

## MANAGEMENT BOARD

### 2009 Staff Survey

#### Paper by Director of Human Resources Management and Development

#### Purpose

This paper provides a further update on the 2009 Staff Survey.

#### Action for the Board

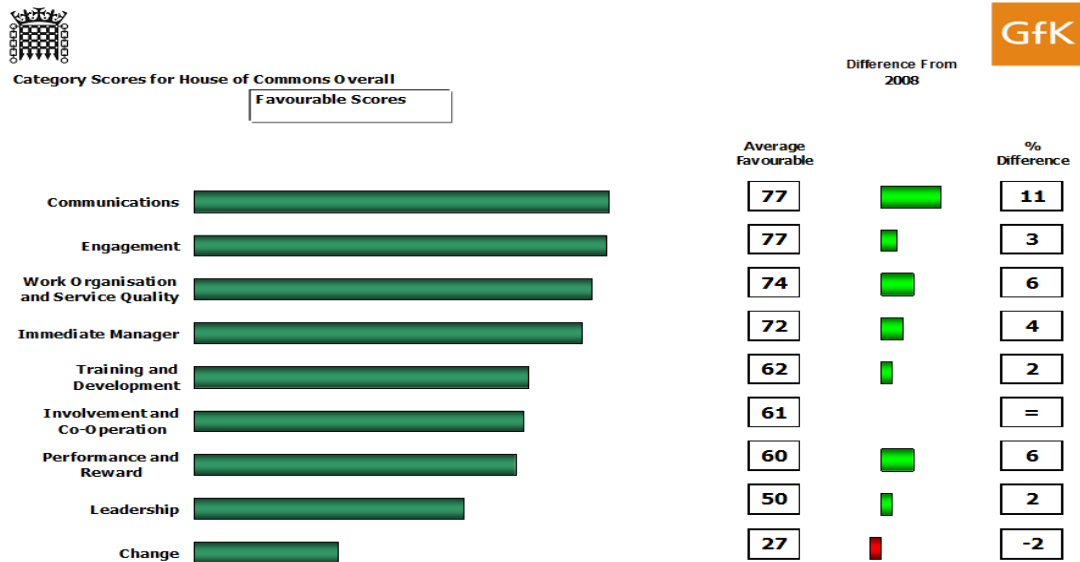
2. The Board is invited to:
  - agree those actions marked as corporate should be taken forward by the Capability Programme Board and Office of the Chief Executive;
  - note the analysis in the paper and give its views on what actions should be taken forward at corporate level;
  - as heads of their own departments, to take forward any necessary action within their departments.
3. Action will be monitored as part of the overall capability framework and will be reported back to the Board quarterly.

#### Background

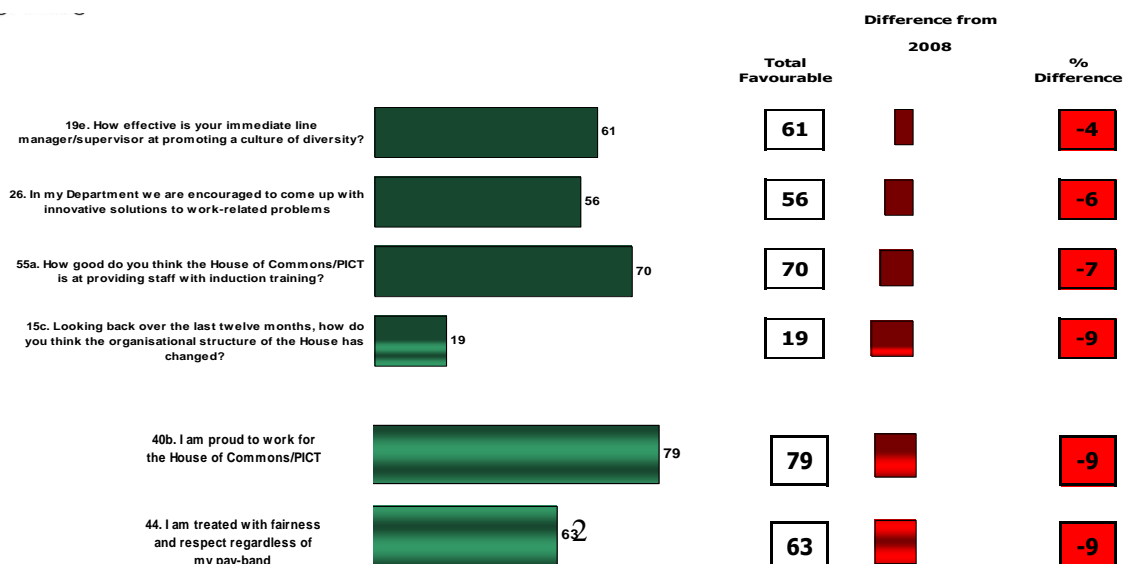
4. Headline results for the House of Commons and PICT were discussed by the Management Board at their meeting on 16 July 2009. Headline results for departments were sent to heads of department, Departmental Directors of Business Management, and to heads of departmental HR teams on 14 August. There had been some technical difficulties with obtaining the interrogation tool, but this was received on 29 September (although the current version is not compatible with Office 2007 or Vista and we are trying to resolve this).
5. Meetings with the DGs, Business Management Directors and heads of departmental HR teams have been held with DCCS, DIS, and DR. Meetings for DF and PICT are scheduled to be held shortly.
6. Departmental staff survey results will be discussed within departments and senior staff will be working with line managers to tackle localised issues. As previously agreed this will not mean creating action plans specifically for the staff survey, but the results of the staff survey will inform, and where appropriate, modify current and existing initiatives such as the Capability Programme or Transformation programme in DF.

Ratings

- As reported at the July Management Board overall ratings for all categories have increased since last year, except for "Change" where the ratings had dropped slightly (2%).



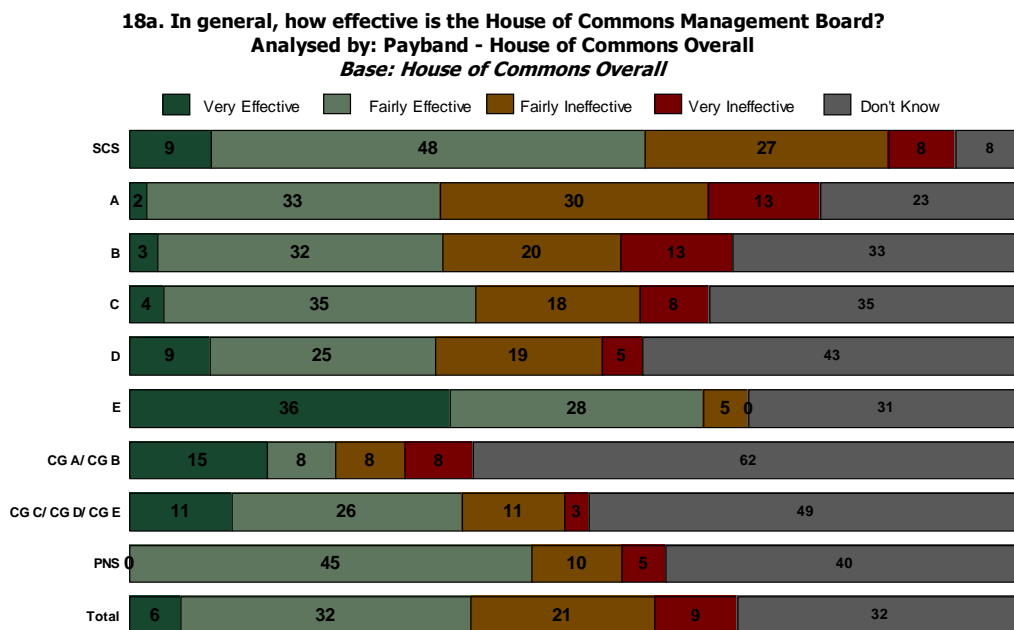
- There are some encouraging improvements, with Communications improving 11% on the previous year. Notably, ratings for line managers have also increased overall, in a year where line managers took on much greater responsibility for managing staff.
- There are some really positive messages from the survey. Forty eight of the questions that appeared in both years improved, forty four of these significantly.
- However there was also some less good news. Although only 8 questions that appeared in both years decreased, 6 of these were significant decreases, and two of these related to diversity.



11. The more detailed data available through the interrogation tool reveals considerable differences within categories, and within directorates, and this provides much greater information about where action may be required. The results in Annexes A and B highlight this<sup>1</sup>.
12. Within Departments, DGs may wish give greater consideration to those areas which received lower ratings. There may be lessons to be learned from directorates whose staff gave higher ratings; but there may also be real business and situational differences which, given the circumstances, mean that the lower ratings could be expected, and in some cases may actually still be encouraging (for instance within Operations Directorate in DR). It should also be noted that the areas Management Board designated as a priority areas for improvement are those directorates where staff gave consistently less favourable ratings, which may represent a considerable risk to delivery.

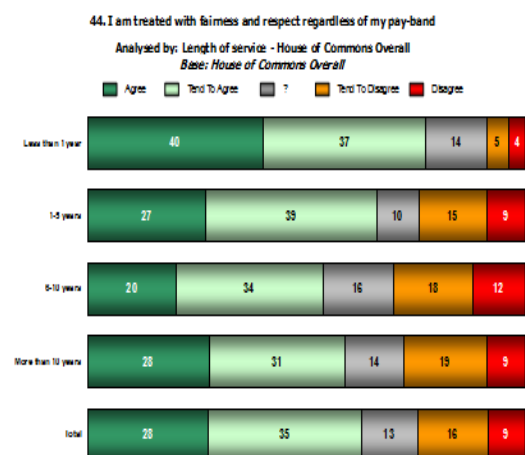
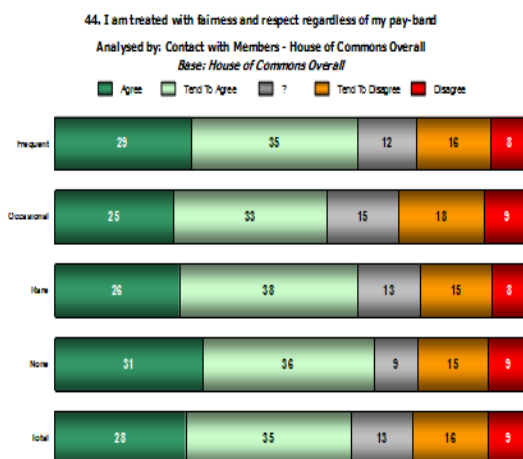
**Issues**

13. Interrogation of the more detailed data indicates that there is potentially more variation within directorates than between departments' aggregated ratings. However there are three areas where there are consistently lower ratings across the HoC and PICT and where corporate action may be beneficial. These are:
  - Leadership (at Management Board and Senior Management level) – this will form an important part of the Capability Framework, but the Board may like to consider further work to reengage with staff, and in particular band As. The graph below also shows that there are a considerable number of staff who answered these questions “don't know” as their exposure to, and knowledge of, the Management Board is limited at the moment.



<sup>1</sup> Electronically these are the same table but different columns have been hidden for printing purposes

- Training and Development:** Although overall ratings for departments ranged between 59% and 66% for Training and Development, there were noticeable differences between directorates within departments, and also between individual questions. For instance in more than half of directorates (11 out of 19) fewer than half the staff believed they have "sufficient opportunities for advancement and promotion" (Q13). Similarly in 8 directorates fewer than half believe that we do a good job of recruiting the right people for our future needs (Q31a), and in 13 directorates fewer than half the staff believe the HoC/PICT does a good job of developing people to their full potential. In 5 directorates fewer than six in 10 staff believed the development they received adequately prepared them for the work that they currently do (Q57c). These findings are key in developing the capability framework and the capability quadrant of the balanced scorecard, both in terms of individual and organisational capability.
- Fairness and Respect** – In the current climate a lot of discussions have taken place about fairness and respect and some fairness and respect ratings have decreased from last year. Notably the scores vary considerably between directorates. Discussions last year in this area centred on what the survey results meant and a number of hypotheses were put forward including that this was primarily to do with Members’ contact. The trade unions are currently conducting a survey on this relating to contact with Members. Paul Silk is also carrying out some work relating to contact with Members. However the ratings below seem to indicate that the issue is more wide spread, with those staff with frequent contact with Members giving more favourable responses than those with infrequent contact. The evidence below indicates that those with between 6 and 10 years’ service give the least favourable ratings. This has implications for the type of training we might need to provide and to whom.

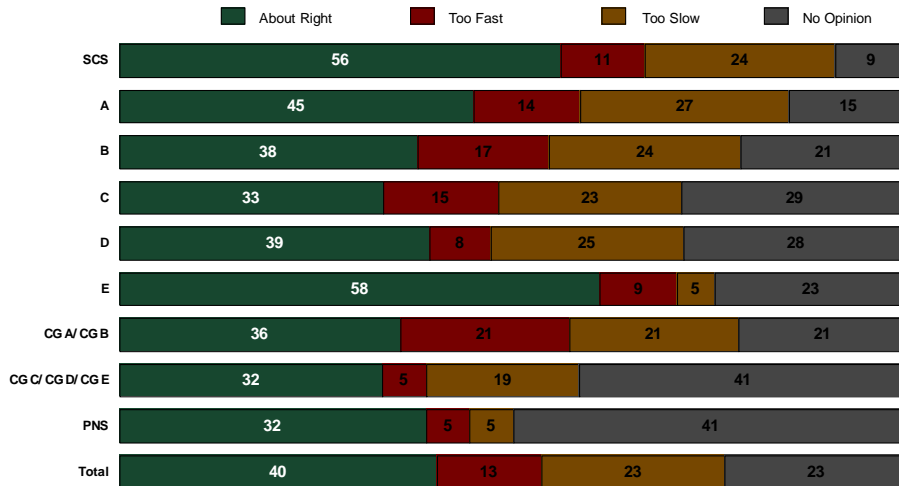


Change and Risk

14. Although “Change” ratings decreased slightly from the previous year, it would appear in most pay bands more staff consider the pace of change to be “too slow” rather than “too fast”.

16. The current pace of change in my department is about right

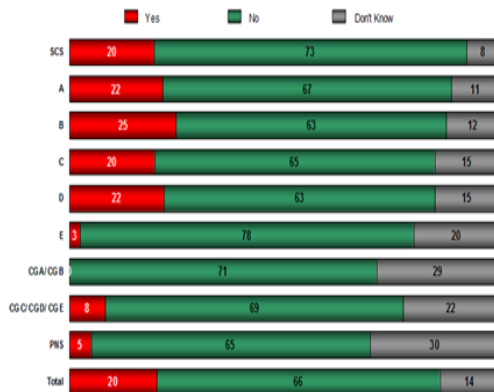
Analysed by: Payband - House of Commons Overall  
Base: House of Commons Overall



15. However it is important that we are able to maintain services to Members and the public during, and following, any changes. Although the tables below show that between 20 and 25% of Bands A – D stated they were seriously considering leaving the House of Commons/ PICT at this time, this was a significant improvement of 6 points on last year and not outside what is normally expected in organisations.

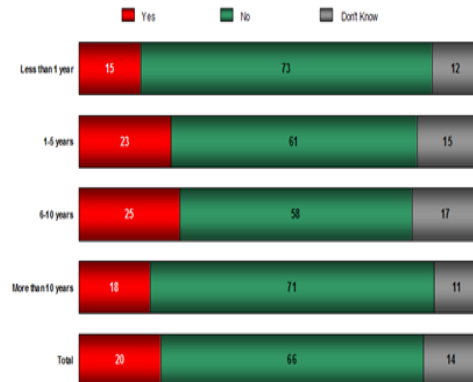
59. At the present time, are you seriously considering leaving the House of Commons/PICT?

Analysed by: Payband - House of Commons Overall  
Base: House of Commons Overall



59. At the present time, are you seriously considering leaving the House of Commons/PICT?

Analysed by: Length of service - House of Commons Overall  
Base: House of Commons Overall



16. This survey therefore appears to indicate that undertaking further improvements would be beneficial to the organisation, and that the risks involved are manageable.

### **Next Steps**

17. Management Board are asked to note the findings of the 2009 Staff Survey, and, with their departmental Management Boards, to consider the implications for their own departments.
18. Actions on Leadership, Capability and Fairness and Respect will be taken forward at a corporate level. The specific measures will need to be considered by the Capability Programme Board and – as agreed by the board in July – taken forward as part of a wider agenda rather than a specific staff survey action plan. *Board members' views on any particular corporate actions that should be taken would be very welcome.* Updates on actions impacting on staff morale will be provided for the Board under the balanced scorecard capability quadrant.
19. The findings from the survey will be discussed with trade union representatives and information made more widely available to staff using the intranet in the same way as previous years' findings.

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