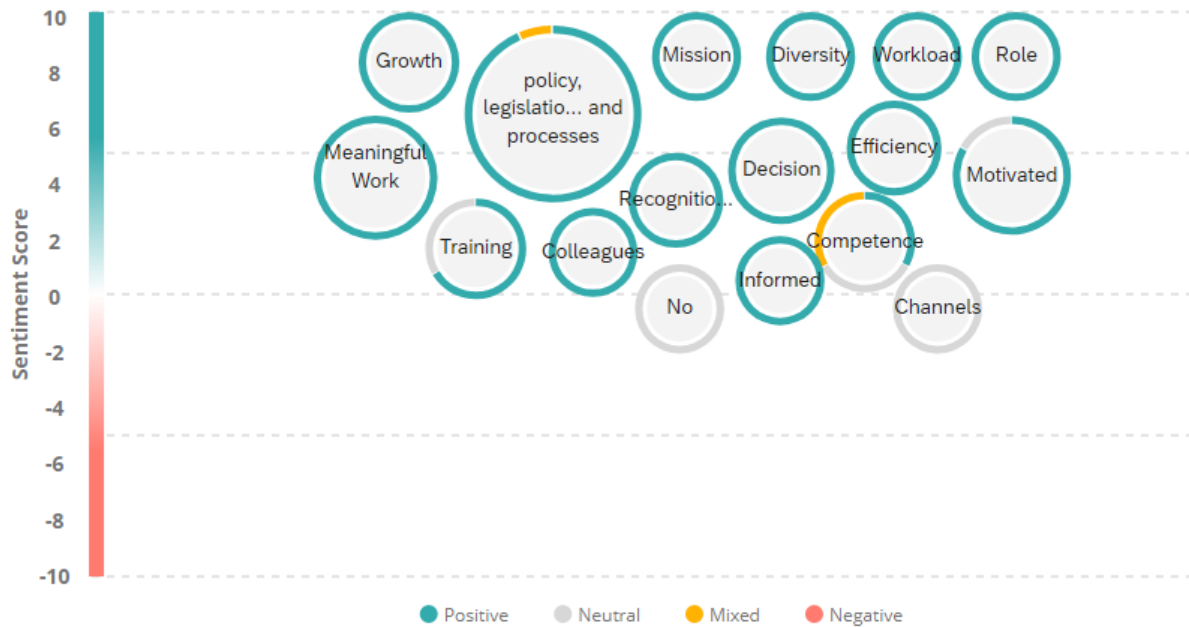


Figure 8 Charts on satisfaction and motivation

7. Key insights from the open text questions

7.1 We have used Q13- “How satisfied are you as a member of the Legal Panel in the IPO?” to establish if any correlation with the sentiments from answering what is and what is not working well in their role as a panel member.

7.2 78% of the respondents are satisfied or very satisfied with their role on the panel which shows a positive correlation with the motivation to apply to the panel. Overall, the sentiment that they are doing meaningful work and the interest in Human Rights inspired people to apply to be a member. This can be seen in Figure 8 Charts on satisfaction and motivation.

7.3 It is significant to note that the most positive sentiment is recorded in the answers about People and Teams, as seen in Figure 9 What is working well in your role?. Most of the respondents in this category left highly positive comments on their collaboration with the IPO staff members, some even naming the staff members.

7.4 Again, as seen in the multiple choice answers, we see a split in opinion when it comes to the effectiveness of the available resources, i.e IT & Systems, Tools and templates, Work space. The second similar sentiment is seen when it comes to Execution i.e Delivery, Efficiency, Speed and Agility. Some comments point out quite starkly that the IPO has significantly slowed due to the impacts of Covid. This can be seen in Figure 10 What is not working well in your role?.

7.5 People who opted to leave additional comments went on to leave extensive recommendations and we notice similarities with the negative sentiments on what is not working well.

7.6 The top 5 broad categories identified in “Other comments” are:

- Efficiency and delivery of objectives
- Policy, legislation and processes (negative and mixed comments)
- IT & Systems (negative and neutral comments)
- Clarity and consistency (negative and neutral comments)
- Innovation, agility and speed (only negative comments)

The overall summary of this can be seen in Figure 11 Other comments.



Figure 9 What is working well in your role?

Sample extracts of comments for the above:

I find all of the IPO staff extremely helpful. To that end, the staff have very rarely had an issue with any of my reports. That said, they are the people I would rely upon for advice when I have any questions.

HEOs and supervisors are very nice to work with. Very understanding and very professional.

Feedback on reports from civil servants works well and efficiently. Staff are helpful and provide good support.

When there is regular and ongoing communication between IPO colleagues and myself about cases, I find that matters that arise on a day to day basis can be dealt with more efficiently.

I must stress that the working environment is great - the civil servants are always helpful and it is a friendly atmosphere. However, pre- and especially during Covid-19, it became evident that panel members were the last ones who got messages and news about the happening at the IPO.

The support team in the office are very good. Queries that I have are addressed and answered very quickly.



Figure 10 What is not working well in your role?

Sample extracts of comments for the above:

No shows cause a lot of frustration for panel members considering the amount of time put in in preparation.

The current lack of desk space is frustrating and slowing down the pace at which reports are submitted

Printers are sometimes an issue

... the work is slowed down by feedback from different civil servants, which differ in style and substance...[they can have] a very unrealistic approach in relation to our questions methods and interview techniques - this contributes then to call-backs.

Lack of consistency among reviewers of reports.

Lack of clarity on policy: If a decision is made in the office on procedure or policy it is rarely transmitted to panel members. It is passed down a chain of command and reinterpreted at each step.

IT issues can be common. Particularly issues during the interview process itself such as printers, instant messenger or internet not working.



Figure 11 Other comments

Some extracts of comments for the above:

The IPO staff are very well informed and the atmosphere in the office generally is excellent: serious but friendly, a motivating and pleasant place to work.

In my view there are a number of administrative issues which slow down the process of assessing an application for international protection.

...the long lead in time between interview and payment and detracts from the really positive day to day interaction between colleagues and applicants.

It would be good to have more certainty around my caseload.

It would be positive to see the knowledge, expertise and experience of panel members being utilised more by the IPO. ... A more regular or formalised interaction could ensure that workable solutions to problems are found more quickly and implemented seamlessly.

The work is hugely satisfying. The issues are complex and the workload can be daunting, but when the system works well (which it does 99% of the time), I really enjoy it.

Going forward, I hope the department will look into having interviews conducted in cities or bigger towns all over Ireland, instead of just having them in Dublin and Cork.

I enjoy working here although quite a lot of my time is spent with administrative tasks such as filing, scanning, photocopying.

Looking forward, I would like to see panel members considered in the consultation process.

8. Conclusion and next steps

8.1 This survey report will be shared with all of the IPO Legal Panel members, IPO Management and with the Programme Board of the Catherine Day Implementation Working Group.

8.2 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 and IPAT, 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.

8.3 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.

8.4 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 – Legal Panel members 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.

IPO Legal Panel Member survey

Start of Block: Default Question Block

Q15 This survey is being carried out to gather 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

Q1 How many cases do you typically take per month?

▼ 0-4 per month (1) ... more than 12 per month (4)

Q2 How much time typically do you spend on preparing for a case?

▼ 0-1 hour (1) ... 5 hours+ (6)

Q3 I have received enough training to effectively perform my role.

- Strongly disagree (1)
 - Disagree (2)
 - Neither agree nor disagree (3)
 - Agree (4)
 - Strongly agree (5)
-

Q4 Do you receive feedback in relation to the work you do for your organisation (IPO)?

- Never (1)
 - Rarely (2)
 - Sometimes (3)
 - Often (4)
 - Always (5)
-

Q5 If I have an idea to improve our work processes, the organisation (IPO) will take it on board.

- Strongly disagree (1)
 - Somewhat disagree (2)
 - Neither agree nor disagree (3)
 - Agree (4)
 - Strongly agree (5)
-

Q6 Do you ever put forward suggestions for improvements on work processes?

- Never (1)
 - Rarely (2)
 - Sometimes (3)
 - Often (4)
 - Always (5)
-

Page Break

Q7 How satisfied are you with the frequency of communication from the IPO?

- Very satisfied (1)
 - Satisfied (2)
 - Neither satisfied nor dissatisfied (3)
 - Dissatisfied (4)
 - Very dissatisfied (5)
-

Q8 How satisfied are you with the quality of communication from the IPO?

- Very satisfied (1)
 - Satisfied (2)
 - Neither satisfied nor dissatisfied (3)
 - Dissatisfied (4)
 - Very dissatisfied (5)
-

Q9 The IT applications supporting my work in the International Protection Process are effective.

- Strongly disagree (1)
- Somewhat disagree (2)
- Neither agree nor disagree (3)
- Agree (4)
- Strongly agree (5)

Page Break

Q10 What is working well in your role as a panel member? (What is positive in your role, what works well and what helps you get your work done efficiently etc.)



Q11 What is not working well in your role as a panel member? (What slows down your work and does not job efficiently etc.)



Q12 What motivated you to apply to be on the legal panel?



Page Break

Q13 How satisfied are you as a member of the legal panel in the IPO?

- Very satisfied (1)
 - Satisfied (2)
 - Neither satisfied nor dissatisfied (3)
 - Dissatisfied (4)
 - Very dissatisfied (5)
-

Q14 Have you any other comments?

End of Block: Default Question Block
