

EXECUTIVE COMMITTEE

GOVERNANCE REPORT: CULTURE CHANGE – PROGRESS REPORT

Paper by the Director of People Development

Purpose

1. The purpose of this paper is to update the Executive Committee on the progress being made on culture change following the report of the Governance Committee and, specifically, the development of a revised set of core values for the House Service.

Action for the Executive Committee

2. The Committee is invited to:
 - i. note progress to date,
 - ii. comment on the emerging values, and
 - iii. endorse the approach proposed to finalise and embed the values across the House.

Background

3. The Management Board asked the People Strategy Programme Board to lead the work on culture change following the recommendations contained in the Governance Review. At the same time Jo Silvester and André Spicer from Cass Business School offered to work with us on the this project (on a pro bono basis) following previous work with Members. Over the Spring and Summer we arranged a series of “*Join the Conversation*” workshops, facilitated by Cass and our own staff, for leaders and staff to explore the current culture of the House, suggest any changes needed and focus on the core values that would help to develop a more *united* House culture. These sessions were attended by over 200 staff, of whom 73 were senior leaders and Management Board members.
4. Following the workshops, we have worked with Cass to develop a draft statement of values and behaviours which would provide a clear sense of what we expect of people and an illustration of the behaviours that would support the values in practice. The Annex contains the

latest draft of the behaviours that have been “boiled down” significantly from the original which captured all the behaviours suggested in the workshops.

Proposed Core Values

5. The draft contains 5 core values, with sub themes as well as examples of positive and negative behaviours which either support or detract from the values. The five values that emerged are:
 - a. Respect
 - b. Integrity
 - c. Responsibility
 - d. Collaboration
 - e. Service (it has since been proposed that “Customer focus” would be more suitable)

6. The Committee should note the following points:
 - a. The values, values description and sub themes would provide a common framework for the whole House.
 - b. The behaviours are intended to illustrate what people actually do to demonstrate or undermine the values.
 - c. The behaviours use the terminology used by workshop participants so should be seen as “real” House examples.
 - d. They would provide a resource to enable individuals and teams to have a discussion on what demonstrating the values means in their part of the organisation.
 - e. Some of the values will have greater resonance in some parts of the House than others. For example Service (or Customer Focus) might be more important in Visitor Services or Catering whilst Integrity more so in Chamber of Committee work.

7. The Committee is invited to comment on the developing approach so far and proposals on how the values might be used in practice.

8. One question for ExCo is whether the values should be more dynamic and aspirational? This could be achieved through development of the “strapline” for each value or by using more active value headings. For instance “Collaboration” might be better expressed as “Working together to achieve the best result” or “Service” expressed as “Providing excellent service for our all our customers”.

Validation

9. The latest work has involved boiling down the draft values into a consultation version and preparing a discussion guide for the next stages in the consultation. This aims to validate the values as relevant and suitable for the House. The proposed next steps are as follows:
 - Initial steer from ExCo at this meeting.
 - Discussion of the draft values by the leadership discussion groups and leadership focus groups in November (These will involve individual ExCo members).
 - Focus groups for staff who attended the summer *Join the Conversation* sessions in November.
 - A copy of the draft values to be posted on SharePoint for comments by the wider staff of the House in November.
 - A paper to ExCo in December on the outcome of the consultation process, recommendations on the final values and the next steps.
 - A brief update on progress to the proposed Senior Leadership Event in December.
 - Development of a special leadership event in January, possibly involving a series of values based scenarios drawing on the approach in the Respect sessions. We have already had an initial discussion with Steps Drama (who ran those sessions) on how we might develop this approach and pilot a model for the House more widely.
 - Subject to feedback, a subsequent roll out of these sessions to groups of staff, on a Directorate or cross House basis.
 - Development of other enabling actions to reinforce the values, for example through IPR, recruitment interview questions, 360 feedback, leadership development, coaching or training sessions.

Culture Change enablers

10. In addition to the ideas for the core values, the workshops also sought views on other areas where changes were needed to achieve a more united House culture. The workshops were complemented by interviews with Members and individuals of the Management Board, conducted by Cass. These issues included aspects of decision making; talent, learning and career development; “bureaucracy”; Member relationships; brand and image; and, mission and vision. A report on the outcomes of these sessions is due from Cass later this month.
11. The project will also consider in due course how the values could be encouraged and embedded through people management processes such as IPR, recruitment and learning and development. We will also look to align the values with the people strategy especially the engagement and leadership and management strands.

Conclusion

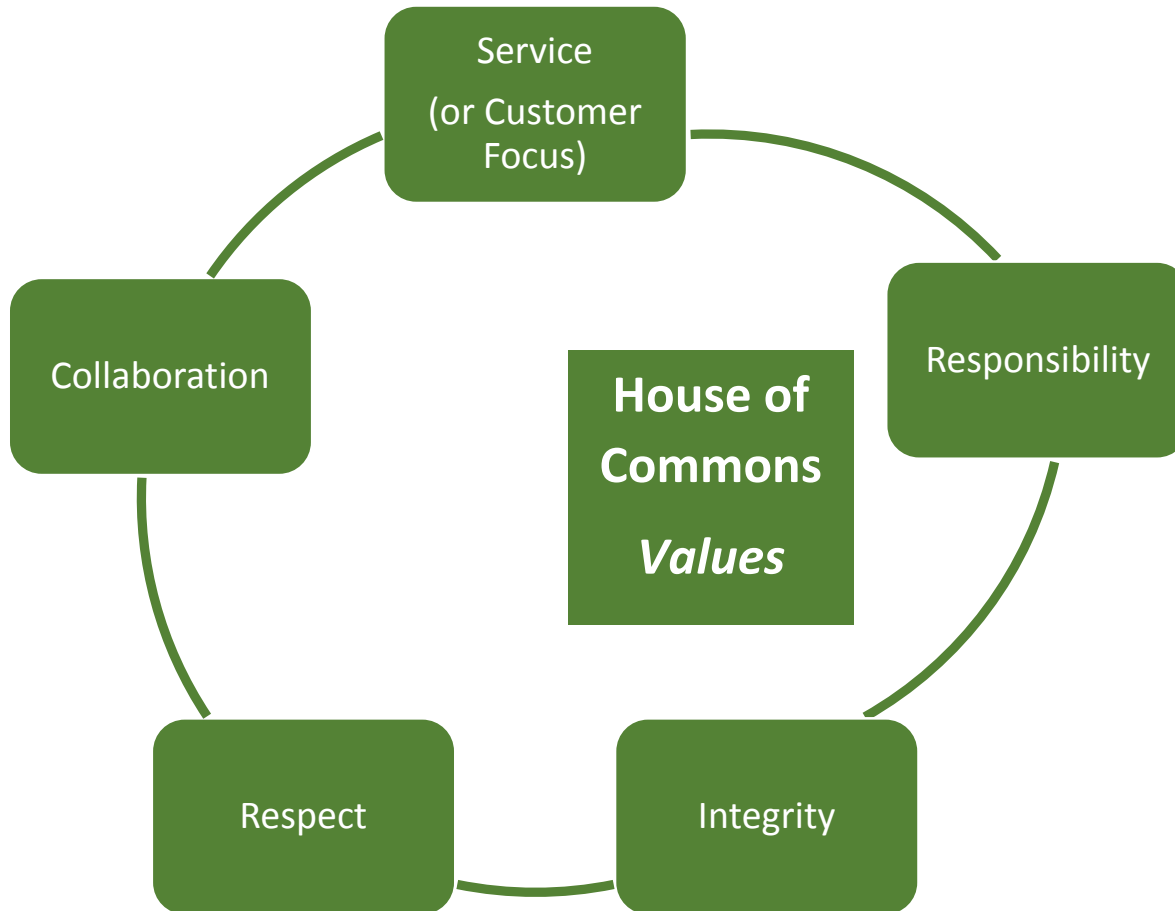
12. The culture change project has to date received a positive response from staff, due to an inclusive process of consultation and engagement which we believe is vital to build ownership of the revised and elaborated values. We envisage that the values would be progressively embedded and rolled out throughout 2016. In this context the Executive Committee has a vital role to play in framing, endorsing and subsequently role modelling the values and we are keen to work closely with you to bring this about.

David Vere
Director of People Development

28 October 2015

Join the Conversation:

Draft Core Values and Qualities



Service (or Customer Focus)				
<i>Customer focus means that we are open to feedback from customers to improve the service, responsive to their individual needs, consistent in the quality of the service that we deliver and efficient in ensuring timely, accurate service and quick decisions</i>				
	Open	Responsive	Consistent	Efficient
Positive Behaviours	<ul style="list-style-type: none"> ✓ Seeking and acting on feedback from customers/stakeholders ✓ Asking openly for views from other people, irrespective of their grade ✓ Having high expectations of excellence, but a supportive approach to error ✓ Providing reasons for why something has happened (not excuses) 	<ul style="list-style-type: none"> ✓ Properly understanding what the customer wants and when they want it ✓ Being responsive to Members' requirements/ demands ✓ Knowing who our customers are and the services we provide for them 	<ul style="list-style-type: none"> ✓ Performing to same standard in all circumstances, for all customers ✓ Fixing all problems in the same way/timescale, regardless who raised them ✓ Being fair and even-handed when giving advice or providing service. ✓ Prioritising work on the basis of risk/need – not on who shouts loudest 	<ul style="list-style-type: none"> ✓ Delivering promises on time and within budget ✓ Prompt/timely decision making ✓ Paying attention to detail ✓ Responds promptly to emails/telephone calls/Members' needs ✓ Being prudent in the use of resources and people's time
Negative Behaviours	<ul style="list-style-type: none"> ✗ Hiding behind procedural process to limit public involvement ✗ Overly risk averse culture (ditch the 'daily mail test') ✗ Not explaining why a decision was made because you assume it is obvious ✗ Excluding people or only involving a selected few when making decisions 	<ul style="list-style-type: none"> ✗ Misunderstanding customer needs ✗ Delivering what is requested even when you know it won't work ✗ Delivering a poor service that doesn't satisfy the customers ✗ Doing what is expected, not what is right 	<ul style="list-style-type: none"> ✗ Showing favouritism to one person or a group ✗ Reacting to a customer just because they shout louder ✗ Not providing the same advice and facilities to all customers 	<ul style="list-style-type: none"> ✗ Indifferent to wasting money or people's time ✗ Bad time-keeping - missing deadlines ✗ Too many people involved in making decisions ✗ Adding new initiatives without stopping the old ones ✗ Endlessly consulting others with no clear decision point ✗ Having to do it again (e.g. lots of tinkering)

Respect			
<i>Respect means that we value the contribution of others from different backgrounds or disciplines, we are considerate of the needs of others and we are fair in the way we treat people, irrespective of their grade, function, background or expertise</i>			
	Values Others	Considerate	Fair
Positive Behaviours	<ul style="list-style-type: none"> ✓ Showing respect and appreciation for differences in experience or opinion ✓ Valuing others, making them feel their views count and are taken seriously ✓ Acknowledging, not discouraging individuality ✓ Seeing, hearing and supporting diversity of all types 	<ul style="list-style-type: none"> ✓ Understanding and trying to work with the priorities of co-workers ✓ Thinks about another's feelings when dealing with them ✓ Treating people as individuals ✓ Showing interest and concern for people's well-being 	<ul style="list-style-type: none"> ✓ Showing parity of esteem for people with different skills and expertise ✓ Treating all Members and staff equally ✓ Valuing good work equally at all levels ✓ Treating colleagues equally/fairly and with respect
Negative Behaviours	<ul style="list-style-type: none"> ✗ Ignoring the views or experiences of people not 'like you' ✗ Treating an individual differently because of who they are ✗ Showing favouritism to individuals or groups of staff ✗ Excluding people if they don't fit in 'closed shop' ✗ Being cliquey and excluding those from other groups 	<ul style="list-style-type: none"> ✗ Being rude and dismissive of another person's views ✗ Bullying behaviour and use of foul language ✗ Talking or gossiping about people behind closed doors ✗ Belittling, patronising or mocking someone in public ✗ 'Tiering' a colleague in front of others by referring to their educational background or social class 	<ul style="list-style-type: none"> ✗ Treating individuals differently because of their grade or who they are ✗ Dismissing people's views because they are not senior enough ✗ Identifying and managing skill development for a selected few ✗ Providing different privileges to people in a similar situation

Integrity				
<i>Integrity means that we are honest in our dealings with others, impartial in the advice we give without fear or favour, discreet in respecting confidences and courageous in the face of opposition or challenge. We are sensitive to different views yet strong in our ability to do the right thing for Parliament.</i>				
	Honest	Impartial	Discreet	Courageous
Positive Behaviours	<ul style="list-style-type: none"> ✓ Being truthful even when communicating difficult messages ✓ Speaking truth to power 	<ul style="list-style-type: none"> ✓ Giving advice objectively, not on the basis of a desired outcome ✓ Giving the same advice to Members without reference to 	<ul style="list-style-type: none"> ✓ Refraining from passing personal comments on others ✓ Maintaining confidentiality when asked 	<ul style="list-style-type: none"> ✓ Defending decisions even if they are unpopular ✓ Taking someone to task for making inappropriate jokes

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	<ul style="list-style-type: none"> ✓ Giving honest advice, even if it is unwelcome (or the answer is ‘no’) ✓ Delivering honest feedback ✓ Able to be sincere, say sorry or admit when we don’t have the answers 	<ul style="list-style-type: none"> their Party, personality or whether you agree with them ✓ Presenting both sides of a political issue ✓ Providing a service that is just as good to someone whose opinion you fundamentally disagree with ✓ Advising how to achieve an outcome even if it’s personally distasteful 	<ul style="list-style-type: none"> ✓ Keeping the confidence of different political parties who come to talk to you about the same piece of Parliamentary business ✓ Hearing potential gossip about a person/group but not sharing it 	<ul style="list-style-type: none"> ✓ Challenging/whistle-blowing when something doesn’t feel right to you ✓ Challenging myths and misconceptions about Parliament ✓ Resisting an MP wanting to do something contrary to the rules of the House
Negative Behaviours	<ul style="list-style-type: none"> ✗ Being untruthful, dishonest or misleading people ✗ Bluffing when ignorant ✗ Hiding difficult issues, mistakes or errors ✗ Being economical with information or ‘bending the truth’ ✗ Telling a person what they <u>want</u> to hear and not what they <u>need</u> to hear 	<ul style="list-style-type: none"> ✗ Getting drawn into promoting an individual or Party cause ✗ Writing papers or reports in ways that favour a particular group ✗ Tailoring advice to the political view of Member being advised ✗ Treating MPs from different parties differently ✗ Swaying decisions by being selective about information to communicate 	<ul style="list-style-type: none"> ✗ Being indiscreet – unable to keep a secret ✗ Leaking information to a Member or the press ✗ Spreading rumours about another person ✗ Telling the media (or MPs) half-truths (or lies) about what has happened ✗ Gossiping about Members and their behaviour 	<ul style="list-style-type: none"> ✗ Telling the world why you don’t like something instead of telling the person ✗ Being a “yes” man for a quiet life (e.g., allowing queue jumping) ✗ Deferring to others unnecessarily or unquestioning acceptance ✗ A servile attitude leading to doing something which you know is wrong ✗ Saying you will overrule a colleague’s actions even though they are right ✗ Being weak with the strong and strong with the weak ✗ Bending the rules at the request of an angry Member

Responsibility				
<i>Responsibility means that we are engaged, take pride in our work and are accountable for delivering to the best of our ability. We serve the interests of Parliament, doing the best for the public and are open to new ideas, ready to learn and adopt new ways of working</i>				
	Engaged	Accountable	Serving Parliament	Innovative
Positive Behaviours	<ul style="list-style-type: none"> ✓ Taking pride in work Feeling excited each time you walk through the Palace of Westminster ✓ Being focused and determined to deliver to the highest standard ✓ People going the extra mile to get the job done 	<ul style="list-style-type: none"> ✓ Taking ownership and being accountable for one’s performance ✓ Gets things done ✓ Always takes responsibility for their advice, recommendations and actions ✓ Realising the ‘buck’ stops with me and making sure I communicate clear decisions to others ✓ Being compliant to all legislation 	<ul style="list-style-type: none"> ✓ Seeking opportunities to improve a service to the public ✓ Taking the wider public interest into account where possible ✓ Behaving courteously and helpfully to support Parliament’s reputation ✓ Balancing conflicting needs to get best long-term outcome for Parliament ✓ Being an ambassador and engaging with the public to explain the value of what we do ✓ Playing a part in the process of the public being able to hold their elected representatives to account 	<ul style="list-style-type: none"> ✓ Being open to new ideas, willing to try new things and engaged in learning ✓ Taking the time to identify and support others’ development needs ✓ Encouraging innovation by giving people opportunities to be creative (even if it goes wrong) ✓ Finding time to sit down with individual members of a team ✓ Giving positive feedback to the people you manage
Negative Behaviours	<ul style="list-style-type: none"> ✗ Being ‘slope shouldered’: disappearing from view when things get sticky ✗ Putting off change because it’s “too difficult” or “won’t work” ✗ Seeing an error or mistake and thinking it is beneath you to help resolve it ✗ Getting away with not working very hard 	<ul style="list-style-type: none"> ✗ Being a “jobs-worth” ✗ Avoiding responsibility when things go wrong (e.g., blames others for failure or non-delivery) ✗ Cutting corners to make life easier ✗ Rigidly sticking to rules or procedures (e.g., ‘that’s how we’ve always done it’) 	<ul style="list-style-type: none"> ✗ Denigrating Members in conversations outside the House ✗ Dissing Parliament in public ✗ Sensitive information being leaked outside the Estate ✗ Dismissing what the public thinks of us or seeing their views as ill-informed 	<ul style="list-style-type: none"> ✗ Not giving feedback or supporting people's development ✗ Having to learn everything by trial and error ✗ Belittling a new team member for not understanding a term used by others

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	Engaged	Accountable	Serving Parliament	Innovative
	<ul style="list-style-type: none"> ✘ Hiding problems or leaving them behind for others 	<ul style="list-style-type: none"> ✘ Keeping unnecessary secrets to protect myself or colleagues 	<ul style="list-style-type: none"> ✘ Failing to consider legacy implications or take decisions for the long term 	<ul style="list-style-type: none"> ✘ Manager prioritising own development over that of staff ✘ Reacting defensively to feedback

Collaboration				
<i>Collaboration means we are helpful to others, cooperative in working between Departments and functions, sharing information with those who need it and being open minded about different perspectives</i>				
	Helpful	Cooperative	Sharing	Open Minded
Positive Behaviours	<ul style="list-style-type: none"> ✓ Offering to help when someone else has a heavy workload ✓ Asking other people how their work is progressing ✓ Offering to help someone who might gain from your experience ✓ Volunteering to help with something occurring in another department ✓ Being willing to receive help or advice ✓ Helping a colleague through a difficulty, not complaining about a mistake ✓ Thinking of the greater benefit even if not an advantage to your area of work 	<ul style="list-style-type: none"> ✓ Introducing yourself to colleagues from another team ✓ Seeing other departments as part of the solution not the problem ✓ Working as one organization - adopting a whole-House mind-set ✓ Encouraging joint internal working with colleagues across the House ✓ Getting a 'working group' together to discuss ideas/approaches ✓ Being involved in side projects to build new networks across the House 	<ul style="list-style-type: none"> ✓ Sharing information and developments with who needs to know, not just usual groups ✓ Sharing information or advice with all Members of a Committee ✓ Finding time to share knowledge and experience with a junior colleague ✓ Sending someone an email with a useful piece of information saying "I saw this and thought it might help you" ✓ Providing feedback about what works ✓ Holding meetings where people can put their points of view forward ✓ Sharing ideas and views openly with people 	<ul style="list-style-type: none"> ✓ Proactively seeking views and opinions from different teams at the earliest stage of designing a new policy ✓ Involving expertise for a project from outside your Department ✓ Looking outside the House for inspiration ✓ Asking colleagues for their professional advice ✓ Resolving potential disagreements by consulting with those who might not agree and trying to understand reasons for difference
Negative Behaviours	<ul style="list-style-type: none"> ✗ Blaming the team or project when things go wrong ✗ Not responding to an email when your input is needed to move something on ✗ Failing to consider the impact of careless criticism on those doing the work 	<ul style="list-style-type: none"> ✗ Having a silo mentality (e.g., holding development activity inside a department) ✗ Seeing others as competitors (i.e., being 'tribal' or self-interested) ✗ Taking decisions or starting initiatives without knowing 	<ul style="list-style-type: none"> ✗ Not alerting colleagues in other departments to things that may affect them ✗ Hoarding important information ✗ Using professional expertise as a weapon against challenge 	<ul style="list-style-type: none"> ✗ Going straight to a third party for professional advice without asking what expertise exists in-House ✗ Introducing a new process without consulting colleagues

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	Helpful	Cooperative	Sharing	Open Minded
	<ul style="list-style-type: none"> ✘ Thinking or saying we work harder than colleagues in other departments ✘ Being unhelpful to someone more junior ✘ Scorning or dismissing others' ideas 	<ul style="list-style-type: none"> or caring about the impact on other departments ✘ Complaining to others about another part of the House service ✘ Not inviting people to a meeting who need to be involved 	<ul style="list-style-type: none"> ✘ Dropping bombs in meetings ✘ Not sharing ideas, solutions, knowledge or good practice ✘ Sharing important information with selected team members ✘ Not talking with difficult stakeholders ✘ Not releasing information to the public as it might make the House/MPs look bad 	<ul style="list-style-type: none"> ✘ Not taking someone seriously or excluding people we don't agree with ✘ Making little effort to listen to or understand others' opinion ✘ Making people feel uncomfortable by talking in jargon or not explaining technical expertise