

Scotland's Commissioner for Children and Young People Perception review - April 2013

1. Context

Pagoda PR was commissioned to carry out both qualitative and quantitative perception research for the Children's Commissioner to

- establish current perceptions of the office and the work of the Commissioner to date
- allow SMART communication objectives to be set for the PR and engagement work of the office for the remainder of his term

The Perception Review which was completed on 04.04.2013 comprised:

- 20 individual telephone interviews conducted using a discussion guide. All interviews were done on the basis of guaranteed anonymity
- A Survey Monkey online questionnaire which was distributed to Scotland's Commissioner for Children and Young People's mailing list

An earlier perception review (qualitative only, comprising 17 one to one interviews completed in 2009 as part of the development of a Communications Strategy for the office soon after the start of the Commissioner's term of office) is referenced in this report.

While the wording of the 2013 discussion guide does not directly replicate that used in the 2009 review, in terms of general themes and issues, both exercises considered:

- Understanding of the role and priorities of Scotland's Commissioner for Children and Young People
- Awareness and understanding of the Commissioner's work plan/strategic priorities/key work themes
- Association of Scotland's Commissioner for Children and Young People with particular issues
- Effectiveness of existing communications channels
- Communication priorities for the remainder of the term

2. Topline findings

There are a number of clear themes that emerge from the 2013 perception review.

- The Commissioner is regarded as a very strong communicator who is good at engaging with children and young people face-to-face
- Stakeholders generally feel well informed about the role and remit of the Commissioner in Scotland
- The Commissioner and his office are well regarded for the work that has been done on raising and extending awareness of children's rights and of the UNCRC – and engaging children and young people especially through initiatives such as A Right Blether. However, this is now some three years old and there is a need to maintain momentum to engage new generations of CYP (face-to-face engagement is inevitably resource-intensive so other means need to be considered)
- E-communications – especially the website and the e-bulletin – are now the most important channels of communication with stakeholders; the website needs to be easier to navigate, 'cleaner' and clearer design would help

- Some would like to see the Commissioner and his office take a more distinctive position on the 'big issues of the day' and challenge Government and local authorities where appropriate
- The Commissioner and his office have a good reputation for eliciting and listening to the views of CYP and ensuring these are fed into policy and practice
- There needs to be more focus on engaging with the children's sector and with key institutions
- There is a perception among some that there has been an over-concentration on 'the numbers game' – widespread engagement but not real and meaningful engagement

There is some merit in considering the results of the 2013 exercise in light of the 2009 perception review though it should be noted that because of the different design of the two reviews, they cannot be directly compared. The 2009 review comprised 17 one to one interviews, while the 2013 review comprised 20 one to one interviews and a Survey Monkey questionnaire which was sent out to the entire SCCYP mailing list.

However, in general terms the 2013 review indicates:

- Awareness of The Commissioner's role and remit remains consistently high, with a majority of respondents describing themselves as being '*well or very well-informed*'
- That it is now the children's sector in particular that would welcome more direct communication and engagement with the Commissioner, whereas in 2009, respondents commented that there was a need to broaden communications beyond the Commissioner's immediate professional networks (in the children's sector).
- That there is greater and more widespread awareness among children and young people of Scotland's Commissioner for Children and Young People possibly due to initiatives such as A Right Blether (although there is no formal research to back this up). Respondents to the earlier review had commented that awareness was concentrated amongst specific groups of children that the office worked directly with through reference groups etcetera, such as care leavers.
- That many respondents welcome the fact that a wide range of issues is being considered by the Commissioner and his office; in 2009 there had been some criticism that there was an over-concentration on a small number of issues that affected a small number of children. However, some respondents in 2013, take the view that *reach* (in terms of engagement) has come at the expense of *depth*; 2009 respondents welcomed the fact that Scotland's Commissioner for Children and Young People often took a different view from others and commented on its '*rigorous thinking and analysis*'.
- That respondents regard A Right Blether (ARB) in particular as an excellent example of engaging children and young people (CYP) with the concept of children's rights. By contrast, in 2009 there was a concern that further work was required to clarify and bring life to the concept of children's rights, which perhaps remained too abstract a concept for some.
- The website is now the single most significant communications channel (cited by 63% of respondents in the quantitative survey), closely followed by email (54%) and the e-newsletter (38%). Respondents in 2009 suggested that levels of communication could be improved particularly e- and web based communications.
- Respondents from the education sector accounted for almost half of the total number of Survey Monkey respondents; some 43% identified 'face-to-face briefings/meetings' alongside 'events' as key channels of communication. In 2009, interviewees suggested that the Commissioner should focus on extending face-to-face communication, particularly in the health and education sectors.
- Engagement with CYP is now regarded as the single most high-profile area of the Commissioner's work, in particular engagement with schools and through initiatives such as A

Right Blether. The 2009 review suggested that engagement with children and young people was too limited, potentially undermining the credibility of the office.

3. Recommendations

Below are a number of recommendations that we suggest could be considered as part of the communications and engagement work of the Commissioner and his office during the remainder of his term:

1. Consider a more regular and structured programme of engagement with organisations working within the children's sector and other key institutions e.g. open forums.
2. Consider ways of maintaining the momentum of A Right Blether (in terms of engaging CYP with children's rights) so that successive generations are engaged, through innovative means e.g. social media; Curriculum for Excellence.
3. Identify a series of SMART communication objectives, complemented by a set of 'key messages' for each of the strategic priorities, in particular focusing on outcomes.
4. Take a more distinctive position on the 'big issues of the day' and be prepared to challenge Government and local authorities where appropriate
5. Bring the strategic priorities to life by focusing communications and research work around clear 'problem' issues/need for change, so that campaigns can be developed around these, each with a clear outcome.
6. Proactively promote the enquiries service to target audiences for this service.
7. Consider whether the website could be made easier to navigate and information for professional users made easier to find.
8. Continue face-to-face engagement with CYP by the Commissioner through schools and local authorities

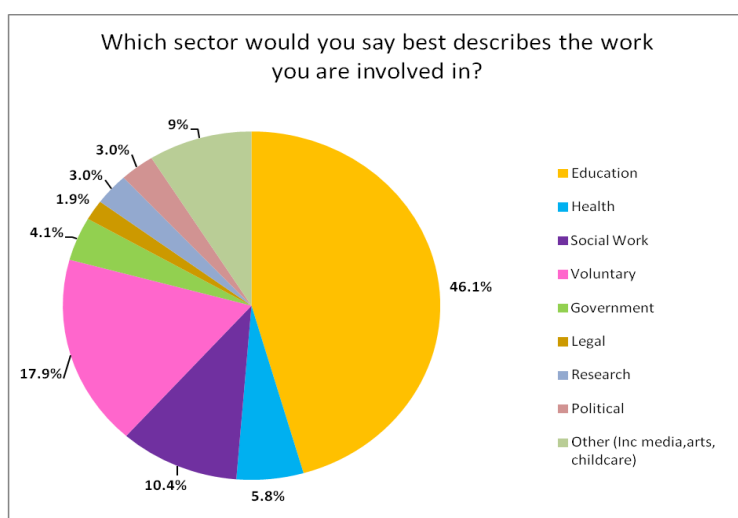
Survey Monkey analysis

1. Introduction

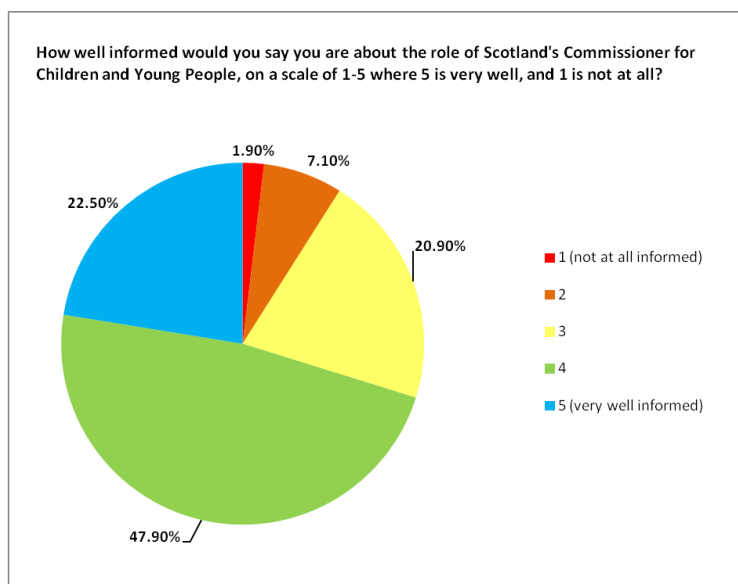
A link to the survey was emailed to 998 people on 7 March 2013, with addresses being supplied by the office of Scotland's Commissioner for Children and Young People. The list included 597 newsletter subscribers, school and nursery contacts and MSPs. The results below relate to responses up to and including 4 April 2013. The overall survey response rate was 27% (268 respondents). Not all respondents gave answers to every question.

2. Question 1 (268 responses)

The chart below shows the breakdown of responses by sector. Some 46.1% of responses came from the education sector which may reflect the composition of the mailing list provided by the Commissioner's office; a lot of schools contacts were generated through A Right Blether.

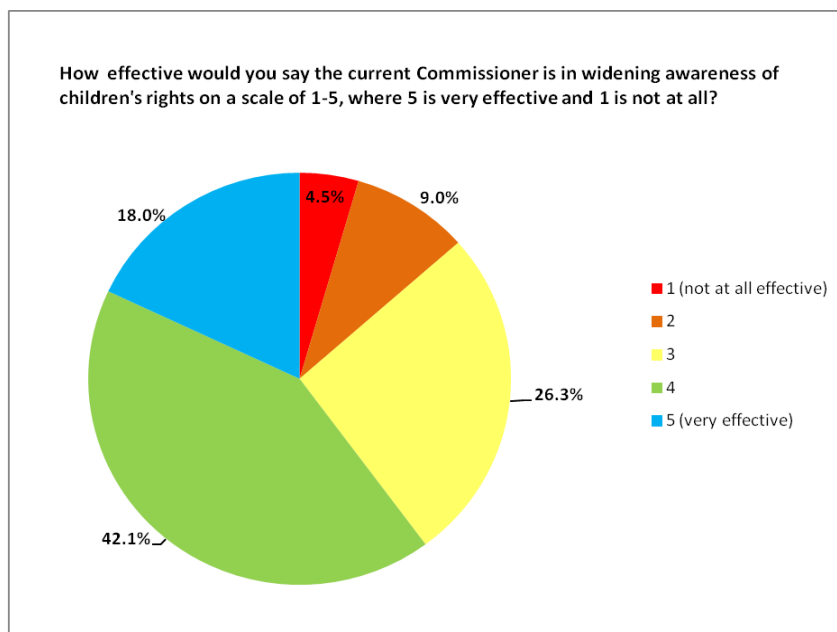


3. Question 2 (268 responses)



Some 70.4% (189 people) answered that they were *well* or *very well informed* about the role and remit of the Scottish Commissioner for Children and Young People, with 9% of respondents (24 people) feeling *less well informed/not at all informed* and 20.9% having no strong views either way.

4: Question 3 (266 responses)



A majority (60.1%) of respondents felt that the Commissioner was either *effective* or *very effective* in widening awareness of children's rights.

Some 42% of respondents (112) provided reasons for their choice. Of these, 63 comments (56%) included reflections on the effectiveness of the Commissioner's work, in particular highlighting face to face meetings and visits/links to schools, as well as the two Blether events, social media and the website. This is perhaps not surprising, given the fact that 46.1% of the total respondents to the survey were from the Education sector and therefore may have participated in one of the Blether tour stops. Comments included¹:

A Right Wee Blether with our youngest children was particularly effective at involving children.

Tam Baillie uses a wide range of social media to not only gather the views of the young people but also to raise awareness of children's rights

Tam has increased the profile of the Commissioner significantly in his term of office and the engagement with Children and Young People – look at the vast evidence!

Less positive responses were made by 37 people (33%). These comments included those critical of the Blether events and lack of follow-up/momentum since the Right Blether some three years ago; the Commissioner's reluctance to challenge Government policy and a perception that the Commissioner is over-concerned with numbers. Examples include:

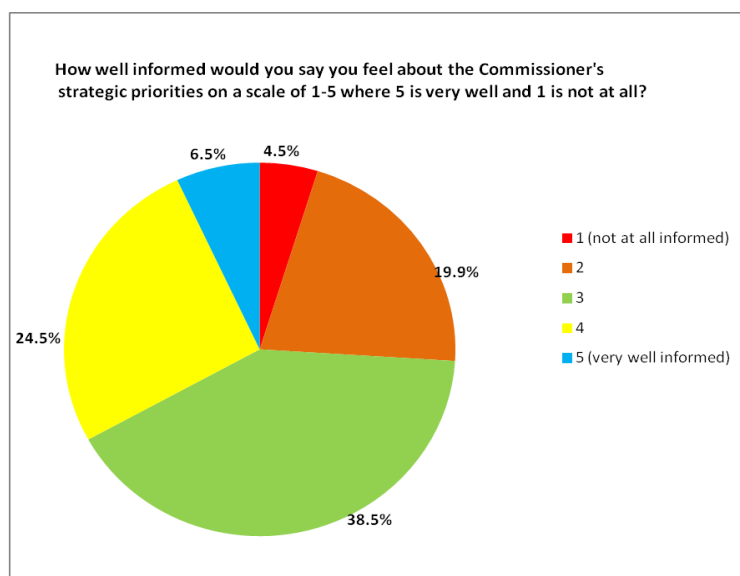
I am not confident he fully understands children's rights he only touches the surface – a piecemeal approach with numbers being his priority rather than quality – there is no depth to his knowledge and understanding.

¹ Full text of all comments made via the free text boxes in the Survey Monkey questionnaire is provided as an appendix.

Much of the raising awareness has been about widening awareness of the Commissioner and tallying up numbers, rather than meaningful engagement with children and young people and promoting children's rights in a comprehensive and thoughtful way.

He is less vocal than the previous Commissioner in tackling rights issues in the press and ensuring that children have a voice. He appears to want to concur with Government rather than challenge.

5. Question 4 (261 responses)



Some 31% indicated they were *'well or very well informed'* about the Commissioners strategic priorities. Typical comments were that they had not recently read up on the priorities of the office, or could not list them but were reasonably confident they knew what the Commissioner's priorities were. Nearly a quarter of respondents at 24.4% (64 people) indicated they were *'not informed or 'not at all informed'* and 38.5% gave a neutral response.

Of the 261 respondents, 88 went on to suggest what they thought the strategic priorities *might* be. Of these, 20 respondents stated **promoting Children's Rights** (23%) and the same number of respondents (23%) **promoting of the UNCRC**.

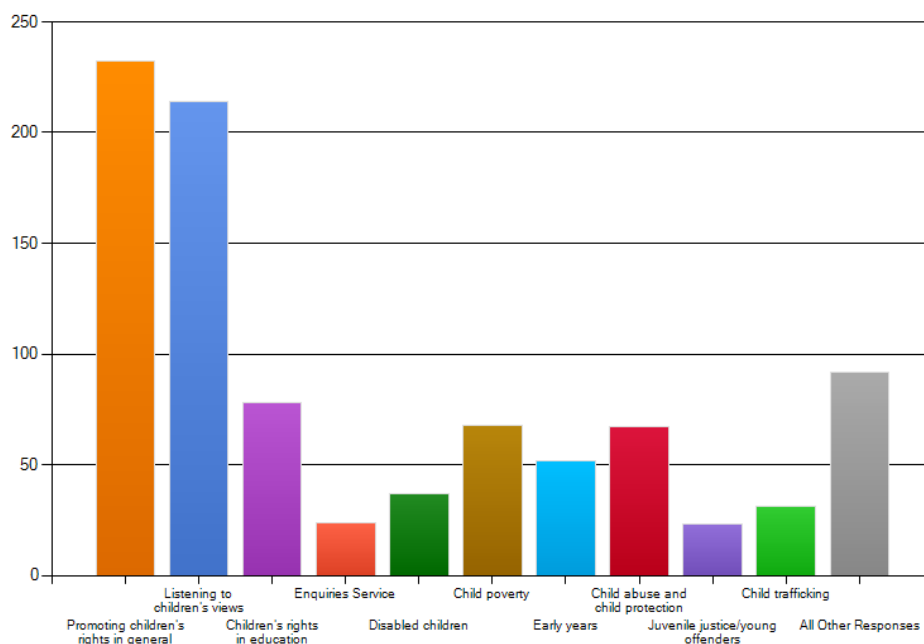
There were around 16 comments (18%) suggesting that respondents either did not know what the strategic priorities are - or had forgotten them.

There were three respondents who commented on a lack of knowledge of the outcomes of the Right Blether, for example one of these respondents noted:

The basis for the strategic priorities is supposed to be the results of the Right Blether consultation which in itself is confused and confusing. The focus of that long process seemed to be on numbers. I cannot point to anything of substance that has been achieved since the consultation.

6: Question 5 (266 responses)

What are the areas of work that you most strongly associate with Scotland's Commissioner for Children and Young People? Please tick top three.



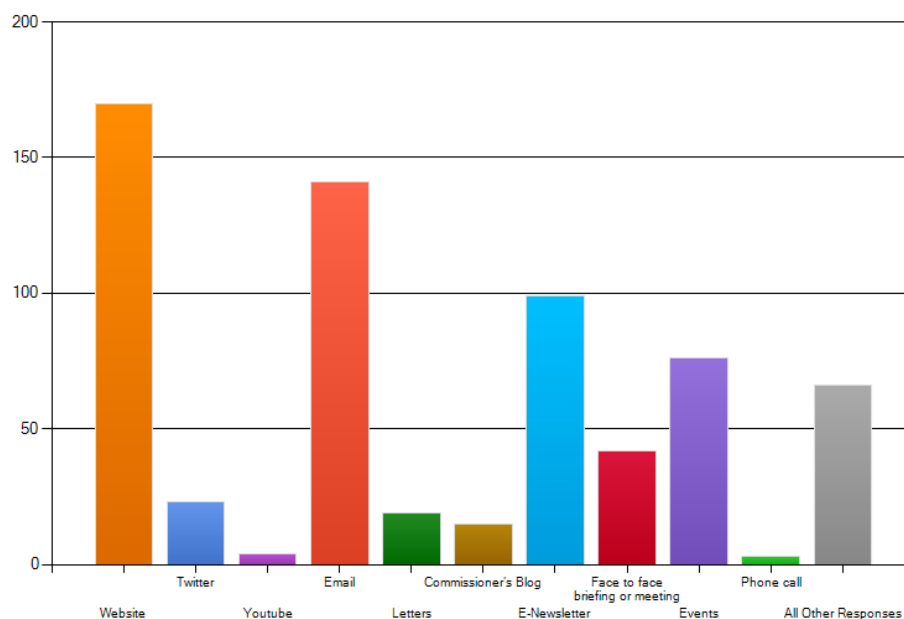
Promoting children's rights in general	87.2%
Listening to children's views	80.5%
Children's rights in education	29.3%
Child poverty	25.6%
Child abuse and child protection	25.2%
Early years	19.5%
Disabled children	13.9%
Child trafficking	11.7%
Children of prisoners	10.2%
Enquiries Service	9.0%
Juvenile justice/young offenders	8.6%

Respondents indicated a very strong association between the Commissioner and the **promotion of children's rights** (87.2% or 232 respondents). **Listening to children's views** scored highly also with 80.5% or 214 respondents selecting this.

All other listed issues had a considerably lower association. Bottom of the list was juvenile justice/young offenders, possibly because no recent research work or media work has been published on this subject. The ranking of these issues may reflect the work plan in the office over the preceding period, with topical issues more to the fore.

7: Question 6 (267 responses)

What are the key channels of communication through which you find out about Scotland's Commissioner for Children and Young People - and his priorities? Please tick the top three.



Website	63.7%
Email	52.8%
E-newsletter	37.1%
Events	28.5%
Through media	24.7%
Face to face briefing or meeting	15.7%
Twitter	8.6%
Letters	7.1%
Commissioner's blog	5.6%
YouTube	1.5%
Phone Call	1.1%

It is clear that the website is the preferred channel of communication, chosen by 170 respondents [64%]. Comments were mixed; some said it was easy to use, reliable and user-friendly while others said it could be difficult to navigate and locate the information you were interested in. Email comes a close second (53%).

The Commissioner's e-newsletter was selected by 99 respondents (37%) and is clearly a popular communications channel.

The media, selected by 66 respondents (24.7%) is clearly an important way that people find out about the work of the Commissioner.

Face-to-face communication was selected by fewer respondents; 42 of the 267 (15.7%) although it features regularly in comments made in open-text responses throughout the survey.

The Commissioner's blog (6%) and Twitter feed (9%) have a low score, suggesting either that they have still to become established, or are less popular with the survey respondents.

8: Question 7 - Do you have any suggestions about how the Commissioner should look to improve the ways in which he carries out his work over the next four years.

This question provided the opportunity for respondents to give open text responses. There were 130 responses provided.

Responses that were critical of the Commissioner were relatively few (4%) while of those remaining, the largest grouping covers issues such as more public engagement (including with faith groups), the use of media, social media and the website to promote children's rights to CYP and adults, and more school programmes (49%).

There was a very wide range of other responses. We have listed below only those issues that were raised by more than one individual:

- need to challenge policy and hold institutions to account (local authorities, government), and also ensure voice of children and young people influences policy and practice (raised by 11 respondents)
- closer working with local authorities/rights officers (9 respondents)
- more engagement with the sector (9 respondents)
- child poverty, children in care, children of prisoners (4 respondents)
- more community and third sector partnerships (4 respondents)

In order to give a flavour of the responses received, we have selected some comments below:

Keep doing what he's doing.

Great to see him out and about speaking and listening so much, engaging with research etc.

Reminding children he is there, working for them. There was such publicity around the Big Blether, children felt genuinely empowered.

He needs to become more controversial.

At the outset the SCCYP was very proactive and productive but I don't see much of that now

His approach should be more rigorous and thorough, based on sound information, analysis and methodology rather than making policy soundbites on the hoof or playing a numbers game (as with the Big Blether, which was methodically flawed and therefore lacked validity)

SCCYP: Perception survey qualitative analysis

1. Introduction

Twenty individual interviews were undertaken between 12.03 and 03.04.

A random selection of 20 was made from a long list of 103 names spread across 9 sectors, provided by the Commissioner's office. The list included contacts from the sectors listed below in Q1.

We tried to ensure that there was representation from each sector although it was not possible to secure interviews with the political or research sectors in the time frame available. In each case, a group of around six names in each sector grouping was approached initially by email, to achieve spread rather than weighting. These emails were followed up with phonecalls. No more than four people were interviewed from any one sector grouping. There was only one interviewee in the 'arts' listing (Other).

Two members of staff conducted 10 interviews each on a 'first come' basis, i.e. those who we were a) able to reach and b) who were available, were then interviewed.

A discussion guide (see Appendix) was used to conduct the interviews and the questions were matched, in so far as was possible, with the questions asked in the Survey Monkey questionnaire, though we were also able to probe reasons for responses given.

2. Responses

Which sector would you say best describes the work you are involved in?

The breakdown of sectors for interviewees is below.

	%	No. of Respondents
Education	15%	3
Health	20%	4
Social Work	10%	2
Voluntary	20%	4
Government	20%	4
Legal	10%	2
Other	5%	2

How well informed would you say you are about the role and remit of the SCCYP on a scale of 1-5 where 5 is very well and 1 is not at all?

	%	No. of Respondents
1	0%	0
2	0%	0
3	10%	2
4	50%	10
5	40%	8

From the breakdown it is possible to see that the majority of interviewees felt that they were *well* or *very well informed* about the role and remit of the Scottish Commissioner for Children and Young

People. On further questioning, respondents identified the following reasons for their responses. (Note - some interviewees gave more than one reason).

	%	No. of respondents
Long standing knowledge of SCCYP	15%	3
Contact through their work	35%	7
Attending events with the SCCYP	25%	5
Face-to-face meetings	25%	5

“Contact through their work” is the single most often mentioned while “events” and “face-to-face contact” with the Commissioner and the wider SCCYP team are also important, in ensuring that people feel well informed.

When responding to further probing of the reasons for their response, interviewees also made the following specific comments:

I got involved with the Big Blether and this was the start of a much better relationship.

I got involved through the Festival of Politics where SCCYP have supported debates with young people.

[The Commissioner] is very good at the publicity side of things, keen to meet with other groups and visited our school to feed back results, so very strong on engagement with schools.

Tam has been very open to engagement.

How effective would you say the current Commissioner is in widening awareness of children’s rights, on a scale of 1-5 where 5 is very effective and 1 is not at all?

	%	No. of Respondents
1	5%	1
2	0%	0
3	5%	1
4	60%	12
5	30%	6

It is possible to see from this breakdown that the majority of people interviewed felt that the Commissioner was either *effective* or *very effective* in widening awareness of children’s rights, with only 1 of the 20 interviewees considering that he was *not effective*.

Further comments from interviewees on this issue include:

Very effective at getting message across to children and young people...68% of children and young people we asked said that they understood most or all of what Tam had told them about the UNCRC.

Very visible, regularly see him in the media, well-kent face, as high profile as he needs to be.

Commitment to physically meet with children and young people, and the SCCYP staff also coming – always happy to make a visit and make the effort.

I think he’s made huge efforts in consultation.

Lots of activity around reports or new initiatives and then it peters out, so keeping the momentum is always a challenge. When I ask young people whether they know about SCCYP, sometimes they do, sometimes they don't.

Spends more time publicising himself and too little time dealing with the issues...Not been raising big issues, rarely challenges Government. Too focused on good publicity, initiatives do not offer anything new.

I get the sense that he is very good at promoting awareness among children and young people themselves, but less sure that with key institutions he is as well heard and understood.

Tam doesn't engage or talk to the sector – to other organisations in the sector.

It is clear from the comments that interviewees recognised – and admired – the Commissioner's strength of direct engagement with children and young people.

Some interviewees felt that the Commissioner needed to engage more regularly and robustly with the sector and with key institutions.

There were several comments that suggested the Commissioner was engaged with too many issues on too superficial a level and that there needs to be more meaningful engagement with the sector and with the 'big issues of the day'.

There was also a perception among some interviewees – unsurprisingly perhaps – that maintaining momentum (in terms of direct engagement with CYP) is a challenge. The Right Big Blether is regarded as 'old' and there is an ongoing need to continually engage new generations of CYP, potentially through innovative means (social media) or via the curriculum (to widen and extend reach) rather than relying on face-to-face contact through school visits.

How well informed would you say you are about the Commissioner's strategic priorities, on a scale of 1-5 where 5 is very well and 1 is not at all? Can you say what you think they might be?

	%	No. of Respondents
1	0%	0
2	20%	4
3	40%	8
4	30%	6
5	5%	1

This question elicited a greater number of responses clustered around the middle of the scale, suggesting that interviewees were less confident in their knowledge of the Commissioner's strategic priorities.

When asked what people thought the Commissioners strategic priorities are, we received a very wide range of responses. There was considerable crossover between certain terms such as 'children's voice' and 'advocacy'. We have therefore **grouped the issues into a smaller number of over-arching themes.**

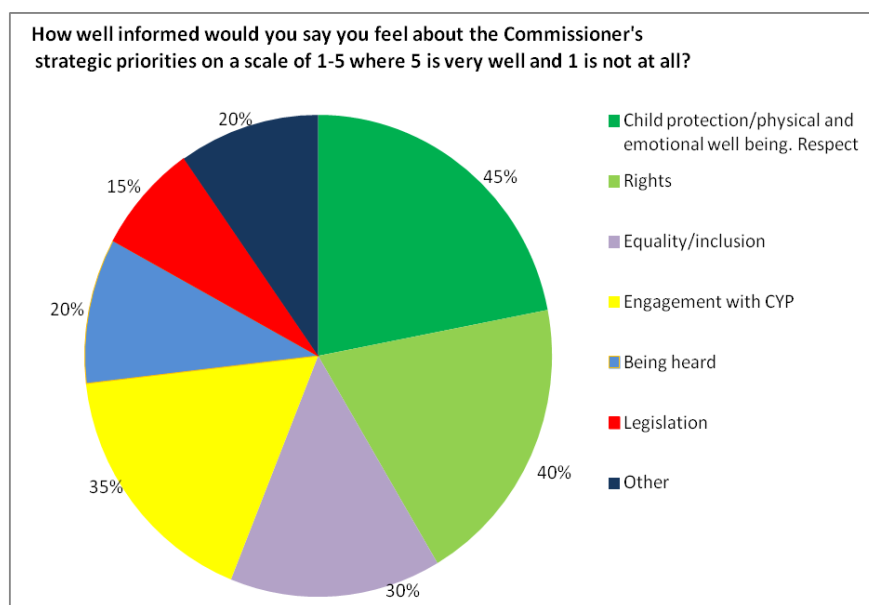
- Child protection/physical and emotional well being (including bullying, being safe, abuse)
- Respect (including Toilets)

- Children's Rights
- Equality/inclusion (including Poverty; Equality of access; Disability)
- Engagement with CYP (including Right Big/Wee Blether; participation)
- Being heard
- CYP Bill
- Early Years
- Looked after Children

From these groupings we can see that the four main outcomes of the Right Blether are fairly well reflected in responses given, albeit those interviewees were not able to directly quote the strategic priorities.

The chart below illustrates the number of times each theme was mentioned by the 15 respondents who identified a strategic priority. These are expressed in percentage terms to give a visual illustration of which featured most strongly.

Five interviewees were not able to identify the priorities of the Commissioner.



Comments from interviewees about the Commissioner's strategic priorities, included:

Tam seems very clear about what he's focused on, but I've not taken an active interest in the range of priorities.

I'm not able to say off the top of my head, I know they're based on consultation with children which was very extensive and if I needed to I could find out.

With what issues would you most associate the current Commissioner and his office?

	%	No. of Respondents
Promoting children's rights in general	45%	9
Listening to children's views	30%	6
Child poverty	20%	4
Early years	10%	2

Children in care and looked after children	10%	2
Children's rights in education	5%	1
Disabled children	5%	1
Child abuse and child protection	0%	0
Juvenile justice/young offenders	5%	1
Child trafficking	0%	0
Children of prisoners	0%	0

In this question we can see interviewees made the strongest association between the Commissioner/the wider team and the *promotion of children's rights*.

Despite formal reports being published (and widely publicised) on two of the other top issues (children of prisoners, child trafficking) and regular media comment on others (juvenile justice, child protection/abuse), these were not issues that featured significantly in interviewees' responses.

Are you aware of the Enquiries service run by the Commissioner's office?

Yes	10 people
No	10 people

Some interviewees, who said they had heard of the service, immediately qualified the statement by saying only 'vaguely heard of it'.

What are the key channels of communication through which you find out about the work of the Commissioner and his office?

We have expressed as percentages the number of times each channel was mentioned by an interviewee, to reflect the relative importance of each.

	%	No. of Respondents
Events	65%	13
Face-to-face	50%	10
Website	55%	11
Through media	30%	6
Phone calls	20%	4
Twitter	10%	2
YouTube	10%	2
Letters	10%	2
Email	5%	1
Commissioner's Blog	0%	0
E-newsletter	0%	0

Many interviewees said they found out about the Commissioner and his office through events and face-to-face, with the other most significant communication channels being the website and the media.

Do you have any suggestions about how the Commissioner should look to improve the ways in which he carries out his work over the remaining four years of his term?

There were a very wide range of answers to this open question. Many people emphasised a positive view of the Commissioner's engagement work with children and young people as has already been noted.

However there were several comments from interviewees wishing to see the Commissioner hold to account more often institutions (from local authorities to Scottish Government). Some interviewees suggested that the Commissioner was too 'close' to Government and that he should be prepared to use the remainder of his term to challenge more regularly and robustly, where appropriate.

In terms of subject-specific work relating to children's' rights, poverty, looked after children and children in care featured among many comments, as well as the impacts of welfare cuts on children.

Comments included:

Education Sector

- *Young children living in poverty have to be the number one priority – it is a national disgrace that we all must tackle because it impacts on everything.*
- *There is a tradition of compassion in our politics in Scotland and (we) need to fight harder to protect the values that we have always upheld.*
- *Do not get involved in referendum issues and be careful not to become too politicised*
- *(He's) Done a fantastic job given the resources he has, I can't see any way in which it could be more effective given their size and capacity. Tam as an individual is phenomenally effective advocate for children and young people in Scotland.*

Health

- *Needs to retain independence to criticise the Scottish Government where necessary.*
- *The only thing I would say is he might want to think about spending more time seeking the views of people working with children and young people at the coalface.*

Voluntary sector

- *Might be helpful to the Commissioner to identify someone within each local authority who could be a contact for his office to ensure that information about his work is disseminated and that each local authority supports his work.*
- *Need to keep up momentum in terms of awareness of children's rights. The big Blether was successful but the challenge is how to keep that sort of thing going.*
- *Look at the engagement programme, be prepared to put his head above the parapet, try and communicate with people over the age of 16, and challenge the government when necessary.*
- *Politically, I would say he is in a position to influence policies nationally and locally.*

Government sector

- *Effectiveness of engagement with other institutions and the sector – work on improving this.*
- *He should hold authorities to account in delivering Scotland's reform programme.*
- *Focus less on the legal incorporation of the UNCRC and look instead at outcomes and application in practice.*
- *(The) Commissioner has been particularly successful in using particular communication channels to reach children and young people, e.g. Big and Wee Blether, cartoons and the razzmatazz – seems to have worked with children and young people – less "legalistic" than*

the previous Commissioner (who was also very effective) – has used communications media that makes sense to children and young people that public agencies can also use – should continue with this.

Social Work/Care

- *I'd like to see him focus on looked after children, particularly those who are looked after in the community and raise their profile.*

Prepared by Pagoda PR/April 2013

SCCYP one to one interviews

Preamble and discussion guide

Towards the start of the Commissioner's term of office, in autumn 2009, we were commissioned to conduct a perception audit which included a series of one to one interviews with key stakeholders, to seek their views and input.

Given the fact that it is now half way through the Commissioner's seven-year term of office, we've been commissioned to repeat that exercise, in order to benchmark against that earlier exercise, establish current perceptions of the office and the work of the Commissioner to date – and allow us to set communication objectives for the remainder of his term.

Thank you for agreeing to take part. This information will remain confidential and will not be attributed to individuals.

Date:

Who completed:

Interviewee:

1. **How well informed would you say you are about the role and remit of the SCCYP on a scale of 1-5 where 5 is very well and 1 is not at all?** *Probe reasons*
2. **How effective would you say the current Commissioner is in widening awareness of children's rights, on a scale of 1-5 where 5 is very effective and 1 is not at all?** *Probe reasons*
3. **How well informed would you say you are about the Commissioner's strategic priorities, on a scale of 1-5 where 5 is very well and 1 is not at all? Can you say what you think they are?**
4. **With what issues would you most associate the current Commissioner and his office?** *Probe whether this has changed over the past four years. If you need to prompt the list is below.*
 - Promoting children's rights in general
 - Listening to children's views
 - Children's rights in education
 - Disabled children
 - Child poverty
 - Early years
 - Child abuse and child protection
 - Juvenile justice/young offenders
 - Child trafficking
 - Children of prisoners
 - Children in care
5. **Are you aware of the Enquiries service run by the Commissioner's office?** YES/NO

6. **What are the key channels of communication through which you find out about the work of the Commissioner and his office?** Capture up to three responses unprompted - For each communication channel mentioned briefly test views

- Website
- Twitter
- YouTube
- Email
- Letters
- Commissioner's Blog
- E-Newsletter
- Face to face briefing or meeting
- Events
- Phone call
- Through media

7. **Do you have any suggestions about how the Commissioner should look to improve the ways in which he carries out his work over the remaining four years of his term?**