



HOUSE OF LORDS

2010 All Staff Survey Narrative Report

Submitted to

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1 Executive Summary

This report provides a full narrative breakdown of the House of Lords 2010 All Staff Survey. The survey ran from 8th to 26th March 2010 and was open to all 482 staff within the organisation. At the end of the survey period 324 staff had taken part, representing an overall response rate of 67%. This is below the current Central Government average which stands at 73% but is in line with the average UK response rate as measured by the ORC *Perspectives* benchmarking database¹.

Full details of the research objectives, methodology and results are provided in this report. In summary, the key strengths and improvement opportunities highlighted by the 2010 All Staff Survey are as follows:

Key Strengths

- **Employee engagement:** Across the engagement questions, scores are encouragingly high. In particular, there are high levels of satisfaction within the 'say' element of engagement. As mentioned in the *Investors in People* framework, staff should be able to describe what gives them pride in working for the organisation. It is, therefore, very positive to see that a high proportion of employees are proud to work for the House of Lords and are satisfied with their job; the scores for both these questions are notably above the Central Government benchmark. Also, 7 in 10 feel a strong sense of belonging to the House of Lords and this is also notably above the Central Government benchmark.
- **Work itself:** Staff are generally satisfied with the job they do (76%) and feel their work gives them a real sense of personal accomplishment (73%). It is encouraging to see that a high proportion have sufficient tools and resources to do their job properly. This result has increased since 2008 by six percentage points and is also notably above the Central Government benchmark by 18 percentage points.
- **Understanding of work contribution and job expectations:** It is particularly encouraging to see that staff demonstrate high levels of understanding of the link between their work and the wider goals of the House of Lords administration and this is a measure in the *Investors in People* framework. The majority of staff (91%) have a clear idea how their work contributes to the aims and objectives of the House of Lords administration, which is above the Central Government benchmark by nine percentage points. However, although staff seem to understand this link, it may be worth investigating what they consider the aims and objectives of the House of Lords administration to be. Also, 92% of respondents have a clear idea of what is expected of them in their job, which is also above the Central Government benchmark (by 10 percentage points).
- **Line management:** There are high levels of satisfaction with line management. In particular staff feel that they are trusted by their line manager to do a good job (89% positive), and also feel comfortable talking to their line manager when they need advice or support (80%).

¹ ORC International's *Perspectives* benchmark database currently holds the survey results from over 350 organisations, representing the views of over 1.4 million employees.

Further, improvements have been made since 2008 in terms of line managers encouraging staff to perform to the best of their abilities and, perhaps as a consequence of this, there has also been an increase in the proportion of staff who rate their line manager's performance highly. In addition, line managers show high levels of satisfaction with the support they receive from their respective managers (79%).

- **Teamwork:** This is a real strength for the House of Lords administration, with a high proportion of staff feeling that co-operation between people in their department or office is good (74%). In addition, 82% of staff agree that they are treated with respect by the people they work with, which has increased by 14 percentage points since 2008. However, it should be noted that the question text has changed since 2008. Whilst the previous question asked 'In my department or office we are treated with respect', this year's question asks how the individual is being treated. This is likely to have had an impact on the increase in positive perceptions. The 2008 question is more general, which may have led to those who have witnessed unfair treatment of a colleague responding negatively or those who are unaware of how others are treated responding neutrally, bringing down the positive score.
- **Providing quality service:** High levels of agreement (89%) are shown in terms of providing good quality service for Members, and this has remained high since the last survey. The majority of respondents feel that in their department or office they seek ways to improve how they do things (78% positive).
- **Health and safety commitment:** Levels of satisfaction with the House of Lords administration's commitment to health and safety at work remain very high.
- **Knowledge sharing:** It is encouraging to see an improvement since 2008 in the proportion of staff that feel they have sufficient opportunities to share their knowledge and experience within their department or office, particularly since this is a requirement in the 'Management Effectiveness' theme within the *Investors in People* framework. However, relatively high levels of uncertainty indicate that there is still room for further improvement here.

Areas for further investigation

- **Recognition:** A greater proportion of employees feel that their performance and contribution is being recognised than in 2008 (a notable increase of nine percentage points) and the positive score (59%) is notably above the external benchmark (by 10 percentage points). As the 'Recognition and Reward' theme within the *Investors in People* framework states, people should be able to describe how their contribution to the organisation is recognised and valued and so this is particularly encouraging. However, nearly a quarter of staff feel uncertain about this issue and 18% actively disagree, indicating some further investigation may be necessary here.
- **Fair treatment:** Relatively high levels of uncertainty (26%) are shown in terms of there being effective policies and procedures in place to protect staff from bullying, harassment and other forms of unacceptable behaviour. Also, staff comments indicate some dissatisfaction with the way they are treated and therefore it may be appropriate to investigate this area further. In addition some staff (13%) do not feel the House of Lords administration is committed to equal opportunities and the positive score (59%) has decreased by 10 percentage points since 2008.

- **Learning & development:** As an evidence requirement in the *Investors in People* framework, people should be able to describe how their learning and development needs have been met, what they have learnt and how they have applied this in their role. Since staff working in the House of Lords administration show relatively high levels of uncertainty in this area, it is suggested that this is investigated further and action taken where appropriate.
- **Top-down and bottom-up communications:** This is an area where, according to the *Investors in People* framework, people should be encouraged to take ownership and responsibility by being involved in decision making. There are some high neutral scores in this area which suggest uncertainty about the processes and the available opportunities for upward feedback in the House of Lords administration. Overall, 41% of staff are uncertain whether their views about the House of Lords administration are welcomed. The positive score has also decreased by eight percentage points since 2008. Just under half feel they can speak their mind without fear of negative consequences and, whilst it is positive to see that this has increased by 10 percentage points since 2008, the other half of the workforce are unsure or actively disagree. It is of concern that only 52% of staff believe that the administration does a good job of keeping them informed about matters affecting them, which is notably below the Central Government benchmark (by 10 percentage points).
- **Work-life balance:** Although positive perceptions about being able to balance work and personal life well have remained in line with the 2008 results, 19% feel unable to achieve a balance. Staff believing that work-life balance is valued and part of the culture of an organisation is an element of the 'People Management Strategy' theme within the *Investors in People* framework and therefore this area may warrant further investigation. Perhaps this could initially be assessed within one-to-one meetings and then, where appropriate, individual's issues could be addressed within the local team.

Areas for improvement

- **Training and career development:** There are some high neutral scores in this area which perhaps indicate a lack of training or mixed feelings towards training and development issues. Although having sufficient access to career progression opportunities within the House of Lords has seen a notable increase of 12 percentage points since the 2008 survey, positive perceptions are still relatively low (42%) and a third of staff actively disagree. There were a high proportion of comments about improving career development prospects in response to the open comments question in the survey. In addition, just 43% of staff believe that the training they have received has helped them to progress their career. According to the *Investors of People* framework, staff should be able to describe how their career prospects have improved as a result of their learning and development and therefore, given that 28% responded negatively to this statement, this should form an area for improvement.
- **Department or office team meetings:** It is of concern that positive perceptions about the usefulness of departmental or office team meetings have decreased considerably since 2008 (the positive score has dropped by 20 percentage points, to 59%). However, this question was asked on a different scale in 2008 (Very useful / Quite useful / Not very useful / Not useful at all / Don't know / no experience) which may have contributed to this notable decline.
- **Contribution to the business plan:** As part of the 'Business Strategy' theme within the *Investors in People* framework, staff should be able to explain how they are involved in

developing the organisation's strategy. Looking the House of Lords staff survey results, just under half of staff (48%) feel able to contribute to the business plan of the department or office. There is also a relatively high neutral score (28%), suggesting that staff have either not had any chances to contribute, or that there is a need to create an environment where staff are more actively encouraged to have their say.

- **House of Lords administration:** Particularly high neutral responses are shown in terms of the Management Board providing effective leadership and, although this is a typical pattern shown in most employee surveys, it indicates that there is room for improvement. A similarly high level of uncertainty is also shown in terms of staff believing that the House of Lords administration continually seeks ways to improve its work (38% neutral). High levels of staff show uncertainty (37% neutral) in terms of the administration's commitment to helping protect the environment; this may indicate that maybe more information needs to be communicated to staff. The uncertainty within this section may be improved via more effective communications and involvement of staff in the House of Lords administration's activities.
- **Taking action:** Around half of staff believe that action will be taken on the survey results by their Management Board (49% positive) and managers in their office or department (53% positive). However, for both questions, high neutral scores were received (31% and 28% respectively) showing that some staff are uncertain whether action will be taken or not. To ensure that staff view the survey as an effective feedback mechanism, it is crucial that actions are taken on results at both, an overall and local level and that these actions are clearly communicated to staff.

2 Understanding this report

2.1 Report background

This report summarises the results of the 2010 House of Lords All Staff Survey, which gave all staff the opportunity to voice their thoughts and feelings about working for the administration. It aims to detail the key findings, drawing conclusions and making some recommendations for further investigation or action.

All staff were given the opportunity to complete the survey either online or on paper between 8th March and 26th March 2010. ORC International set up and hosted the online survey which was accessed via encrypted electronic links sent directly to staff by the ORC International project team. Paper questionnaires were internally distributed by the House of Lords administration along with Business Reply Envelopes so that questionnaires could be returned directly to ORC International. Response rates were tracked at the Department and Office level throughout the course of the survey period and reminders were sent out by ORC International.

This was the third 'All Staff Survey' conducted by the House of Lords administration, but the second survey where ORC International supported the House of Lords administration throughout the development, administration and reporting of the survey. Similar to the 2008 survey, the questionnaire was developed to measure the level of staff engagement and where possible, questions were designed to allow comparisons to external Central Government benchmark figures in order to display scores in a wider context.

This project was conducted in compliance with ISO 20252. Further information on the standard and associated processes can be provided by ORC International upon request.

2.2 About ORC International

ORC International is a leading UK market research agency that combines the expertise of research and IT specialists. Established in 1938, ORC International conducts unrivalled independent research and data handling in the private and public sectors, with consumers, service users, employers and senior executives. Sectors covered include employee, finance, leisure, business, education and Government. ORC International's research reports and research technology provide clients with robust evidence and insights on which business decisions can be made.

With its headquarters in London and offices in Manchester and Edinburgh, ORC International's UK operation benefits from close links to its sister companies in the USA, Australia, Singapore and Shanghai. ORC International is part of NYSE-listed Infogroup, based in the USA, a company specialising in contact database provision. ORC International designs, collects and analyses research data for many of the UK's top companies and public sector organisations. ORC International provides quantitative and qualitative research solutions, for example, online, telephone and postal surveys, focus groups, in-depth interviewing.

2.3 Attitudinal questions

Most attitudinal questions in the survey were asked on a five point scale from 'strongly agree' to 'strongly disagree' with 'neither agree nor disagree' representing the neutral point. The questions were phrased positively, whereby agreement represents a response that is favourable for the organisation. Results are reported as "percentage positive" scores. As all questions in the survey were positively phrased this indicates the percentage of respondents who selected an "agree/strongly agree" response. This enables us to report results as percentage positive and percentage negative (respondents who selected a disagree/strongly disagree response). The neither agree nor disagree responses equate to a neutral opinion.

2.4 Rounding

It should be noted that in some cases when numbers are rounded to the nearest whole number, the total percentages may not always add up to 100%, but rather 101% or 99%.

2.5 Trend comparisons

Comparisons to the previous survey conducted in 2008 are provided and discussed in this report where questions are comparable. Differences of five or more percentage points are deemed a change in responses. Where the results are within +/- four percentage points, they are deemed to be in line.

2.6 Benchmark comparisons

Further context is provided by comparing the House of Lord's staff survey results to external sector norms, as held within ORC International's benchmarking database, *Perspectives*. ORC's *Perspectives* database holds survey data from over 350 organisations, representing the views of 1.4 million employees, all of whom have been surveyed in the past 24 months.

Throughout this report, House of Lord's staff survey results are compared to the Central Government benchmarking norm. The benchmarks provided refer to the median score across the organisations from the respective sectors (see **Appendix B** for the full list of organisations in the Central Government benchmark group).

2.7 Open comments questions

Responses to the open comments question were proof read. Where appropriate some comments have been included in this report to add context and insight.

2.8 Demographics

Where useful and relevant, key demographic differences have been included in this report to provide further insight into the results. The number of responses upon which the data is based is important, particularly when looking at comparisons between demographic groups. It should be noted that:

- Data based on a small number of responses should be treated with caution as each individual's response has a large impact on the group score. For this reason this report will focus on groups of **15 or more respondents**.
- **Data based on less than 10 respondents is not reported** both for reasons of statistical reliability and to protect respondent anonymity.

The number of responses by each demographic group is detailed in **Appendix A**

2.9 Percentage points difference

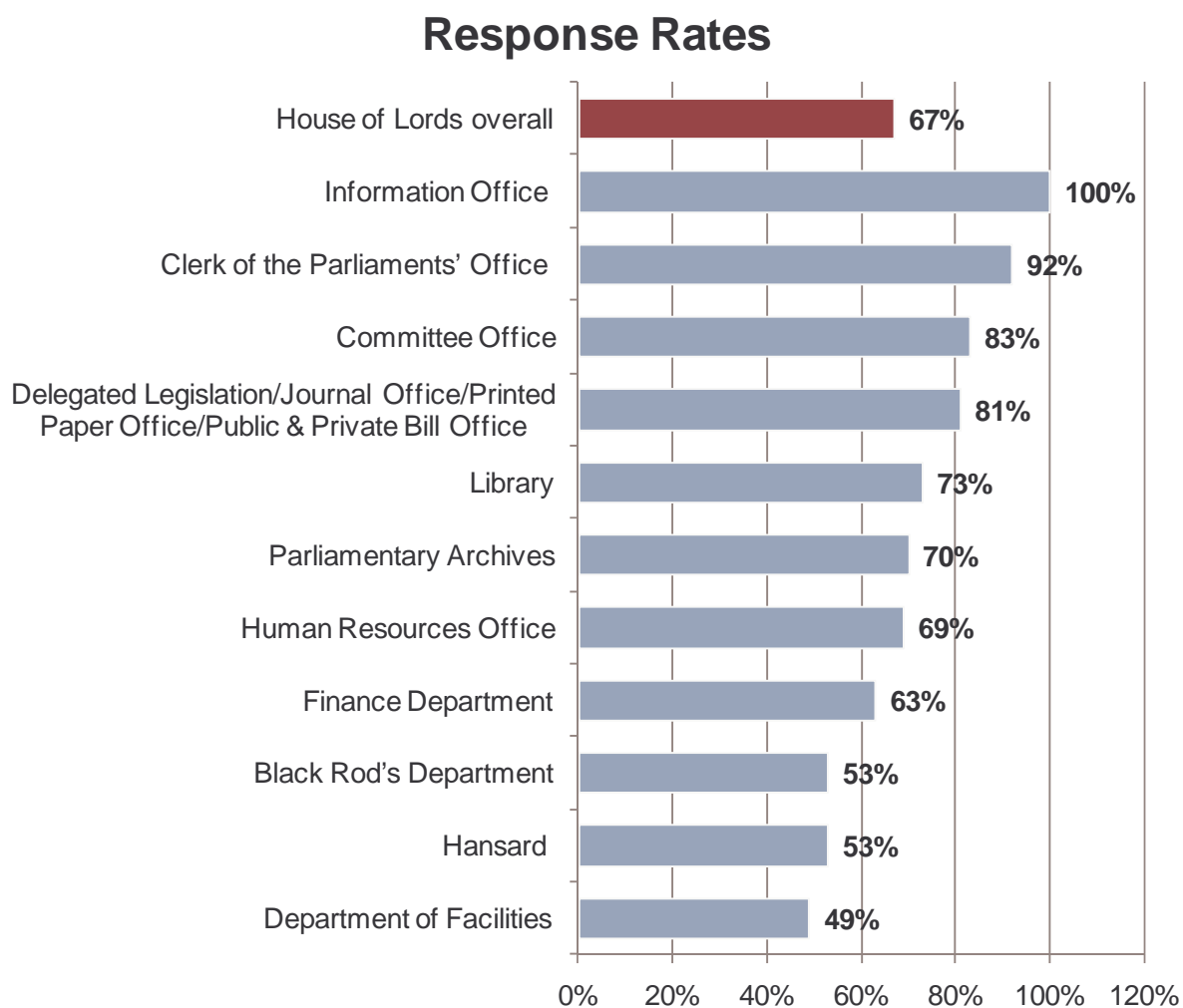
The term "percentage point" is used to get around an ambiguity in English when we are comparing two different percentages. The problem is that "percent" implicitly refers to a relative change (a fraction of an original amount) rather than an absolute change (a specified amount).

Generally speaking, percentage points should be used to measure the difference between two percentages, since it gives a more clear view of the difference than when percentages are used (for example, the percentage point difference between 50% and 70% is 20 percentage points).

3 Results summary

3.1 Response rates

At an overall level, the House of Lords administration achieved a response rate of 67% with 324 employees participating in the survey. This is in line with that achieved in 2008 where a 66% response rate was achieved. It is lower than the average response rates of employee surveys currently held within ORC International’s benchmarking database for the Central Government sector (73%). Across the administration, the response rate differed considerably as illustrated in the chart below:



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3.2 Highest positive, neutral and negative scoring questions

The **highest positive** scoring questions in the survey were as follows:

- 1. I have a clear idea of what is expected of me in my job (92% favourable)
- 2. I have a clear idea of how my job contributes to the aims and objectives of the House of Lords administration (91% favourable)
- 28. My department or office provides a good quality service for Members (89% favourable)
- 19. My line manager trusts me to do a good job (89% favourable)
- 46. I am proud to work for the House of Lords (85% favourable)

The following questions achieved the **highest neutral** scores in the survey:

- 34. I feel that my views about the House of Lords administration are welcomed (41% neutral)
- 40. The Management Board provides effective leadership (38% neutral)
- 42. The House of Lords administration is continually seeking ways to improve its work (38% neutral)
- 39. The House of Lords administration is committed to helping protect the environment (37% neutral)
- 50. I believe that the Management Board will take action on the results of this survey (31% neutral)

The following questions achieved the **highest negative** scores in the survey:

- 11. I have sufficient access to career progression opportunities at the House of Lords (33% negative)
- 48. I hardly ever think about leaving the House of Lords to work somewhere else (29% negative)
- 16. The training I have received has helped me to progress my career (28% negative)
- 35. I can speak my mind without fear of negative consequences (27% negative)
- 32. I am able to contribute to the business plans of the department or office (23% negative)

3.3 Summary trend comparisons

In total, 44 questions in the 2010 survey can be compared against the 2008 survey. Of those questions:

- **13 questions have improved since 2008** (by five percentage points or more). The biggest improvement was achieved in relation to the question 'I am treated with respect by the people I work with[^]'. 82% of staff answered positively which shows an increase of 14 percentage points from 2008.
- **24 questions are in line with the 2008 survey** (with a change of less than five percentage points)
- **Seven questions have decreased since 2008** (by five percentage points or more). The biggest decline in score was received for the question relating to department or office team meetings being useful^{^^}. This scored 20 percentage points below the 2008 survey and was only answered positively by 59% of staff.

[^]2008 question text: In my department or office we are treated with respect

^{^^} 2008 question text: How useful do you generally find each of the following as sources of information? Your own department/office/team meetings - scale: Very useful / Quite useful / Not very useful / Not useful at all / Don't know/no experience

3.4 Summary benchmark comparisons

The questionnaire included 23 questions that could be compared against the ORC International Central Government benchmark norm.

- **11 questions scored above the Central Government benchmark norm** (by five or more percentage points). The largest difference in scores was in relation to being proud to work for the House of Lords (28 percentage points higher than the norm) and feeling a strong sense of belonging to the House of Lords (23 percentage points higher than the norm).
- **11 questions are in line with the Central Government benchmark** (with a change of less than five percentage points).
- **One question is below the Central Government benchmark norms** (by five or more percentage points). This was in reference to the House of Lords administration being committed to equal opportunities which scored 19 percentage points below the norm. However, it needs to be taken into account that the question in ORC International's Perspectives benchmark database asks about the organisation as whole: I believe that this company/organisation is an equal opportunity employer.

4 Employee engagement

4.1 Explanation of Employee Engagement

Research shows that engaged employees perform better. Therefore, it is in the organisation's interests to understand what the 'key drivers' of engagement are in order to improve overall performance.

Employee engagement can be described as the difference between people coming to work and doing an *adequate* job, and people coming to work and going the '*extra mile*', (i.e. displaying creativity and using their initiative). If individuals are performing to the best of their abilities, then consequently teams, departments and the organisation as a whole should operate more effectively. This implies that customers/clients will receive a better experience, efficiencies will be made and business performance will improve.

Employee engagement goes beyond employees' satisfaction and can be framed in terms of ORC International's 'say, stay and strive' engagement principles:

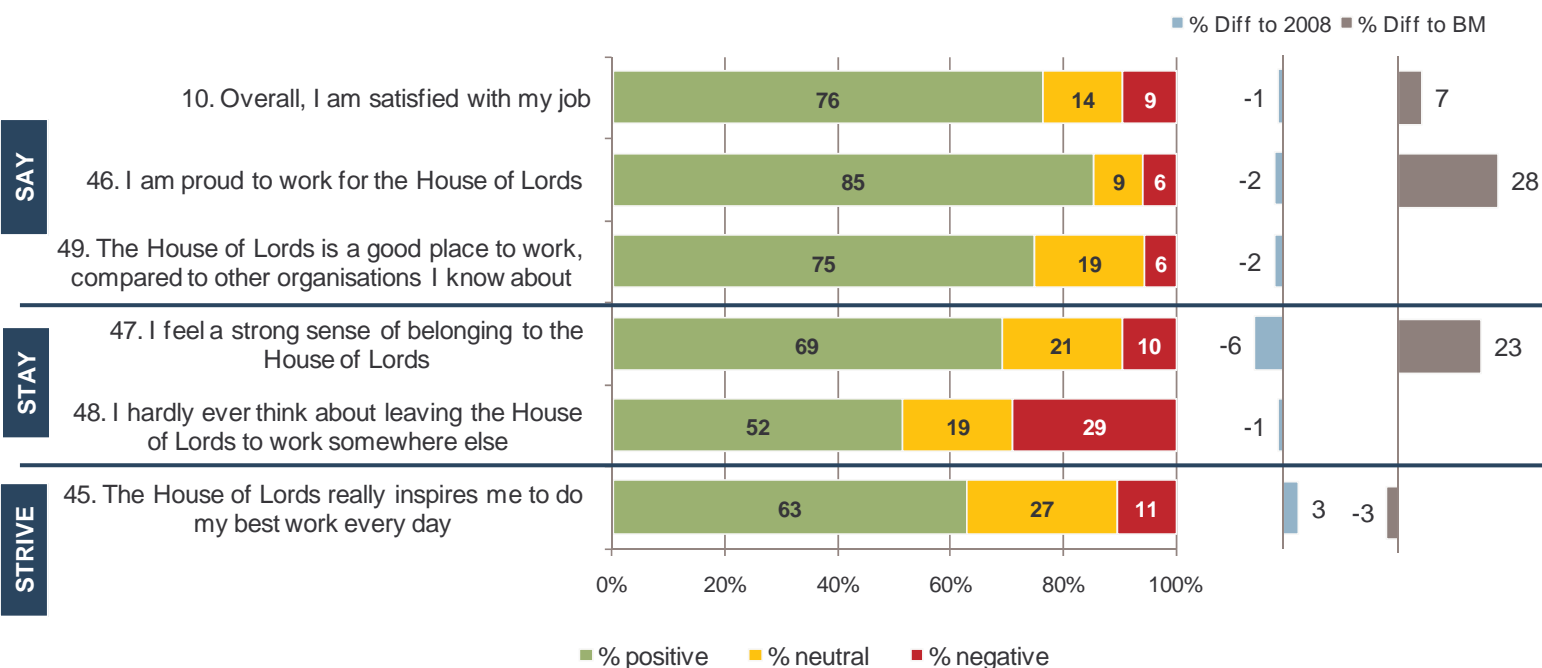
- **SAY:** Do employees talk positively about the company and advocate it as a good place to work to others?
- **STAY:** Do employees feel a sense of belonging and are they committed to the future of the organisation?
- **STRIVE:** Do employees go the 'extra mile' and invest discretionary effort in helping the organisation to succeed? Does the organisation motivate and inspire them?

4.2 Measuring Employee Engagement

The questions used to provide a measure of employee engagement in the House of Lords questionnaire are as follows:

- Overall, I am satisfied with my job (SAY)
- The House of Lords really inspires me to do my best work every day (STRIVE)
- I am proud to work for the House of Lords (SAY)
- I feel a strong sense of belonging to the House of Lords (STAY)
- I hardly ever think about leaving the House of Lords to work somewhere else (STAY)
- The House of Lords is a good place to work, compared to other organisations I know about (SAY)

4.3 Engagement within the House of Lords



The chart above illustrates the responses to the questions which make up the employee engagement index as used by the House of Lords.

The employee engagement index score is 70%; this index score takes into account the number of responses for each of the engagement measures and the positive responses. As the measure of an engaged employee differs from one organisation to another, this index score is not comparable to Central Government benchmark norms but it can be used for internal comparisons and to aid target setting and improvement. However, it is possible to compare the individual question scores within the index to external benchmarks, where available.

Levels of engagement have slightly decreased over the past two years within the House of Lords. However, it should be noted that in 2008, the engagement index was measured with a different set of questions. Across the engagement questions, there are some encouragingly high scores. In particular, high levels of satisfaction can be seen within the ‘say’ element of engagement.

As the comparisons to the Central Government benchmark illustrate, employees in the House of Lords are considerably more positive about being proud to work for the administration, compared to staff working in other organisations and overall, are more satisfied with their job. In addition, it is encouraging to see that the majority of staff believe the House of Lords is a good place to work, compared to other organisations they know about.

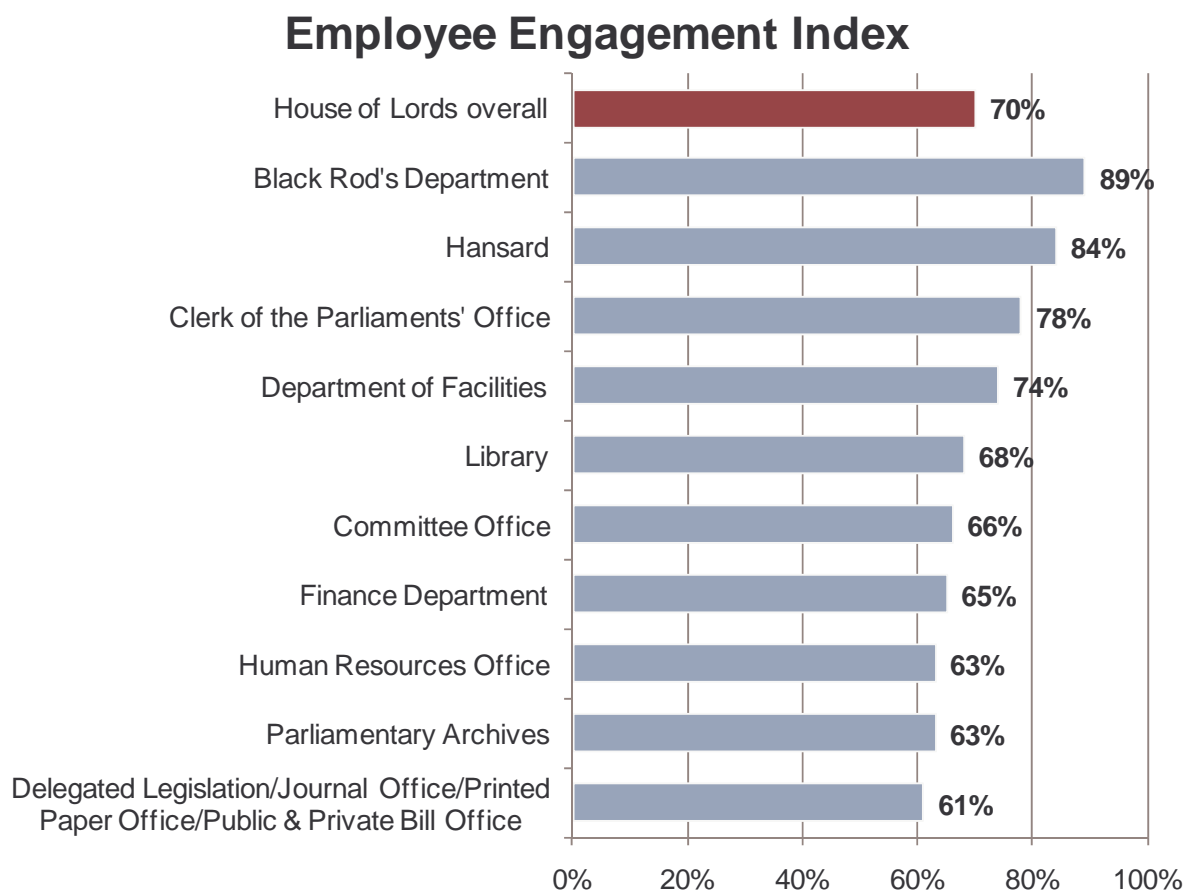
Looking at the ‘stay’ measure of employee engagement, just over half of respondents (52%) hardly ever think about leaving the House of Lords to work somewhere else; however, 29% actively disagree. Almost seven in ten employees feel a strong sense of belonging to the House of Lords and this performs above the Central Government benchmark by 23 percentage points.

Relatively high levels of uncertainty are shown in terms of the ‘strive’ element of engagement – just over a quarter of staff are uncertain whether the House of Lords inspires them to do their best work

every day. This indicates that more could be done to fully harness staff’s skills, abilities and motivation levels consistently across the organisation.

4.4 Engagement across Offices and Departments

As is often the case, levels of employee engagement vary internally and the chart below illustrates the levels of engagement within each of the departments within the House of Lords. Whilst the Black Rod’s Department and Hansard have the highest level of engagement, staff working in Delegated Legislation/Journal Office/Printed Paper Office/Public & Private Bill Office seem to be the least engaged. Positive scores for the latter department fall notably below the House of Lords’ average with respect to being inspired by the House of Lords to do their best work every day, hardly ever thinking about leaving the House of Lords to work somewhere else and believing that the House of Lords is good place to work, compared to other organisations they know about.

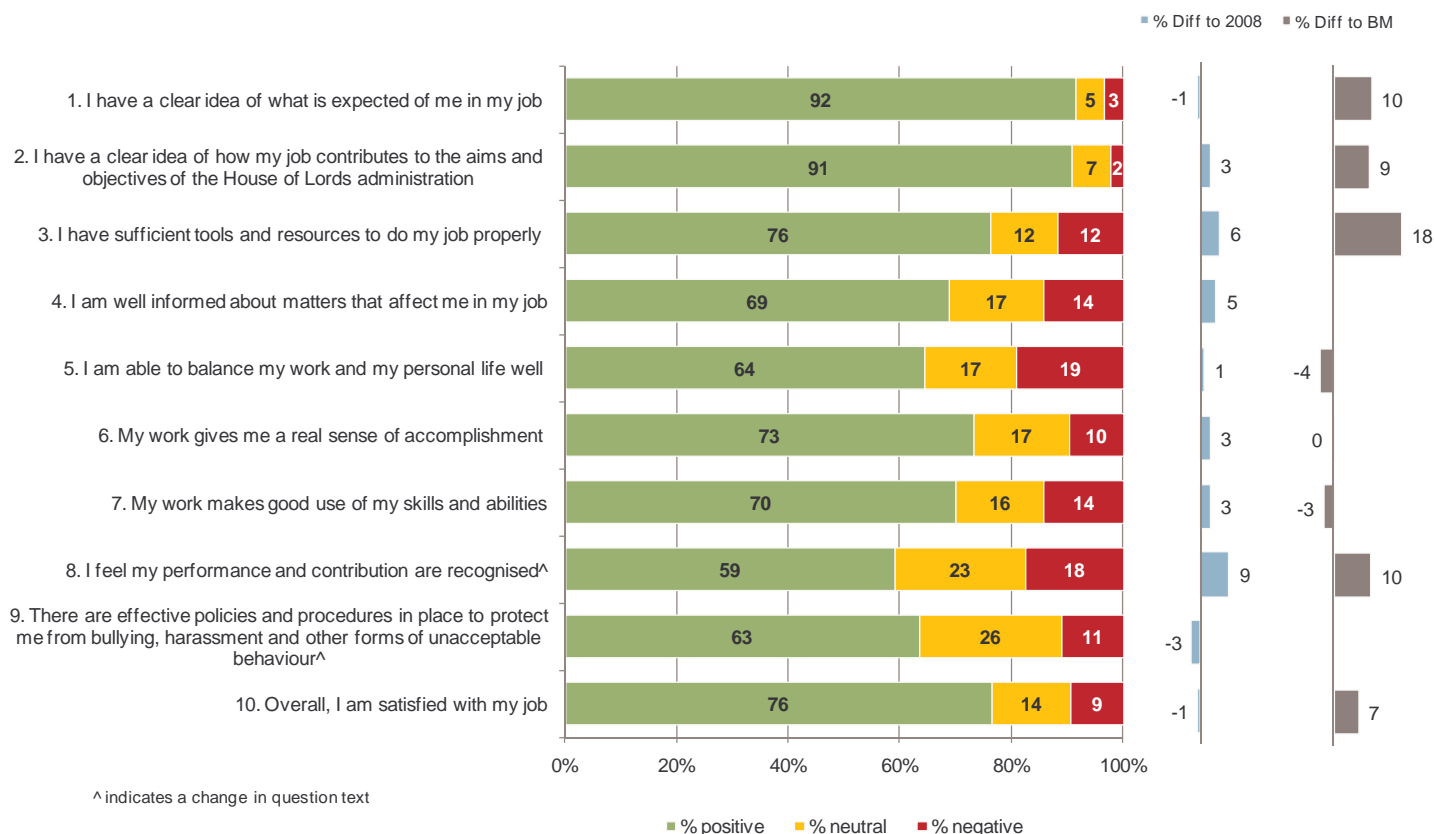


5 Results: Section by section

This part of the report will discuss in detail the findings from the 2010 All Staff survey taking each section in turn. By request, the questions have been regrouped into new categories.

The emphasis will be on the results of the House of Lords administration overall and where applicable, comparisons will be made to Central Government benchmark norms and the results of the 2008 survey. Example responses from the open comments question will be included to provide further context and explanation of the attitudinal responses.

5.1 My Job



Understanding the results – the House of Lords administration overall

Overall, the majority of staff feel satisfied with their job (76%) and this is above the Central Government benchmark by seven percentage points. Staff demonstrate a clear understanding between their work and the bigger picture at the House of Lords administration, with the majority (91%) having a clear idea how their work contributes to the aims and objectives of the House of Lords administration. This is in line with the results from the 2008 survey and above the Central Government benchmark by nine percentage points. It is encouraging that 92% of staff have a clear idea of what is expected of them in their job, and this is also above the benchmark (by 10 percentage points). This could be linked to the increase in positive perceptions about being well informed about matters affecting their job (69% positive, which is a five percentage point increase in comparison to 2008).

Notably above the Central Government benchmark by 18 percentage points, it is encouraging to see that a higher percentage than in 2008 (76%) have sufficient tools and resources to do their job properly. A similar proportion (70%) believe their work makes good use of their skills and abilities and 73% feel that their work gives them a real sense of accomplishment, which is in line with the 2008 results and the Central Government benchmark.

There has been a notable improvement in performance and contribution being recognised (by nine percentage points since 2008) but nearly a quarter staff still feel uncertain about this issue and 18% actively disagree with this statement.

The following comments indicate some dissatisfaction amongst staff with regards to reward and recognition:

What could be done to make the House of Lords a better place to work?

'Perhaps a greater emphasis on rewarding/recognising those employees who have performed well - but not necessarily a financial reward.'

'Greater willingness to recognise - and pay the market rate for - relevant professional qualifications.'

'More recognition for staff for their work and input, both financially and non-financially.'

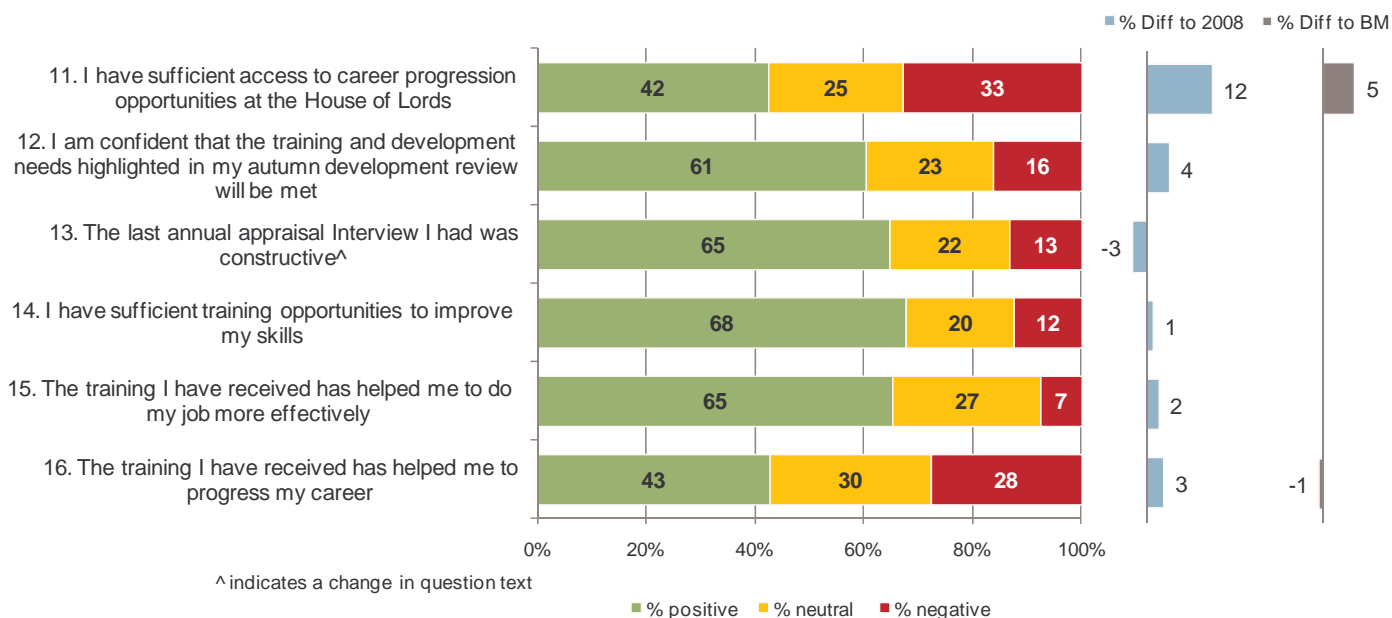
Relatively high levels of uncertainty (26%) are also shown in terms of effective policies and procedures being in place to protect staff from bullying, harassment and other forms of unacceptable behaviour. This could indicate more communications are needed to ensure staff are aware of the policies and procedures and/or that some staff are seeing instances of undesirable behaviours and so feel that the policies are not effective.

Whilst positive perceptions about being able to balance work and personal life well have remained in line with the 2008 results, 19% of staff feel unable to achieve a balance. It may, therefore, be appropriate to investigate this area further.

Understanding the results – demographic differences

- Whilst staff within the Delegated Legislation/Journal Office/Printed Paper Office/Public & Private Bill Office are least positive about being able to balance their work and their personal life well, those working in the Library are most positive (35% compared to 85% respectively).
- Staff working in the Delegated Legislation/Journal Office/Printed Paper Office/Public & Private Bill Office are also least positive about their job overall and that their work gives them a real sense of personal accomplishment and makes good use of their skills and abilities. They also have the lowest levels of agreement that their performance and contribution is recognised.
- Managers are notably more satisfied that their work gives them a real sense of personal accomplishment and makes good use of their skills and abilities (82% and 79% respectively), compared to non-managers (66% and 63% respectively).
- Similar to 2008, respondents that have worked for the House of Lords administration for more than 20 years are the least satisfied that they are able to balance their work and personal life (46% positive). Those that have worked for the House of Lords administration for more than one year but less than three years are most satisfied (77%).
- By length of service, staff who have worked for between 10 and 20 years responded least favourably about their performance and contribution being recognised (43%), whilst those who have been employed for less than one year responded most favourably (72%).

5.2 My training and development



Understanding the results – the House of Lords administration overall

Approximately two-thirds of staff feel that their last annual appraisal interview was constructive and a similar proportion feel they have sufficient training opportunities to improve their skills and that the training they have received has helped them to do their job more effectively. It is positive to see that 61% feel confident that the training and development needs highlighted in their autumn development review will be met and 65% believe that the training they have received has helped them to do their job effectively. However, the levels of disagreement and relatively high neutral responses indicate that this is not true for all staff. Whilst staff perceptions of their training and development opportunities have remained largely in line with the results of the 2008 survey, having sufficient access to career progression opportunities at the House of Lords administration has seen a notable increase by 12 percentage points. Due to this increase, the positive score (42%) is above the external benchmark. However, a third of staff (33%) disagree with this statement.

Staff opinions that the training they have received has helped them to progress their career are mixed. Although in line with the benchmark, only 43% agree that the training they have received has helped them to progress their career.

Training and career development was the second most mentioned theme in response to the ‘What could be done to make the House of Lords a better place to work?’ open comment question. The comments reveal that career progression opportunities are perceived to be greater for those on a fast-stream programme. There also seems to be some dissatisfaction with the selection processes, the appraisal system and the opportunities for training and development.

What could be done to make the House of Lords a better place to work?

'A better career progression structure for staff who are not management nor in the fast-stream grades.'

'Greater career opportunities for people outside the fast stream.'

'...Additionally there needs to be greater recognition and reward for administrative staff who are capable through promotion and movement to posts that are traditionally held by fast streamers...'

'Improve the system of annual appraisals. Currently constituted, the bonus structure (for A-D grades) does little to encourage staff performance. A bonus should be awarded to high achievers only and not to as many people as possible just to avoid conflict and division. If it's a truly fair system such problems shouldn't arise.'

'The appraisal system is too lax and the highest grades are given out far too easily.'

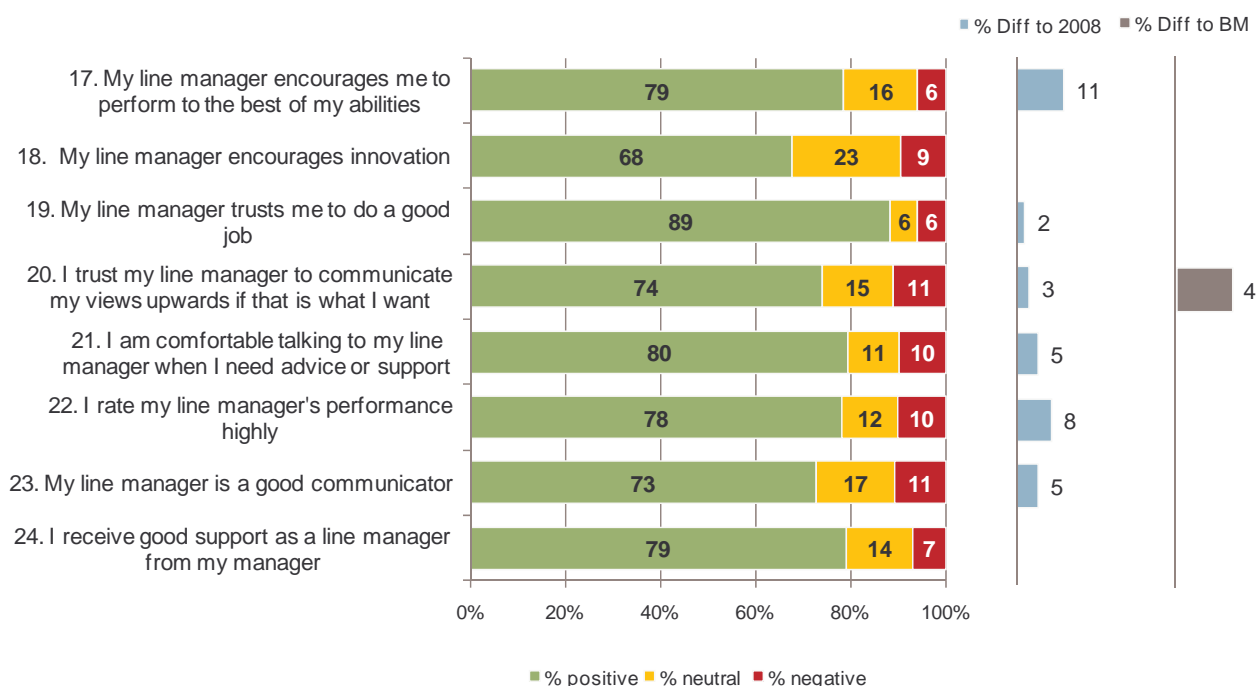
'Appraisals and Autumn development reviews are not always completed. The value of them in the present form is poor.'

'...Lastly, our appraisals are not being done well at all, because every year our appraisals are always the same box. They always used previous years to tick the same box every year, no improvement at all.'

Understanding the results – demographic differences

- Staff working in Hansard are considerably more satisfied about having sufficient access to career progression opportunities at the House of Lords administration than those working in Finance (65% compared to 29% respectively).
- Just 52% of staff within the Delegated Legislation/Journal Office/Printed Paper Office/Public & Private Bill Office feel confident that the training and development needs highlighted in their autumn development review will be met. In contrast, 85% of staff in Library agreed with this statement.
- Only 24% of staff working in the Delegated Legislation/Journal Office/Printed Paper Office/Public & Private Bill Office feel that the training they have received has helped them to progress their career, compared to 63% in Parliamentary Archives.
- Those employed for less than a year by the House of Lords administration are most positive that the training and development they have received has helped them to develop their career (56% positive), compared to those who have been employed for between one and three years (34% positive).
- Managers are considerably more satisfied than non-managers that their last annual appraisal interview was constructive (71% versus 59% respectively) and also that the training they have received has helped them to progress their career (53% versus 35% respectively).

5.3 My line manager



Understanding the results – the House of Lords administration overall

Staff perceptions of their line managers are very positive and have improved since 2008. In particular, high positive responses can be seen in terms of staff feeling that their line manager trusts them to do a good job (89%). The majority of staff (80%) feel comfortable talking to their line manager when they need advice or support (and this has increased by five percentage points since 2008). It is encouraging to see that further increases have been experienced in terms of line managers encouraging staff to perform to the best of their abilities and, perhaps due to this, staff rate their line manager's performance more favourably than in 2008.

A slightly higher proportion of staff than in 2008 trust their line manager to communicate their views upwards (74% positive), which may be linked to the five percentage point increase that their line manager is a good communicator (73%). However, when asked whether their line manager encourages innovation, nearly a quarter respond neutrally, suggesting that more could be done to encourage staff to suggest improvements in some teams.

In terms of support given to line managers, it is encouraging to see that a high proportion (79%) feel they receive good support from their manager.

Although the overall picture about line management is positive, 'Management' was most mentioned theme in response to the open comments question 'What could be done to make the House of Lords a better place to work?'. The following comments (overleaf) illustrate the dissatisfaction with line management felt by some staff:

What could be done to make the House of Lords a better place to work?

'A lot of line managers do not know how to manage people properly. Consequently, they treat them like second class citizens. This includes bullying and threatening behaviour (in a subtle way). These people should be sent on proper management courses and monitored when they get back.'

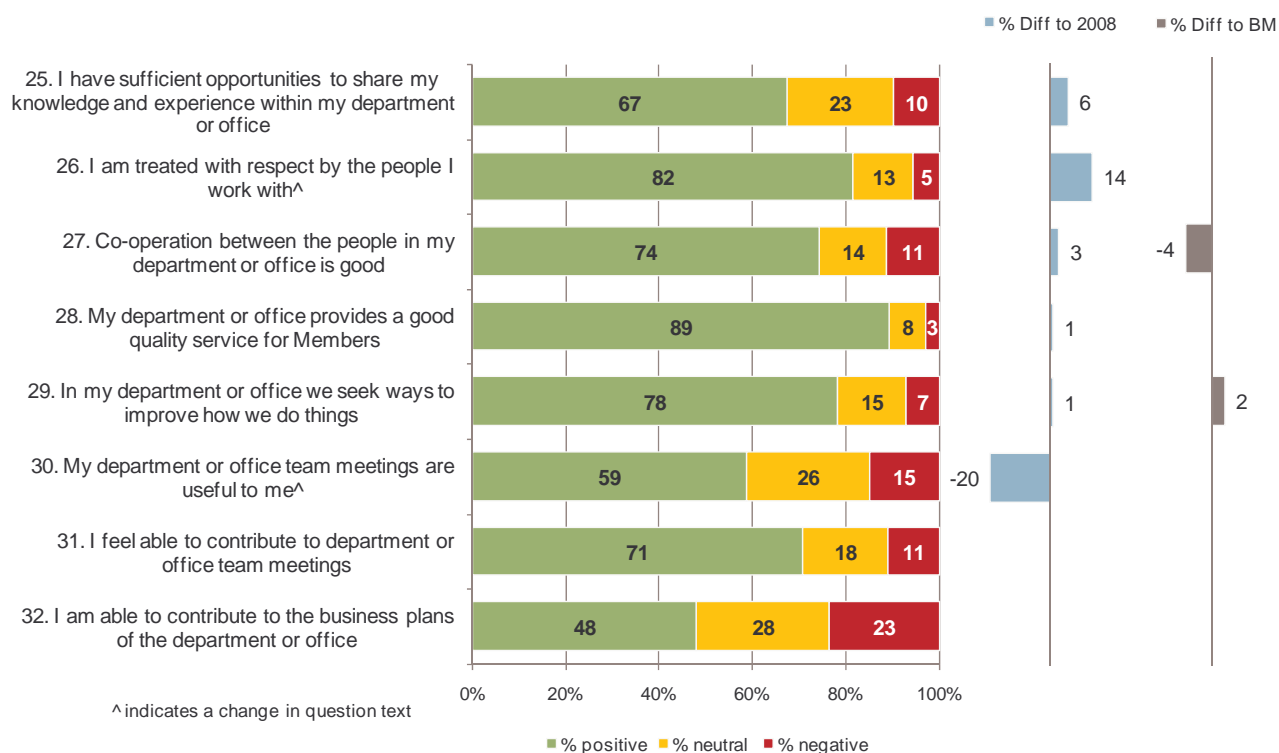
'The House of Lords desperately needs some way for all staff to feed back on their managers. I currently have a brilliant manager, but I have worked for idiots, and it can make life unbearable...'

'...Line managers do not pass on comments or complaints. They do not want to rock the boat in any way...'

Understanding the results – demographic differences

- Agreement that their line manager encourages innovation is highest amongst staff working in Parliamentary Archives (94%). In comparison, those working in the Committee Office are least satisfied (52%).
- Satisfaction levels with line managers being good communicators are mostly consistent across departments and offices. However, staff working in the Department of Facilities show notably lower levels of satisfaction with their line manager's communication skills (66%) than those working in the Finance Department and Hansard (both 88% positive).
- New starters tend to be more satisfied about their line manager compared to those employed for more than a year. In particular, 91% of new starters rate their line manager's performance highly and 85% of new starters think their line manager is a good communicator.
- A higher proportion of managers trust their own line managers to communicate their views upwards, compared to non-managers (80% compared to 71% respectively).

5.4 My department or office



Understanding the results – the House of Lords administration overall

Overall, there are some encouraging findings in this section. The majority of staff feel that they are treated with respect by the people they work with and this has also seen a notable increase since 2008 (of 14 percentage points). However, it should be noted that the question text has changed since 2008 and whilst the previous question asked ‘In my department or office we are treated with respect’, this year’s question asks how the individual is being treated, which may have had an impact on the increase in positive perceptions. Collaboration seems to be a particular strength for the House of Lords administration: 74% of staff feel that co-operation between people in their department or office is good and 67% believe they have sufficient opportunities to share their knowledge and experience within their department or office. Although the latter has increased by six percentage points since 2008, there still remains room for further improvement since nearly a quarter responded neutrally to this question.

It is encouraging to see that the majority of staff (89%) believe their department or office provides a good quality service for Members and this has remained high since the 2008 survey. Perhaps this is partly attributed to the fact that 78% of staff feel that, in their department or office, they seek ways to improve how they do things.

Of concern is the large decline in the proportion of staff that feel that their departmental or office team meetings are useful. This question was asked on a different scale in 2008 (Very useful / Quite useful / Not very useful / Not useful at all / Don’t know/no experience) which may have contributed to this

notable decline of 20 percentage points since 2008. Just 59% respond favourably to this question, and over a quarter respond neutrally and therefore this area may warrant further investigation.

Whilst the majority of staff feel able to contribute to department and or office team meetings (71%), just under half (48%) feel able to contribute to the business plan of the department or office. However, the latter result is driven by a relatively high neutral score (28%), suggesting that staff either have not yet had any chances to contribute and could suggest that there is the need to create an environment where staff are more actively encouraged to have their say.

Although collaboration is viewed positively, the comments below in response to the open comments question suggest there are relationship issues between members of staff and across different grades.

What could be done to make the House of Lords a better place to work?

'build a less deferential, more confident and critical relationship with Members'

'Elimination of petty snobbishness between different departments/pay scales'

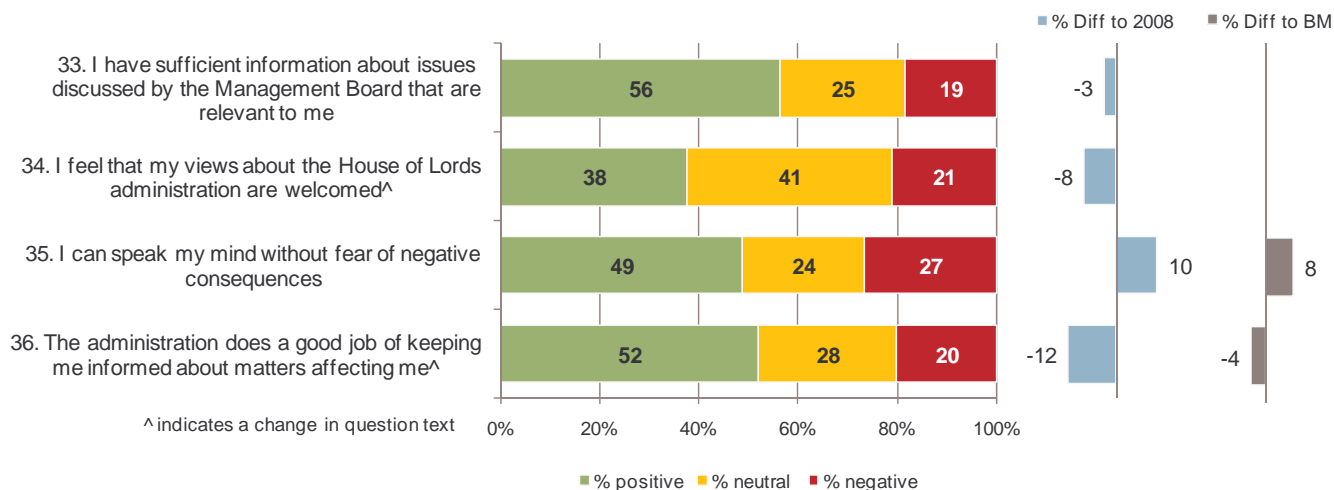
'Sometimes the structure still seems very old-fashioned and the divide between Clerks and senior management and the rest of the staff seems unnecessarily wide.'

'Having a more instrumental relationship with members, providing them with more direction.'

Understanding the results – demographic differences

- Whilst those working in Hansard are least satisfied about the usefulness of their department or office team meetings (29%), staff working in Black Rod's Department are most positive with 80% agreement indicating an area of good practice.
- Only 35% of staff working in the Committee Office feel able to contribute to the business plan of the department or office, compared to 72% in the Delegated Legislation/Journal Office/Printed Paper Office/Public & Private Bill Office
- Non-managers show considerably lower levels of satisfaction with regards to having sufficient opportunities to share their knowledge and experience within their department or office than managers (55% versus 83% respectively). Similarly, only 37% of non-managers feel they are able to contribute to the business plan of the department or office compared to 62% of managers.
- Those who have been employed for over 20 years are least positive about the usefulness of their department or office team meetings, with 53% responding favourably, compared to 67% of those employed less than a year. However, staff who have been working for the House of Lords administration for over 20 years are most positive about being able to contribute to the business plan of their department or office and those with less than three years employment are most negative.

5.5 Communications and information sharing

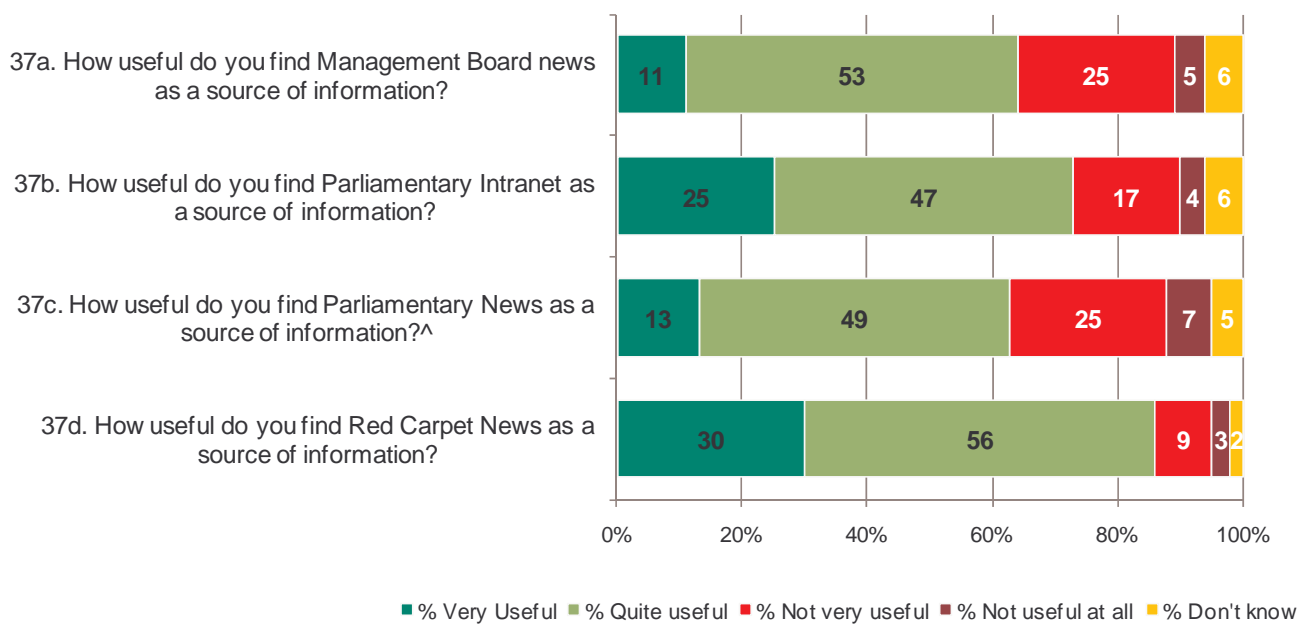


Understanding the results – the House of Lords administration overall

Overall, as the graph above illustrates, there are some high neutral scores in response to communications and information sharing. In particular, staff are unsure that their views about the House of Lords administration are welcomed (41% neutral), and this has seen a decrease in the positive score since 2008 of eight percentage points. Perhaps related to this, just under half of staff feel they can speak their mind without fear of negative consequences. Whilst it is encouraging to see that this positive score has increased by 10 percentage points since 2008, around a quarter of staff still respond neutrally and a further quarter actively disagree. The neutral scores could suggest uncertainty about the processes and opportunities for upward feedback and represent a particularly good opportunity for improvement to move those ‘fence-sitters’ to a positive viewpoint.

In terms of top-down communication, it is of concern that only around half (52%) of staff believe that the administration does a good job of keeping them informed about matters affecting them, and this has decreased by 12 percentage points since 2008. It should be noted however, that the question in 2008 asked ‘I am well informed about matters that affect me in my job’, which may have had an impact on this result. Slightly higher levels of agreement are seen with regards to having sufficient information about issues discussed by the Management Board (56%).

Looking at the different sources of information, Red Carpet News and Parliamentary Intranet are seen to be most useful; when combining the 'Very Useful' and 'Quite Useful' responses, 86% and 72% respond positively respectively to these respectively. Parliamentary News and the Management Board news are seen to be less useful and show clear room for improvement.



Communications' was the third most mentioned theme in response to the open comments question 'What could be done to make the House Lords a better place to work?'. The following comments suggest there are some issues with the way senior managers communicate to staff, in particular the need for more detailed and timely information, and also more interaction with the management board. Interestingly, the intranet was mentioned as being quite difficult to use, despite being rated as one of the most useful sources of information.

What could be done to make the House of Lords a better place to work?

'Some senior staff could do with attending interpersonal communication training.'

'More and earlier information and consultation about being moved between posts.'

'Internal communication could be improved, particularly with regard to job rotation/movement of staff. A speedier response in providing feedback and implementing recommendations, e.g the staff upgrading review.'

'More interaction for A-D band staff with the Management Board at informal events, not just at the all-staff meetings.'

'Providing more transparent information to the staff in all levels.'

'The management in the Department need to communicate very well with staff and be open to staff. The management needs to exercise equal opportunity among the ethnic groups. ... Secondly, communication within the management is poor. The manager should be able to treat everyone equally and everyone should be judged according to annual appraisal...'

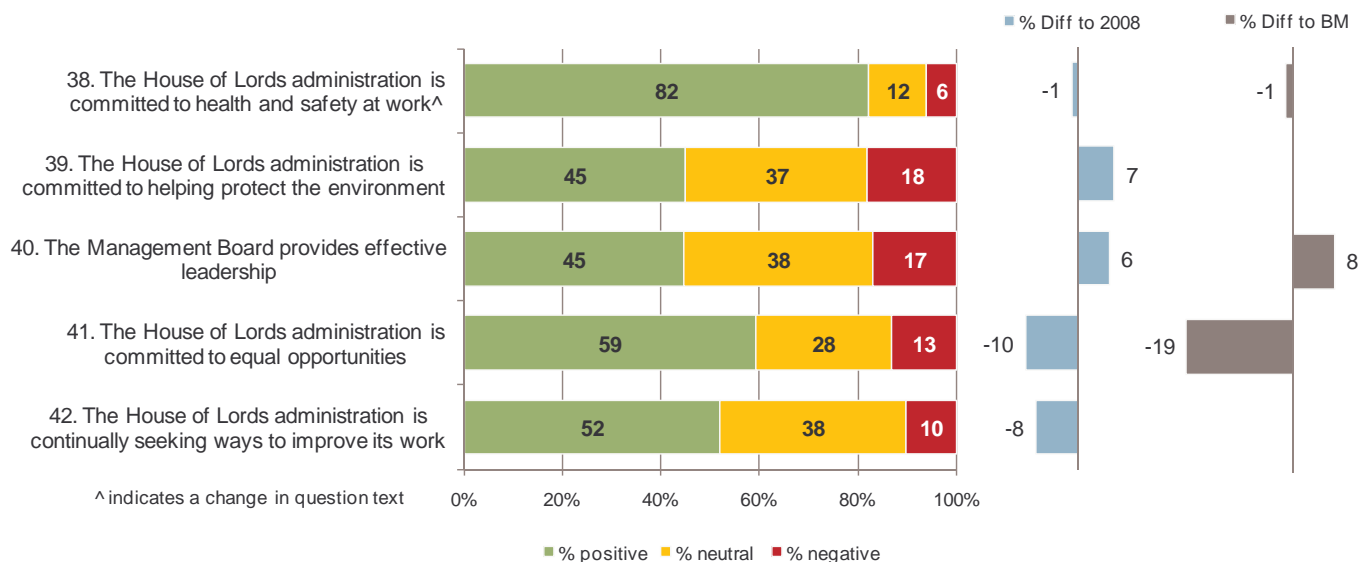
'Intranet search engine that works (it is often much easier to use google to find internal information than to use the search facility provided)'

'I regularly use the intranet for research purposes and I find it quite difficult to find specific information, whether it's departmental staff details or the dates of an evidence session. I'm not very good with technology so perhaps I'm not in a place to comment, but it would be helpful if the search process could be improved to help filter information more concisely'

Understanding the results – demographic differences

- Staff within the Committee Office, Hansard and the Library have lower levels of agreement that they are able to speak their minds without fear of negative consequences or that their views about the House of Lords administration are welcomed. The Committee Office feels least informed about matters affecting them by the administration.
- Those working in the Clerk of the Parliaments' Office show considerably higher levels of satisfaction in terms of their views about the House of Lords administration being welcomed, compared to all other departments.
- Staff who have worked for the House of Lords administration less than a year are most positive (69%) about being able to speak their mind without fear of negative consequences. This compares to just 40% of staff with between 10 and 20 years of employment.
- Respondents with less than a year of service are also the most satisfied that the administration does a good job of keeping them informed about matters affecting them (66%). Those with between one and three years service are the least satisfied (43%).
- Non-managers find the Parliamentary News notably more useful as a source of information than managers (70% and 53% respectively).

5.6 House of Lords administration



Understanding the results – the House of Lords administration overall

Looking at the chart above, the results suggest high levels of uncertainty around issues relating to the House of Lords administration (apart from there being committed to health and safety). Particularly high neutral responses are shown in terms of the Management Board providing effective leadership and the House of Lords administration continually seeking ways to improve its work (both 38% neutral). High neutral scores in response to questions about senior management are typical across many organisations. This is particularly true of large, wide-spread organisations, where staff might not know who their senior managers are or do not see them very frequently and, therefore, cannot comment. Although perceptions of the effectiveness of leadership have increased by six percentage points since 2008 and are above the Central Government benchmark by eight percentage points, the relatively high neutral response indicates potential for further improvement.

Overall 59% of staff believe that the House of Lords administration is committed to equal opportunities, and this has decreased notably by 10 percentage points since 2008. This is also 19 percentage points below the Central Government benchmark and should, therefore, form a key area for further investigation.

Whilst the positive score for the administration being committed to helping protect the environment has increased by seven percentage points since 2008, there is still a high level of uncertainty (37% neutral) which indicates that more information may need to be communicated. It is encouraging to see that staff levels of satisfaction with the administration's commitment to health and safety at work remain high (82%).

The following comments illustrate that some staff have issues with the House of Lords administration, including around Health and Safety:

What could be done to make the House of Lords a better place to work?

'I rated the House of Lords administration poorly on Health & Safety as there has not been a Health & Safety meeting since Feb 2009. I thought it was a legal requirement to hold one at least once a year, but even if not, it is poor practice and shows a lack of commitment to the issue.'

'The administration should show their appreciation of long serving staff who have served the House, (or Houses if transferred from the Commons) and stop dragging their feet to put in place a Staff Recognition Scheme similar to the Commons. Staff see this an indication of the administration's real feelings about staff in not giving a damn about staff that have shown years of loyalty to the House.'

'...In general, the administration needs to treat the non-clerk staff with much greater fairness and respect...'

In addition to the attitudinal questions, respondents were asked to select three of the administration's core values that mean most to them and which three they felt meant the most to the administration. The results are shown in the chart below.



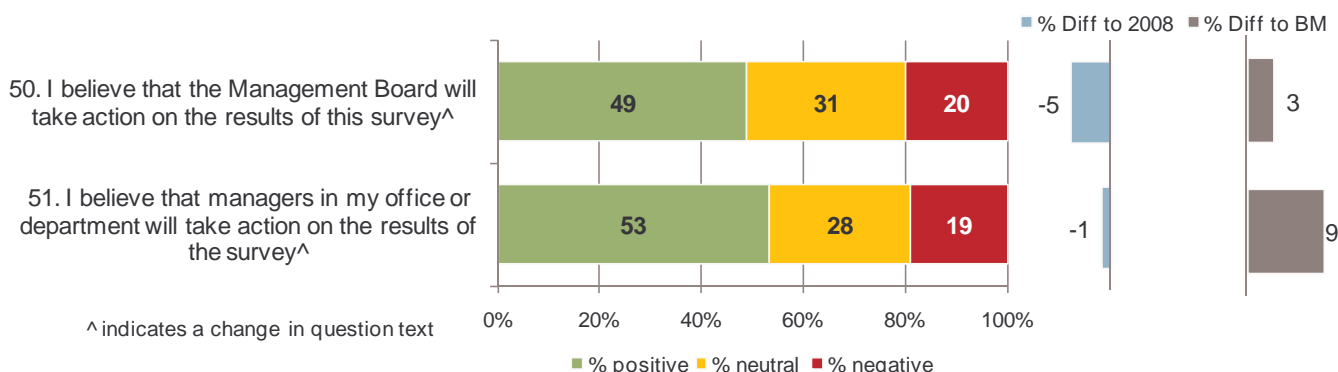
Staff rated 'Fairness and respect for all staff' and 'honest, impartiality and integrity' as having the most meaning for them of all the core values. However, their perception is that the administration does not hold the same views and place far more importance on having 'respect for the constitutional importance and dignity of Parliament' and 'obtaining value for money'.

There was no difference between staff rating of 'environmental sustainability' and the perceived importance they felt the administration placed on it (both scored 9%). Also there was little difference between staff rating of 'professional excellence' and their perception of how this value was rated by the administration.

Understanding the results – demographic differences

- The House of Lords administration's commitment to helping protect the environment is perceived least positively by those working in Parliamentary Archives (19%) and most favourably amongst staff in Library (56%).
- Whilst those working in Black Rod's Department are least likely to believe that the House of Lords administration is continually seeking ways to improve its work (27%), staff working in Hansard are the most positive (71%).
- Just 37% of managers believe that the House of Lords administration is committed to helping protect the environment, compared to 50% non-managers.
- Staff with between 10 and 20 years of service are least positive (27%) about the Management Board providing effective leadership. This compares with 58% of staff with less than a year of service.
- Similarly, those having worked for the House of Lords between 10 and 20 years are less likely to believe that the administration is continually seeking ways to improve its work, compared to those with less than a year employment (45% and 67% respectively).

5.7 Action from survey



Understanding the results – the House of Lords administration overall

Just under half of staff (49%) believe that the Management Board will take action on the survey results and just over half (53%) believe that managers in their office or department will take action on the results of this survey. There are relatively high neutral scores to these questions showing that some staff are uncertain whether action will be taken or not. To ensure that staff believe that the survey is an effective feedback mechanism, it is crucial that actions are taken on results both at an overall and local level and then that any actions are communicated back to staff and linked back to the survey results (i.e. 'you said, we did').

Understanding the results – demographic differences

- Whilst just 33% of staff in Black Rod's Department believe that the Management Board will take action on the results of this survey, they had much more faith that their managers would (73% positive).
- A similar picture is shown for staff working in Parliamentary Archives – only 44% of staff believe that the Management Board will take action on the results of this survey, compared to 75% who believe that managers in their office or department will take action.
- Only 38% of staff with a service between 10 and 20 years believe that the Management Board will take action on the results of this survey. Staff who have worked for the House of Lords administration for over 20 years are most positive (61%).
- Staff who have worked for the House of Lords administration between 5 and 10 years are least likely to believe that managers in their office or department will take action on the results of the survey (only 45% agree). Those with between three and five years service are most likely to believe that action will be taken by managers in their office or department (60% positive).
- Since managers are often mainly responsible for taking forward action plans, it is perhaps not surprising that they are notably more likely to believe that managers in their office or department will take action on the results of the survey (60% agreement), compared to non-managers (47%).

6 Summary of open comments

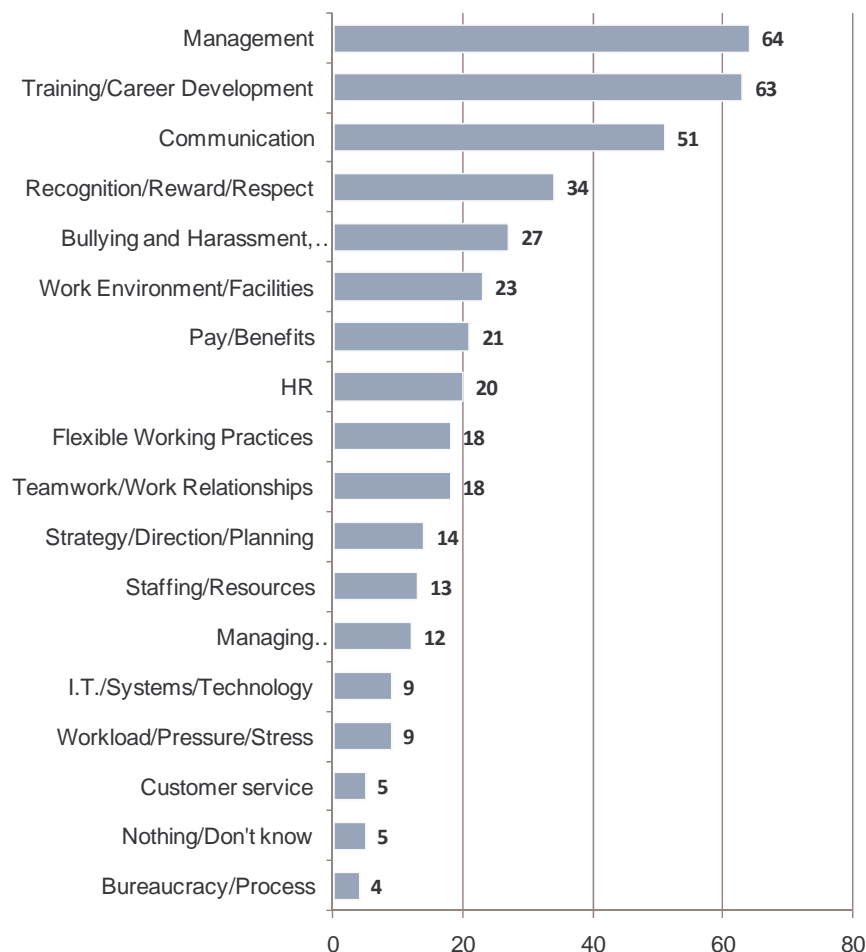
At the end of the survey staff were given the opportunity to give qualitative feedback in response to one open comments question:

- 'What could be done to make the House of Lords a better place to work?'

Employees' comments were proof read (removing any profanities and also any names that may potentially identify an individual) and then they were themed according to the issue to which they were most closely related. The full set of comments has been provided in a separate report.

Below is a summary of the number of comments relating to each theme. As comments made by staff rarely relate to just one subject, they can be attributed to more than one theme, i.e. are multi themed. This chart provides an overarching indication of the sentiment of the comments, however, the verbatim comments in full provide valuable insight into the areas at the forefront of employees minds and can help to illustrate the attitudinal responses and findings.

Number of Comments



Appendix A: Demographic profile of respondents

1	Please indicate the Department or Office that you work in.	Responses	308
1	Black Rod's Department	5%	16
2	Clerk of the Parliaments' Office	7%	23
3	Committee Office	15%	45
4	Delegated Legislation, Journal Office, Printed Paper Office, Public & Pri	9%	29
5	Administration staff (Including banqueting and general office)	3%	8
6	Kitchen staff (Including chefs and catering assistants)	4%	13
7	Front of House staff (Including waiting, servery assistants, bar, cashiers)	9%	27
8	Porters (Including kitchen porters, stores and linen room)	2%	6
9	Attendants	3%	10
10	Housekeepers	9%	27
11	Managers and Administrative staff	2%	5
12	Finance Department	6%	17
13	Hansard	6%	17
14	Human Resources Office	3%	9
15	Information Office	3%	9
16	Library	9%	27
17	Parliamentary Archives	5%	16
18	Other...	1%	4
2	How long have you been employed at the House of Lords?	Responses	316
1	Less than 1 year	10%	33
2	More than 1 but less than 3 years	18%	56
3	More than 3 but less than 5 years	15%	47
4	More than 5 but less than 10 years	28%	89
5	More than 10 but less than 20 years	17%	54
6	More than 20 years	12%	37
3	Do you directly manage staff?	Responses	300
1	Yes	47%	141
2	No	53%	159

Appendix B: Organisations in the Central Government benchmarking group

ACAS	Forestry Commission	Office of Fair Trading (OFT)
Accountant in Bankruptcy	Gambling Commission	Office of the Public Guardian
Animal Health	General Register Office for Scotland	Office of the Scottish Charity Regulator
Attorney General's Office	Government Car and Despatch Agency	OGC
BIS	Government Equalities Office	Ordnance Survey
Buying Solutions	Government Office Network	ORR (Office of Rail Regulation)
Cabinet Office	Government Offices	Parliamentary and Health Service Ombudsman
CEFAS	Her Majesty's Crown Prosecution Service Inspectorate	Planning Inspectorate
Child Support Agency	Highways Agency	Registers of Scotland
CLG	Historic Scotland	Rural Payments Agency
COI	HM Courts Service	Scotland Office
Commission Executive	HM Inspectorate of Education	Scottish Government
Companies House	HM Revenue & Customs	Scottish Housing Regulator
Corporate Services	HM Treasury (excl agencies)	Scottish Public Pensions Agency
CPS	Home Office	Scottish Qualifications Authority
Criminal Cases Review Commission (CCRC)	House of Lords	Serious Fraud Office
Criminal Injuries Compensation Authority	Identity and Passport Service	Social Work Inspection Agency
Criminal Records Bureau	Insolvency Service	Sports Council for Wales
Crown Office and Procurator Fiscal Service	Intellectual Property Office	Student Awards Agency
DCMS	Job Centre Plus	The Health and Safety Executive
DCSF	Judicial Appointments Commission	The Pensions Regulator
Debt Management Office	Land Registry	The Royal Parks
DEFRA	Marine and Fisheries Agency	Training & Development Agency for Schools
Department for International Development (DFID)	Maritime and Coastguard Agency	Transport Scotland
Department for Transport (DfT)	Meat Hygiene Service	Treasury Solicitors
Department of Energy and Climate Change	Medical and Healthcare products Regulatory Agency	Tribunals Service
Department of Health	Met Office	UK Border Agency
Directgov	Ministry of Justice	UK Statistics Authority/ONS
Disclosure Scotland	MOD	UKCES
DIUS	MOD - Defence Estates	UKTI
DSA	MOD - DMS Civilians	Valuation Office Agency
DVLA	MOD - DMS Regulars	Vehicle Certification Agency
DWP	MOD - DST	Veterinary Laboratories Agency
ECGD	MOD - PPPA	Veterinary Medicines Directorate
Equality Human Rights Commission	National Archive for Scotland	VOSA
European Training Foundation	National Hydrographic Office	Wales Office
FCO Services	National Measurements Office	Welsh Assembly Government
Fera (The Food and Environment Research Agency)	National Savings and Investments	Welsh Health Supplies - Contracting
Financial Ombudsman Service	National School of Government	Wilton Park Executive Agency
Fire Service College (FSC)	Natural England	
Food Standards Agency	NOMS	
Foreign and Commonwealth Office	NPIA	