

ANNEX A: Summary of Findings

Category 1: Communications	2009 Question	
Overall Scores		
My Department does an excellent job of keeping staff informed about matters affecting us	Q4	In all departments nearly 7 out of 10 or more staff have favourably rated communications overall, although there are considerable variations within departments and differences between questions. Over 70% of staff have a clear understanding about how they contribute to departmental goal, and what those goals are. Fewer staff however feels they are sufficiently informed about the departments performance against its goals, and this is particularly noticeable in some directorates. ACTION: Departments to consider: i) ways to improve communications about performance against goals ii) any specific requirements for those directorates with noticeably reduced ratings
I understand how the work I do contributes to the achievement of my Department's goals	Q22	
I have a clear understanding of the overall goals of my department	Q21a	
I have a clear understanding of the overall goals of the House of Commons/ PICT	Q21b	
I am sufficiently informed about my Department's performance against its goals	Q23	
Do you feel you are given appropriate opportunities to express your views?	Q17	In terms of two way communication although there was little change for the HoC/PICT as a whole there was some significant changes within department and departments should look at responses to questions compared to last year for their own departments.

Category 2: Leadership	2009 Question
Overall Scores	

In general, how effective is each of the following: The House of Commons Management Board	Q18a	Ratings for questions relating to the Management Board were consistently low, in terms of overall effectiveness, visibility, and providing a clear sense of direction. This may indicate that the repositioning of the Management Board at a strategic level has not yet been fully understood by staff, and further consideration may be required on how the Management Board engages with staff at other levels, and particularly with Band As who gave the most unfavourable ratings.
The House of Commons Management Board provide a clear sense of direction	Q36	
39. The Management Board are sufficiently visible to staff	Q39	
There is sufficient contact between Senior Management and staff in my Department	Q5	Ratings relating to senior management within departments generally increased from last year. However there was a greater difference in ratings between directorates within departments than between aggregate scores for departments as a whole, and ratings for particular directorate were usually consistently higher or lower than the norm. This may indicate localised issues which would be best dealt with at departmental level. However there may also be implications for learning and development to consider, and further support required for senior managers who have taken on wider managerial responsibilities.
In general, how effective is each of the following: Senior Management of your department	Q18b	
Senior Management are sufficiently visible to staff	Q37	
Overall I have confidence in decisions made by Senior Management of your department	Q38	
How good a job do you think Senior Management of your Department are doing on: Setting objectives clearly	Q60a	
How good a job do you think Senior Management of your Department are doing on: Working together as a team	Q60b	
How good a job do you think Senior Management of your Department are doing on: Managing change	Q60c	
How good a job do you think Senior Management of your Department are doing on: Making decisions promptly	Q60d	
The management style in my Department encourages employees to give their best	Q24	These questions have also been picked up later under Equality and Diversity. It is notable that one of the highest ratings achieved for "staff are treated with respect here whatever job or area they work in" was in the Operations Directorate in DR.
Managers in my Department actively work towards equality of opportunity in all areas	Q25	
Staff are treated with respect here, whatever job or area they work in	Q35	

Category 3: Immediate Manager	2009 Question	
<b>Overall Scores</b>		
My immediate line manager / supervisor communicates effectively	Q6	Ratings generally improved in the last year, which is encouraging given the realignment to give line managers greater responsibility for staff management April 2009. Line managers ratings for communications and overall effectiveness were 70% or above in all directorates in all departments. Over 60% of staff gave favourable rating with improving performance (all but three directorates), informing staff about their team's performance (all but two directorates), and helping staff manage their workload (all but one directorate). More variable ratings were given for managing under performance, with almost half of directorates achieving ratings of less than 50%. This will be picked up by HR teams, and in proactive guidance and support given to line managers. HRMD are also considering performance measures in terms of anonymised monitoring of overall organisational performance. However overall this question still showed a significant increase on last year (6%). and
In general, how effective is each of the following: Your immediate line manager/supervisor	Q18c	
How effective is your immediate line manager/supervisor at the following: Helping you improve your performance	Q19a	
How effective is your immediate line manager/supervisor at the following: Informing you about your own team's performance	Q19b	
How effective is your immediate line manager/supervisor at the following: Supporting you to manage your workload	Q19c	

How effective is your immediate line manager/supervisor at the following: Managing any under-performance in your team	<b>Q19d</b>
My Line Manager actively supports development of my skills & knowledge	<b>Q58a</b>
My Line Manager encourages me to attend courses	<b>Q58b</b>
My Line Manager discusses how I can use new learning in my job	<b>Q58c</b>
How effective is your immediate line manager/supervisor at the following: Promoting a culture of diversity	<b>Q19e</b>

did over half of the questions that appeared in both years. However one question "how effective is your immediate line manager/supervisor in promoting a culture of diversity significantly decreased from last year (see below).

<b>Category 4: Involvement and Co-Operation</b>	<b>2009 Question</b>
<b>Overall Scores</b>	
I have a very clear understanding of what is expected of me in my work	<b>Q1</b>
I am satisfied with my involvement in decisions that affect my work	<b>Q7</b>
There is good cooperation between: Teams in my Department	<b>Q8a</b>
There is good cooperation between: My Department and other Departments in the House of Commons/PICT	<b>Q8b</b>
In my Department we are encouraged to come up with innovative solutions to work-related problems	<b>Q26</b>
Best practice is shared effectively across teams in my Department	<b>Q27</b>
The House of Commons Service/PICT Service value and support people from different backgrounds and lifestyles	<b>Q33</b>
I have the opportunity for input before changes are made which will affect my job	<b>Q42</b>
It is safe to speak up and challenge the way things are done in the organisation	<b>Q43</b>
I am treated with fairness and respect regardless of my pay-band	<b>Q44</b>
My employer values what all employees can offer the organisation regardless of their cultural backgrounds, personal styles and ideas	<b>Q47</b>
The House has a working environment in which different views and perspectives are valued	<b>Q48</b>

Again Departmental aggregates show little variation - between 58% and 65%, but there is considerable variation between directorates. This may have some correlation with leadership, and line management styles (see Categories 2 and 3) and any be best dealt with within departments. However some questions, sharing best practice (Qu27), and having the opportunity for input before changes are made (Qu42), are more consistently poorly rated across departments. This may indicate that corporate, rather than specifically departmental, action would be of benefit.

Category 5: Work Organisation and Service Quality	2009 Question
<b>Overall Scores</b>	
My team works efficiently	Q2
There are usually sufficient people in my team to handle the normal workload	Q9
I have the IT systems support I need to do my job effectively	Q10
My employer provides resources for me to do my job effectively (Excluding IT)	Q11
Sufficient effort is being made to make my Department a more efficient organisation	Q28
In my opinion, my Department is truly customer focused	Q29
My work schedule allows sufficient flexibility to meet my personal needs	Q34
Overall the physical working conditions at my location are satisfactory (e.g. ventilation, temperature, space to work)	Q51
There are adequate security measures at my location	Q52

Ratings were generally favourable throughout this category, with overall ratings for departments being between 68% and 79%, however again it was noticeable that particular directorates were more disenfranchised than others, and departmental management boards may wish to work with line managers in these areas. In all but three directorates more than 80% of staff felt their team worked efficiently, however it is interesting to note that considerably fewer staff felt that sufficient effort is being made to make their department a more efficient organisation.

Category 6: Training and Development	2009 Question
<b>Overall Scores</b>	
My job offers me the opportunity to use my skills and abilities	Q3
I believe I have the opportunity for personal development and growth	Q12

Although overall ratings for departments ranged between 59% and 66% for this category, there were noticeable differences between directorates within departments, and also between individual questions. For instance in more than half of directorates (11 out of 10) less than half the staff believed

I have sufficient opportunities for advancement and promotion	<b>Q13</b>
The House of Commons Service/PICT does a good job of: Recruiting the right people for its future needs	<b>Q31a</b>
The House of Commons Service/PICT does a good job of: Developing people to their full potential	<b>Q31b</b>
How important is each of the following in helping you to develop your career in the House of Commons/PICT: More training in technical/specialist skills	<b>Q54a</b>
How important is each of the following in helping you to develop your career in the House of Commons/PICT: Management development	<b>Q54b</b>
How important is each of the following in helping you to develop your career in the House of Commons/PICT: Coaching	<b>Q54c</b>
How important is each of the following in helping you to develop your career in the House of Commons/PICT: Mentoring	<b>Q54d</b>
How important is each of the following in helping you to develop your career in the House of Commons/PICT: Secondment opportunities to other Departments in the House of Commons	<b>Q54e</b>
How important is each of the following in helping you to develop your career in the House of Commons/PICT: Secondment opportunities to the House of Lords	<b>Q54f</b>
How important is each of the following in helping you to develop your career in the House of Commons/PICT: Secondment opportunities to PICT	<b>Q54g</b>
How important is each of the following in helping you to develop your career in the House of Commons/PICT: Secondment opportunities to the Civil Service	<b>Q54h</b>
How important is each of the following in helping you to develop your career in the House of Commons/PICT: Advice and assistance on how to apply for available roles	<b>Q54i</b>
How important is each of the following in helping you to develop your career in the House of Commons/PICT: Advice on potential career routes inside the House of Commons/PICT	<b>Q54j</b>
How important is each of the following in helping you to develop your career in the House of Commons/PICT: Advice on potential career routes outside the House of Commons/PICT	<b>Q54k</b>
How good do you think the House of Commons/PICT is at providing staff with the following: Induction training (when giving your rating please consider your experience with the following: corporate welcome day, departmental sessions and line managers)	<b>Q55a</b>

questions. For instance in more than half of directorates (11 out of 19) less than half the staff believed they have "sufficient opportunities for advancement and promotion" (Qu13). Similarly in around half of directorates (8 out of 19) less than half of staff believe that the HoC/PICT do a good job of recruiting the right people for its future needs (qu31a), and in 13 out of 19 directorates less than half the staff believe the HoC/PICT does a good job of developing people to their full potential. These findings are key in developing the capability quadrant and framework, both in terms of individual and organisational capability, in putting in the structure, policies and practices, to allow staff to give of their best. Questions 54a to 56b will inform learning and development in developing a prioritised action plan as part of the capability framework. It may also be worth noting that in 6 directorates more than half the staff believed that their workload prevented them from attending relevant training courses (Qu57a), and they did not believe they had access to the right training to develop their skills in the future. In 5 directorates less than six in 10 staff believed the development they received adequately prepared them for the work that they do (Qu57c)

How good do you think the House of Commons/PICT is at providing staff with the following: On the job learning	<b>Q55b</b>
How good do you think the House of Commons/PICT is at providing staff with the following: Technical/specialist skills training	<b>Q55c</b>
How good do you think the House of Commons/PICT is at providing staff with the following: IT training	<b>Q55d</b>
How good do you think the House of Commons/PICT is at providing staff with the following: Management development	<b>Q55e</b>
How good do you think the House of Commons/PICT is at providing staff with the following: Coaching	<b>Q55f</b>
How good do you think the House of Commons/PICT is at providing staff with the following: Mentoring	<b>Q55g</b>
How good do you think the House of Commons/PICT is at providing staff with the following: Support for professional qualifications	<b>Q55h</b>
How good do you think the House of Commons/PICT is at providing staff with the following: Experience of various Departments	<b>Q55i</b>
How good do you think the House of Commons/PICT is at providing staff with the following: Careers advice	<b>Q55j</b>
How do you rate Learning & Development personnel on effectively communicating learning activities available to employees?	<b>Q 56a</b>
How do you rate Learning & Development personnel on providing high quality training to meet business needs?	<b>Q56b</b>
My workload does not prevent me from attending relevant training courses	<b>Q57a</b>
I have access to the right training and development to develop my skills for the future	<b>Q57b</b>
The development I have received has adequately prepared me for the work I do	<b>Q57c</b>
I have received sufficient training for the job I am required to do	<b>Q57d</b>

<b>Category 7: Performance and Reward</b>	<b>2009 Question</b>
<b>Overall Scores</b>	
I have a clear understanding of: How my performance is evaluated	<b>Q14a</b>
I have a clear understanding of: What I can do to improve my performance	<b>Q14b</b>
I receive regular and constructive feedback on my performance	<b>Q30</b>
I think my performance is evaluated fairly	<b>Q32</b>
I feel valued and appreciated for the work I do	<b>Q46</b>
In general, how do you think your overall pay, benefits and employment conditions compare with: Other staff in the House of Commons/PICT	<b>Q20a</b>
In general, how do you think your overall pay, benefits and employment conditions compare with: The Civil Service	<b>Q20b</b>
In general, how do you think your overall pay, benefits and employment conditions compare with: Other public sector employers	<b>Q20c</b>

Although the overall scores for departments varied between 66% and 49% the main variations between these ratings appeared to be due to departmental variations regarding pay and benefits within the HoC/PICT and comparisons with the civil service and other public sector employers. (although these ratings have improved from last year). Other questions showed less departmental, but more directorate variations. Questions of evaluation of performance (Qu14a, and 32) and how to improve performance (Qu14b), may correlate with questions relating to effectiveness of line management. Having introduced a new performance management system this year the overall rating have only decreased one point, however ratings within directorates will be used to inform more targeted training and support for the new system.

In general, how do you think your overall pay, benefits and employment conditions compare with: Private sector employers	Q20d
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Category 8: Engagement	2009 Question
<b>Overall Scores</b>	
I am proud to work for: My Department	Q40a
I am proud to work for: The House of Commons/PICT	Q40b
I am willing to work beyond what is required in my job in order to help the House of Commons Service/PICT be successful	Q41
I support the overall aims and objectives of: My Department	Q45a
I support the overall aims and objectives of: The House of Commons Service/PICT	Q45b
I would recommend the House of Commons/PICT as a good place to work	Q49
It would take a lot to make me look for another employer	Q50
At the present time, are you seriously considering leaving the House of Commons/PICT?	Q59
Overall, how satisfied are you with your job?	Q61

Again overall departmental aggregates so little variation (between 73% and 77%), with greater variation evident between directorates and between questions. Interestingly in two departments (DCCS and DIS) staff are prouder to work for their department than for the House of Commons/PICT, but in the other departments staff relate more to the HoC/PICT than to their individual department. Also significantly fewer staff across the HoC/PICT responded that they are seriously considering leaving than last year(Qu59), with those responding that they were mainly coming from bands B and C.



Category 9: Change	2009 Question
I think that the results of this survey will be acted on, where possible	Q53
The current pace of change in my Department is:	Q16
Looking back over the last twelve months, how do you think each of the following has changed: House-wide/corporate communications	Q15a
Looking back over the last twelve months, how do you think each of the following has changed: Communications within your Department	Q15b
Looking back over the last twelve months, how do you think each of the following has changed: Organisational structure of the House	Q15c
Looking back over the last twelve months, how do you think each of the following has changed: Quality of service to your customers	Q15d
Looking back over the last twelve months, how do you think each of the following has changed: Quality of leadership	Q15e
Looking back over the last twelve months, how do you think each of the following has changed: Learning and development	Q15f
Looking back over the last twelve months, how do you think each of the following has changed: Your Department as a whole	Q15g
Looking back over the last twelve months, how do you think each of the following has changed: The House of Commons/PICT as a whole	Q15h

This was the only category which saw a decrease overall in favourable responses from last year. However by the nature of the questions, as the HoC/PICT saw a considerable restructuring last year, it may be more informative to look at the total negative responses to these questions, which shows a difference picture. (Consideration will be given to phrasing these questions differently next year). Those areas that saw additional restructuring in year, for instance HRMD, have responded more favourably as "change" was more obvious to them. In addition analysis of the "pace of change" questions shows that in most pay bands nearly twice as many staff believe that the pace of change is too slow, than believe that it is going too fast. It also appears that particular directorates in each department view change differently from the others and the implications of this may need to be considered at local level.

**Additional Category: Fairness and Respect****Average**

How effective is your immediate line manager/supervisor at the following: Promoting a culture of diversity	<b>Q19e</b>
Managers in my Department actively work towards equality of opportunity in all areas	<b>Q25</b>
The House of Commons Service/PICT Service value and support people from different backgrounds and lifestyles	<b>Q33</b>
Staff are treated with respect here, whatever job or area they work in	<b>Q35</b>
I am treated with fairness and respect regardless of my pay-band	<b>Q44</b>
My employer values what all employees can offer the organisation regardless of their cultural backgrounds, personal styles and ideas	<b>Q47</b>
48. The House has a working environment in which different views and perspectives are valued	<b>Q48</b>

This category does not appear separately, but here the relevant questions have been extracted for ease of reference.



