

WHAT DO THE CUSTOMERS THINK? MAKING EMPLOYEE OWNERSHIP COUNT WITH CLIENTS

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About OPM

Independent company founded in 1989.

Support across the range of organisational activities that need to be orchestrated to improve “social results”.

Working with

- local, regional and central government
- health and community services
- education and lifelong learning
- housing
- the justice system
- the media
- the arts and sciences



About OPM (2)

- ‘Public interest company’, operating on a not-for-profit basis.
- We became 100 per cent employee-owned during 2006, as our co-founders retired from the company.
- The company’s shares are held by the employee share ownership trust (ESOT) on behalf of its employees.



OPM's Employee Share Ownership Trust

“As OPM’s elected Employee Share Ownership Trust (ESOT) trustees, we are proud to serve on behalf of all members of OPM. Our role is to ensure that our organisation remains true to the principle for which it was established: to improve social results. We do this in a number of ways, such as deciding how any surplus funds are used, liaising with directors over the future of the organisation and acting as a conduit for members’ voices”.



OPM's customers

- OPM runs a client survey every 2 years (last in 2008)
- This tells us important “stuff” about trends, our quality and what customers value about us



What customers expect

What customers care about.....

- Output and outcomes
- Quality
- Innovation
- Knowledge and experience
- Contextual understanding
- Client partnership
- Public Interest important (80%)
- Staying within budget



A story.....

- OPM's re-design of its web-site
- Owners informed and involved
- Clarity about our internal message (over a number of months)
- Testing out with clients (1:1s and workshop)
- Final product





The initials OPM stand for
Office for Public Management, but
we actually stand for much more:

We stand for results.

Working methods matter, but results matter more.
That's why our single-minded aim is to help people in
public services get real results that make a difference.

We stand for learning.

People in public services need access to new thinking.
That's why we share learning through our work, carry out
research into public service delivery and publish our ideas.

We stand for people.

By helping leaders and managers in public
services develop their skills, we help all people.
That's why we provide personal and professional
development and coaching.

And we stand for value.

We believe in effective use of resources and
we are determined to deliver value for money.
That's why we're a not-for-profit organisation,
fully owned by all our employees.

Summary

- Be clear about what employee ownership means internally
- Do regular “testing” of client perceptions
- Don't think that clients necessarily care about ownership
- For OPM – ownership reinforces our value offering

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