House of Commons / PICT
2008 Staff Survey

Results – Key Findings

July 2008

Prepared by:

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ISR INTERNATIONAL SURVEY RESEARCH

- New baseline measure of staff opinions and engagement

- 56 questions, including trend questions for comparison with previous surveys, and benchmarking questions for comparison with external Norms

- Survey of all 1,800 staff, online and on paper, June 2008

- 953 returns = c. 53% response rate

- Results compared with Towers Perrin-ISR UK National, Public Sector and High Performance Norm of employee opinions

- Employee Engagement 'Index' and HoC / PICT-specific analysis of engagement 'key drivers'

- Action-focused manager results data reports

- Guarantee of respondent anonymity

Headline results

1. Improvements vs. 2007 on upward communications, provision of management development, coaching and mentoring and cross Departmental experience

2. Decline vs. 2007 on overall internal communications effectiveness, Management Board effectiveness, workload management, and reward and conditions

3. Mixed views on how change is being managed and on pace of change

4. Vs. UK National Norm, staff Engagement levels more positive, on a par with Norm on Work Organisation & Service Quality and Communications, below Norm on other themes, particularly Leadership, and Involvement & Cooperation

5. Vs. UK Public Sector Norm, staff Engagement and views on Work Organisation & Service Delivery more positive, on a par with Norm on Communications, Training & Development, Leadership, and Performance & Reward, below Norm on Involvement & Cooperation

6. Vs. UK High Performance Norm, below Norm on all thematic categories

7. Areas to focus on for improvement actions:
   - Change management
   - Leadership
   - Respect
   - Cooperation
   - Performance management

Key Messages

1. **Change** - consult, explain, and actively lead change – show unified purpose and clear vision + how people can contribute. Think culture change, not just structure change

2. **Leadership** – senior management teams at House and Department levels to work on stating (business) objectives more clearly, making decisions more promptly, taking ownership, being accountable, acting with one voice, actively supporting change, and leading by example

3. **Respect** – for diversity, and for people's opinions. Work on management behaviours on listening, involving, empowering and encouraging staff, and acting on their suggestions. Implement talent management plans quickly and with supportive coaching for managers

4. **Cooperation** – more and better between teams, across departments, sharing best practice, gaining work experience across Depts – all will contribute strongly to building a unified service

5. **Performance** – hold people, especially all managers, accountable; deal with under-performers; give everyone a clear understanding of how to improve their performance; give staff regular and constructive feedback

6. **IT systems support** – a practical issue to improve, along with low morale among PICT staff

Contents

Trends - Communications

Views on effectiveness of overall internal communications declining vs. 2007, but strong improvements on opportunities for staff to express their views

Communications	HoC / PICT 2008 % Favourable	HoC / PICT vs.2007	HoC / PICT vs.2006
17 In general, how good do you think internal communications are within the House of Commons?	68	-10*	-4
19 Do you feel you are given appropriate opportunities to express your views?	76	+10*	+18*

Views on Management Board effectiveness declining slightly. Otherwise, views on Department senior management and immediate line manager relatively stable, except on helping to manage workload

Leadership and Management	HoC / PICT 2008 % Favour-able	HoC / PICT vs.2007	HoC / PICT vs.2006
20 In general, how effective is each of the following:			
a. The House of Commons Management Board	39	-8*	-3
b Senior Management of your Department	56	-3	+1
c Your immediate line manager/supervisor	79	-3	-1
21 How effective is your immediate line manager/supervisor at the following:			
a. Helping you improve your performance	71	0	+1
b. Informing you about your own team's performance	70	0	0
c Supporting you to manage your workload	68	-8*	-7*

Trends – Development and Progression

Perceived continuous improvement on management development, coaching, mentoring, and experience of other Departments, but a downward trend on provision of induction training

Development and Progression	HoC / PICT 2008 % Favour-able	HoC / PICT vs.2007	HoC / PICT vs.2006
52 How good do you think the House of Commons is at providing staff with:			
a. Induction training	77	-4	**-8***
b On the job learning	78	0	+2
c Technical/specialist skills training	68	0	+3
d IT training	73	-1	+1
e Management development	54	**+6***	**+12***
f Coaching	49	**+5***	**+7***
g Mentoring	48	**+7***	**+12***
h Support for professional qualifications	62	0	+2
i Experience of various Departments	37	**+6***	**+7***

HOUSE OF COMMONS 2008 OVERALL (953)

indicates a statistically significant difference

Trends – House of Commons / PICT as an Employer

General declining trend on views of reward and conditions in the House / PICT

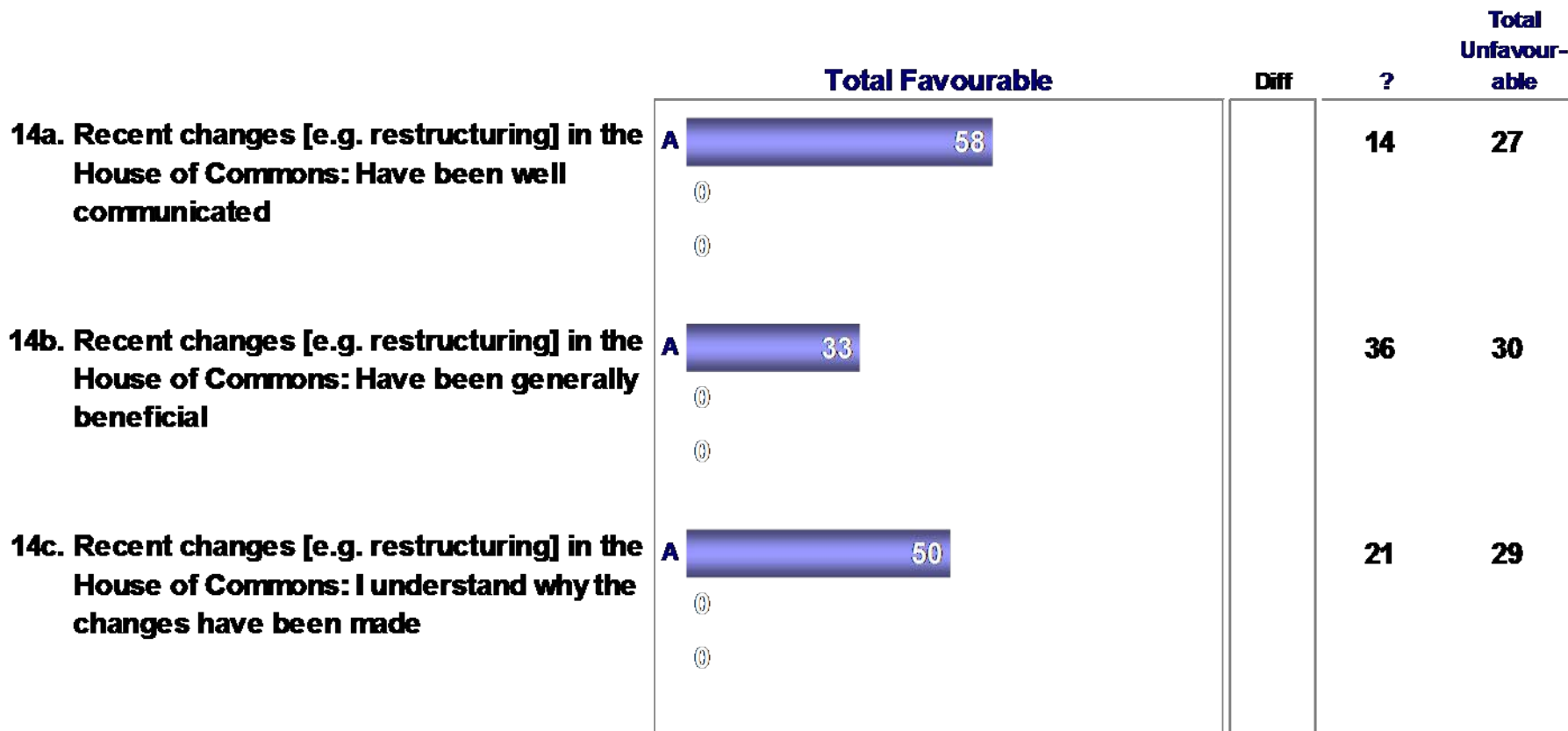| The House of Commons as an Employer	HoC / PICT 2008 % Favour-able	HoC / PICT vs.2007	HoC / PICT vs.2006
22a In general, how do you think your overall pay, benefits and employment conditions compare with:			
a. Other staff in the House of Commons	48	-2	-6*
b. The Civil Service	44	-8*	-14*
c Other public sector employers	46	-5*	-11*
d Private sector employers	28	-2	-6*

Many people have not yet seen change. Where change is noted, on balance more positive than negative, although views divided on House structure, and more negative than positive on leadership quality

15. Looking back over the last twelve months, how do you think each of the following has changed:

	Better	Same	Worse	No Opinion
House-wide communications	26%	50%	9%	15%
Department communications	20%	59%	11%	9%
House structure	28%	22%	22%	28%
Service quality	21%	61%	8%	10%
Leadership quality	10%	58%	19%	13%
Learning and development	19%	62%	7%	12%
Your Department as a whole	20%	48%	19%	13%
HoC as a whole	18%	42%	15%	25%
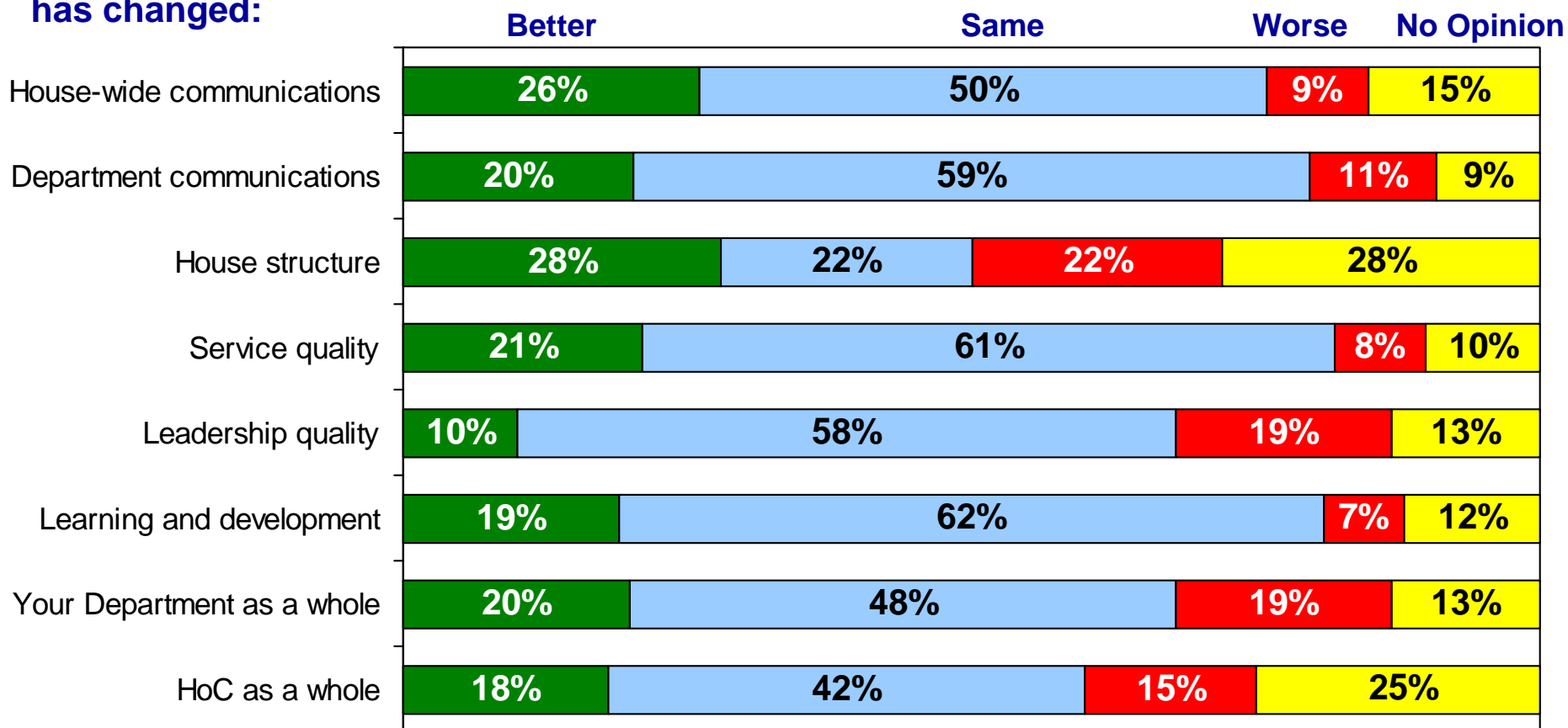
Re-structuring

Half or more staff understand the rationale for the re-structuring and feel the changes have been well communicated, but views are more divided on the benefits, with over 1 in 3 still unable to judge

	Total Favourable	Diff	?	Total Unfavourable
14a. Recent changes [e.g. restructuring] in the House of Commons: Have been well communicated	A 58		14	27
14b. Recent changes [e.g. restructuring] in the House of Commons: Have been generally beneficial	A 33		36	30
14c. Recent changes [e.g. restructuring] in the House of Commons: I understand why the changes have been made	A 50		21	29

A. HOUSE OF COMMONS 2008 OVERALL (953)

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What one thing would you most like to see improved at the House of Commons?

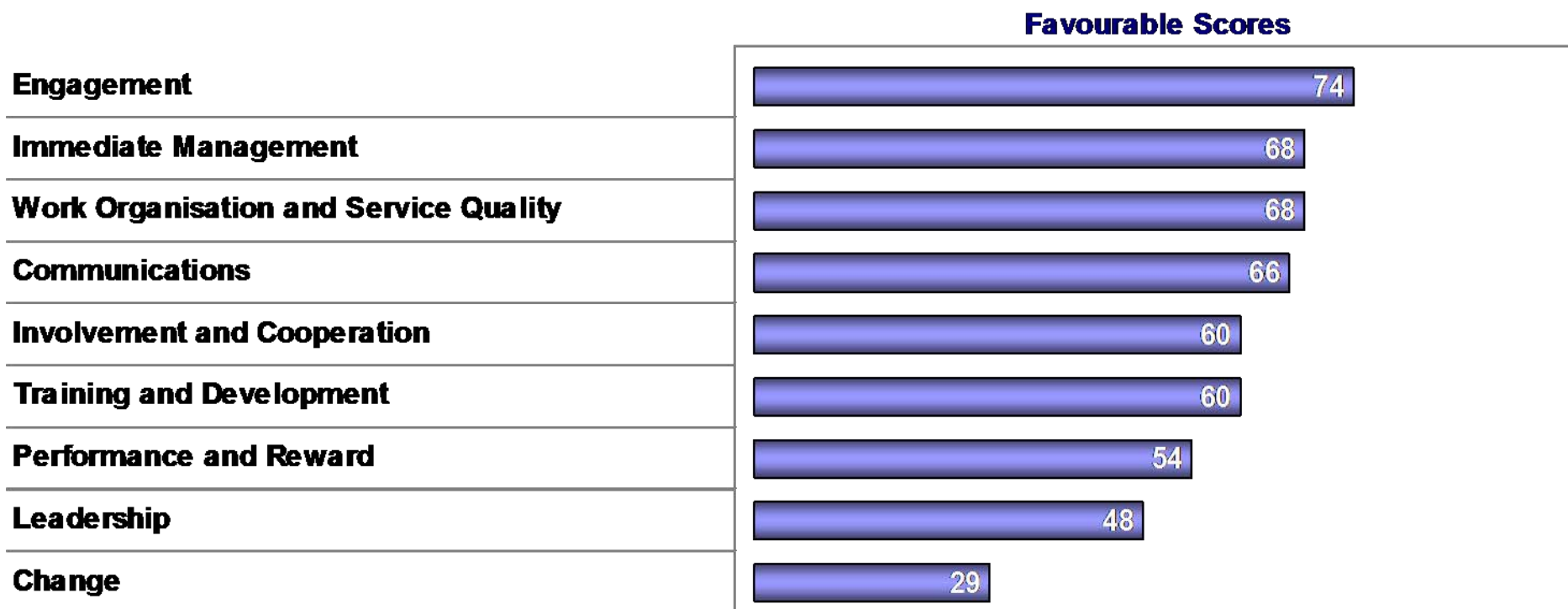Change = third most frequently-mentioned theme in response

"The House strikes me as, fundamentally, an organisation that resists change and modernisation. It is comfortable operating how it does and, unless it is persuaded otherwise or there is a scandal, will carry on regardless of whether this was ever the best way of carrying out its work."

"I strongly believe that the changes proposed in the wake of the Tebbit report should have been subject to House-wide staff consultation ahead of their implementation. This was a lost opportunity to enable staff to feel their views were valued and taken into account by senior management."

"I would like to have seen more thought given to the practical aspects of the effects of the Tebbit Review. It seems to me that the major strategic changes have been made too quickly without thinking of the effect on staff; their roles and their morale."

Category overview

This chart shows the average percent 'favourable' or positive response from all House / PICT staff to all the questions in each survey category. The longer the blue bar, the more positive the views

Favourable Scores

Category	Score
Engagement	74
Immediate Management	68
Work Organisation and Service Quality	68
Communications	66
Involvement and Cooperation	60
Training and Development	60
Performance and Reward	54
Leadership	48
Change	29

A. HOUSE OF COMMONS 2008 OVERALL (953)

The power of benchmarking

- External benchmarking is crucial for the **accurate interpretation** of employee survey results

- External benchmarks or Norms help to identify the **true strengths and weaknesses** of a company, as employees see it

- National Norms filter out the effects of **national culture**, social and economic variables in survey responses

- Sector Norms help place a set of survey results in the **context** of similar organisations

- Norms assist in establishing clear **priorities for follow-up** actions

- Norms also help to develop objective and fair **KPI metrics** for a Balanced Business Scorecard or Performance Management targets
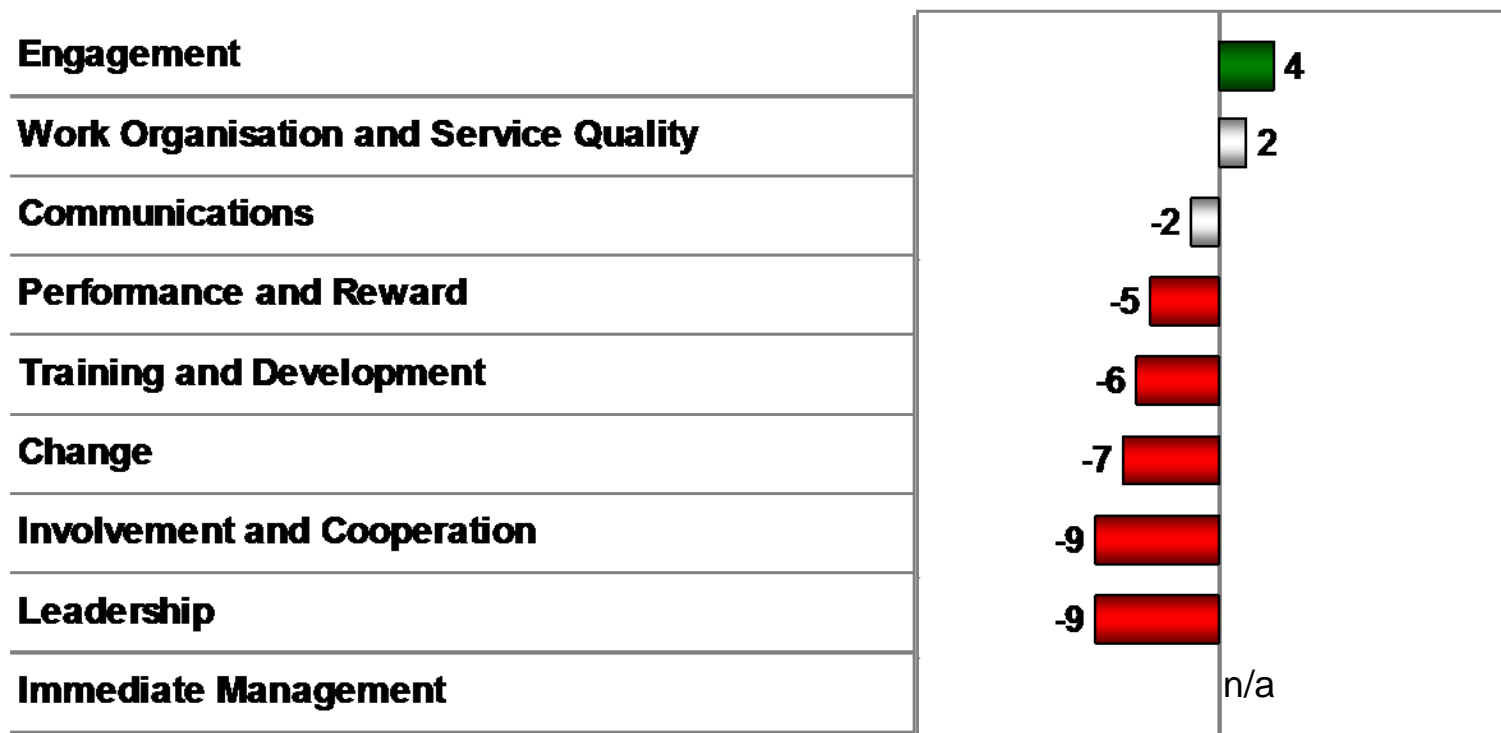
- The **UK National Norm** is a weighted average of employee survey results from client companies across a broad cross-section of industry sectors in the UK. The Norm currently includes data from around 117 organisations, representing over 375,000 employees (weighted N=156,819).

- The **UK Public Sector Norm** is a weighted sub-set of the National Norm comprising client organisations within the UK Public Sector. The Norm currently includes data from 15 organisations, representing over 11,500 employees.
  Example organisations include HM Treasury, Cabinet Office, Ministry of Justice, Ofsted, Ofcom, Medical Research Council, House of Commons Library, Prince's Trust,

- The **UK High Performance Norm** is a sub-set of the UK National Norm comprising organisations that are market leaders with at least 3 years of financial growth performance and demonstrating above-average levels of employee engagement. The Norm currently includes data from around 23 organisations, representing over 126,924 employees (weighted N=60,283).

All Norms are updated annually

Staff Engagement in the House of Commons / PICT is more positive than the UK National Norm. Views on Work Organisation & Service Quality and Communications are on a par with the Norm, the rest of the categories below
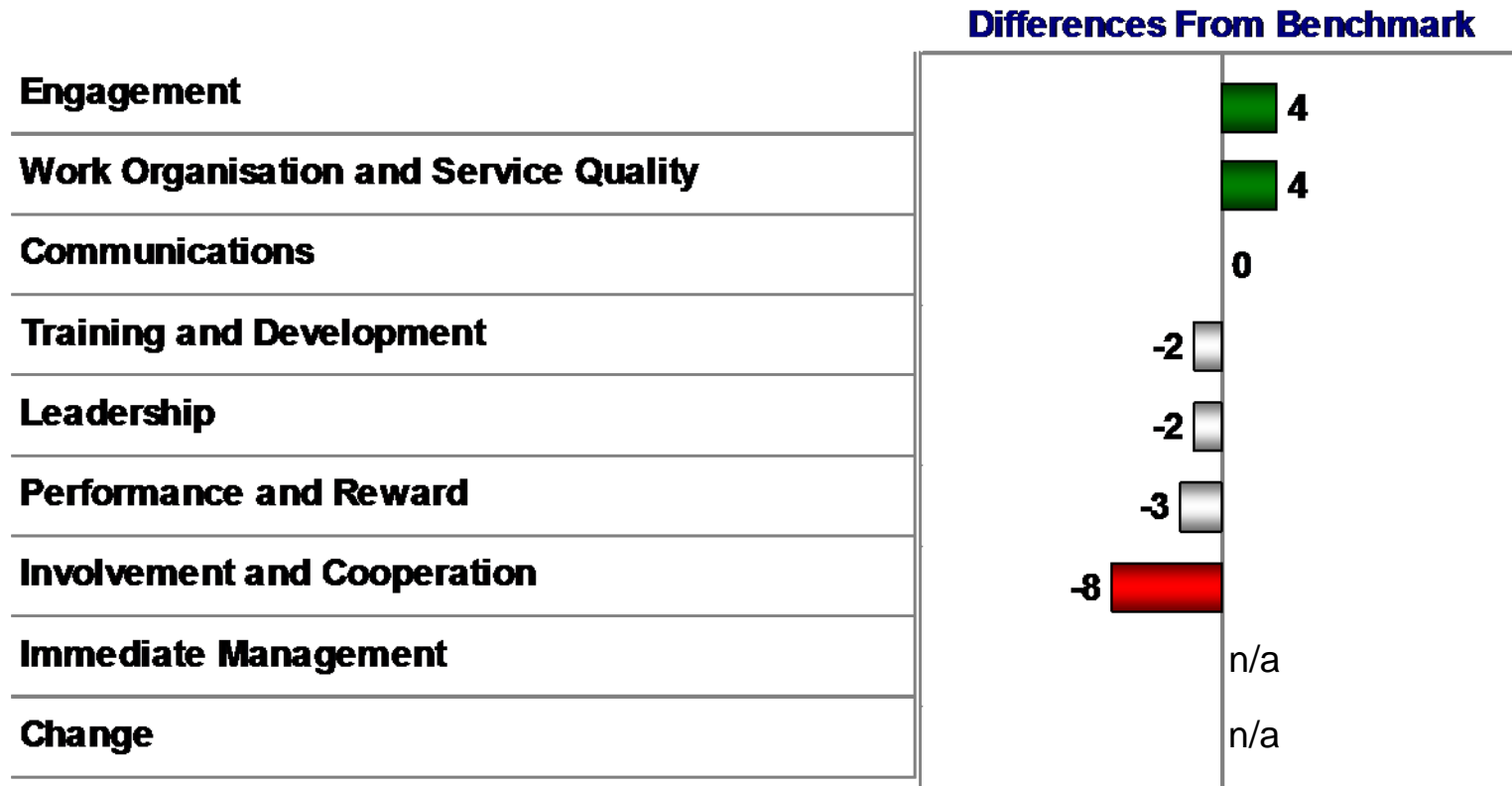
Differences From Benchmark

Category	Difference
Engagement	4
Work Organisation and Service Quality	2
Communications	-2
Performance and Reward	-5
Training and Development	-6
Change	-7
Involvement and Cooperation	-9
Leadership	-9
Immediate Management	n/a

Comparison of benchmark questions only, where available

Coloured Difference Bars indicate a statistically significant difference

HOUSE OF COMMONS 2008 OVERALL (953)   **TOWERS PERRIN-ISR UK NATIONAL NORM (156819)**

A similar, but less marked pattern of response vs. the UK Public Sector Norm. Engagement and Work Organisation/Service Quality are perceived strengths, Involvement & Cooperation a distinct 'weak' area

Differences From Benchmark

Category	Difference
Engagement	4
Work Organisation and Service Quality	4
Communications	0
Training and Development	-2
Leadership	-2
Performance and Reward	-3
Involvement and Cooperation	-8
Immediate Management	n/a
Change	n/a

Comparison of benchmark questions only, where available

Coloured Difference Bars indicate a statistically significant difference

HOUSE OF COMMONS 2008 OVERALL (953)   **TOWERS PERRIN-ISR UK PUBLIC SECTOR NORM (11622)**

Summary of key perceived *strengths* vs. UK National / Public Sector Norms

- Understand Department goals and how work contributes

- Changes well communicated

- Department senior management team-working, and contact between management and staff

- Team efficiency, and staffing levels to handle workload

- Opportunity to use skills and abilities

- Pride in being a part of the House of Commons, and willingness to recommend the House as a good employer

- Department senior management stating objectives clearly and managing change

- Information on Department performance vs. goals

- Management style encouraging best performance, and encouragement to find innovative solutions to work issues

- Staff treated with respect; House valuing people from different backgrounds, and supporting equality of opportunity

- Cooperation between teams in Department; IT systems support

- House recruiting the right people for the future and developing its people to their full potential

- Regular feedback on job performance, and understanding how to improve performance

- Action on the results of this survey

This high performance Norm represents a longer-term 'stretch' benchmark for the House. Leadership, Change management, Communications, a culture of Involvement & Cooperation, and staff Development are key areas for improvement

Differences From Benchmark

Category	Difference
Work Organisation and Service Quality	-4
Engagement	-6
Performance and Reward	-7
Communications	-12
Training and Development	-12
Involvement and Cooperation	-17
Change	-20
Leadership	-23
Immediate Management	n/a

Comparison of benchmark questions only, where available

Coloured Difference Bars indicate a statistically significant difference

HOUSE OF COMMONS 2008 OVERALL (953)   **TOWERS PERRIN-ISR UK HIGH PERFORMANCE NORM (60283)**

House performance vs. objectives
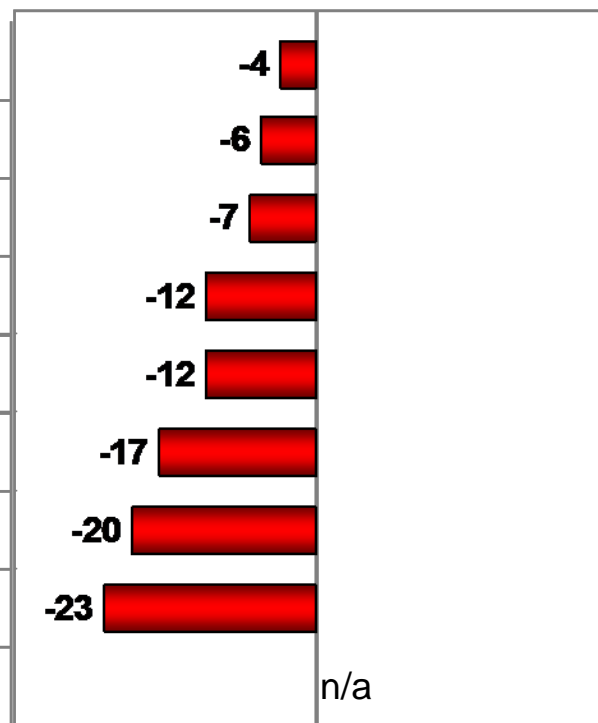
Half or more staff think the House is doing a good job in achieving its objectives

56. From the perspective of your Department, how good a job is the House of Commons doing in:

	Total Good	Diff	Adequate	Total Poor	No Opinion
a. Providing a unified service to the House, its Members and the public	A 51		30	10	8
b. Supporting the Chamber and the committees	68		12	3	17
c. Supporting individual Members and their staff	A 68		16	4	12
d. Providing public information and promoting public knowledge about the work of Parliament	A 57		23	7	13

0　　25　　50　　75　　100

■ A. HOUSE OF COMMONS 2008 OVERALL (953)

21
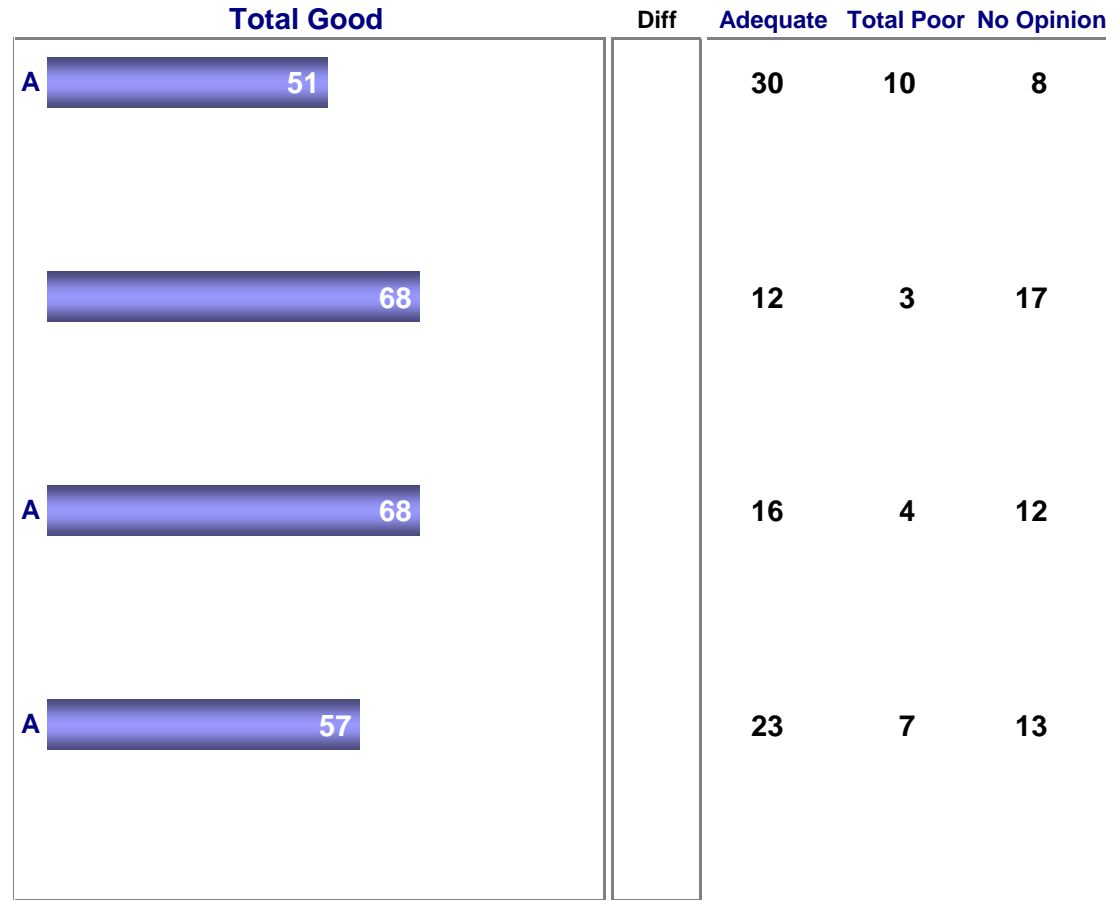
Very positive vs. Norms on team efficiency and staffing levels, but relatively poor scores on IT systems support. And could Departments do more to improve their efficiency?

Benchmarks

A. **TOWERS PERRIN-ISR UK NATIONAL NORM (156819)**
B. **TOWERS PERRIN-ISR UK PUBLIC SECTOR NORM (11622)**
C. **TOWERS PERRIN-ISR UK HIGH PERFORMANCE NORM (60283)**

Items	Total Favourable	Total Unfavourable	?
2. My team works efficiently.	86	5	9
9. There are usually sufficient people in my team to handle the normal workload.	61	8	30
10. I have the IT systems support I need to do my job effectively.	65	9	25
29. Sufficient effort is being made to make my Department a more efficient organisation.	52	23	25
30. In my opinion, my Department is truly customer-focussed.	67	16	17
35. My work schedule allows sufficient flexibility to meet my personal needs.	70	9	21

Differences in Total Favourable From

A	B	C	
12 *	12 *	7 *	
9 *	16 *	6 *	
-9 *	-10 *	-13 *	
n/a	n/a	n/a	
0	n/a	-12 *	
2	-2	-3 *	

Coloured Cells indicate a statistically significant difference

22

Measuring Employee Engagement

Why measure Engagement?

Our research shows that engaged employees help their organisation succeed. Employee Engagement drives high performance.

How we measure Engagement

To be fully engaged, employees must have:

- Rational/cognitive understanding of the organisation's strategic goals, values, and how employees fit (**Think**)

- Emotional/affective attachment to the organisation (**Feel**)

- Motivation and willingness to stay with the company and invest discretionary effort to go above and beyond (**Act**)
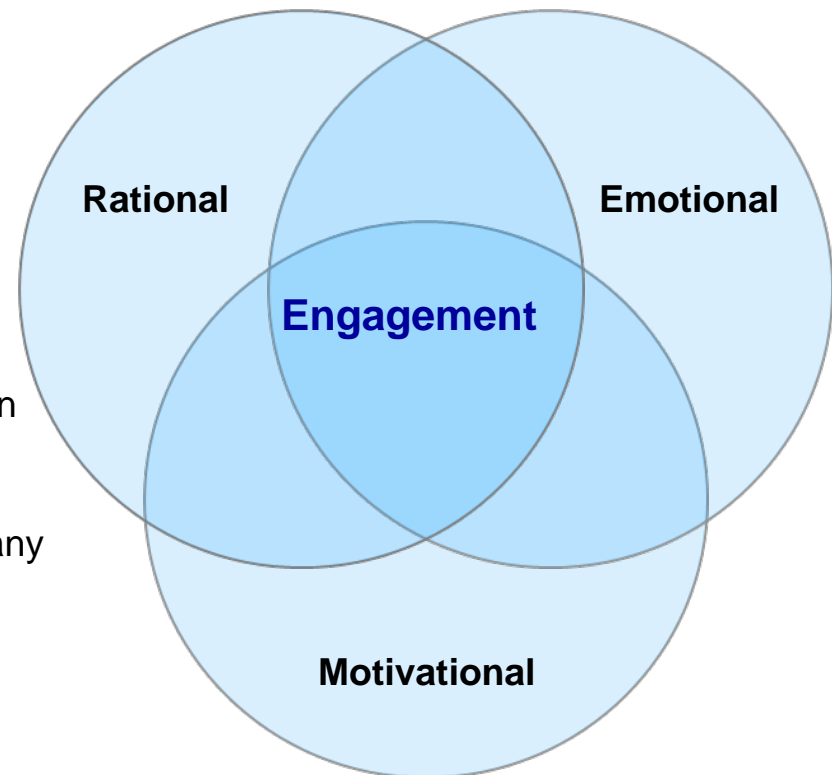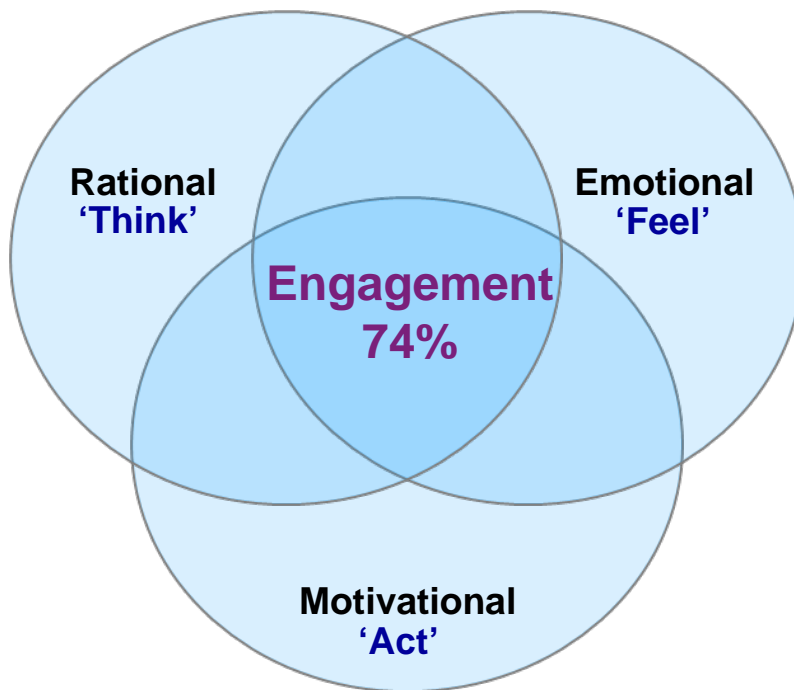
Rational

Emotional

Engagement

Motivational

+4* vs. UK National Norm
+4* vs. UK Public sector Norm
-6* vs. UK High Performance Norm

'Think':

- Belief in Department and House aims & objectives (77%, 78% favourable – on National Norm, just below Public Sector Norm)

Rational 'Think'

Emotional 'Feel'

Engagement 74%

Motivational 'Act'

'Feel':

- 88% proud to be part of the House (+19* vs. National Norm), and 77% proud of their Department

- 79% would recommend the House as a good place to work (+8* vs. National Norm, +6* vs. Public Sector Norm)

'Act':

- 88% willing to work beyond normal requirements (on National Norm, above Public Sector Norm)

- About 6 in 10 *not* looking for another employer (above Norms) or intending to leave (on National, above Public Sector)

* indicates a statistically significant difference

Actively working on these 'key driver' areas will help strengthen/sustain engagement levels in the House
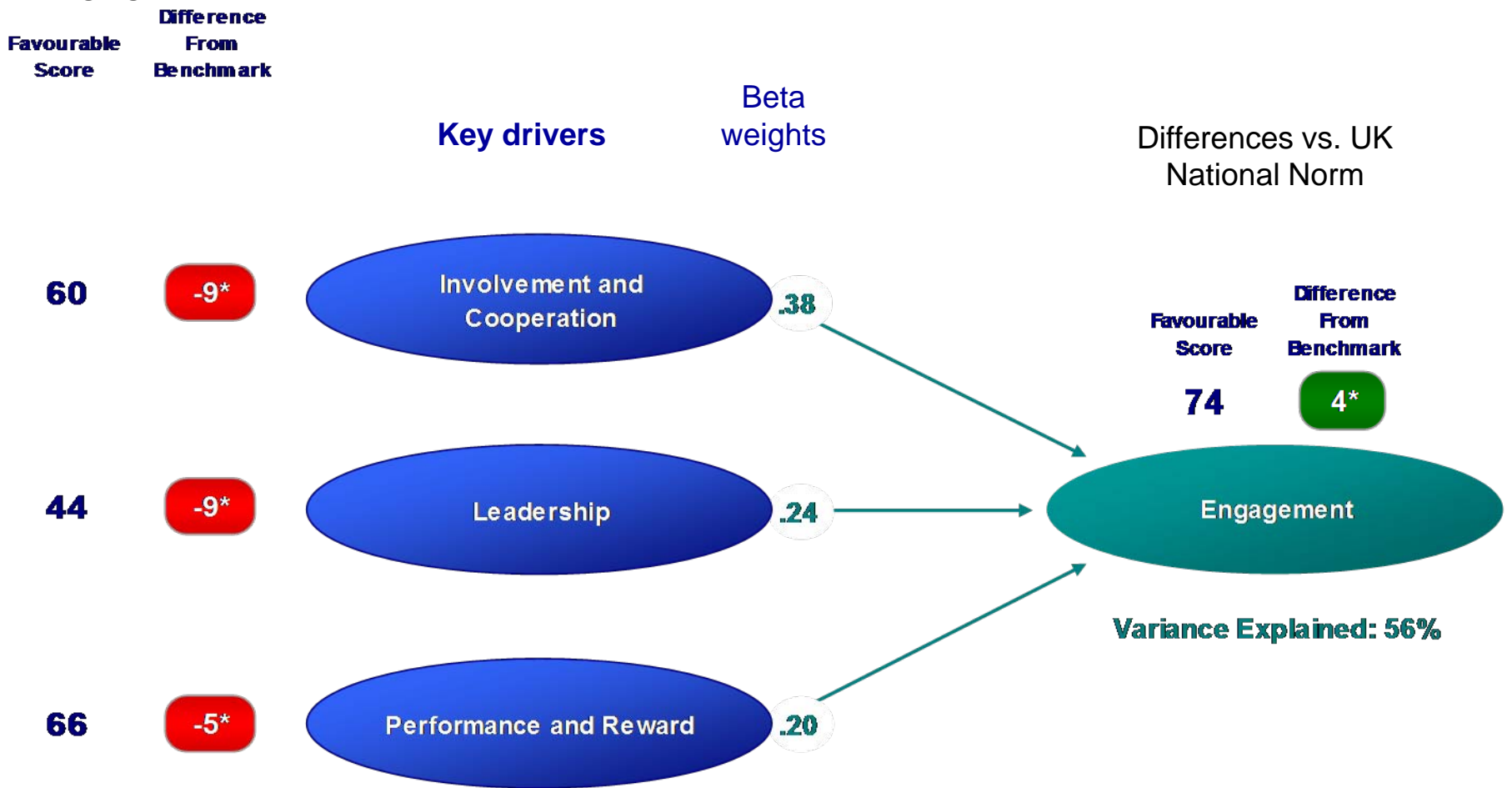
'Key drivers' of Engagement in the House of Commons / PICT – by Department

Some variation of key drivers by Department, but Involvement and Cooperation important for almost all

A. **HOUSE OF COMMONS 2008 OVERALL (953)**
B. **DEPARTMENT OF CHAMBER AND COMMITTEE SERVICES 2008 (263)**
C. **DEPARTMENT OF FACILITIES 2008 (204)**
D. **DEPARTMENT OF INFORMATION SERVICES 2008 (205)**

E. **DEPARTMENT OF RESOURCES 2008 (112)**
F. **OFFICE OF THE CHIEF EXECUTIVE (INCL SPEAKER'S OFFICE) 2008 (19**
G. **PICT 2008 (130)**

KEY DRIVERS OF ENGAGEMENT	A	B	C	D	E	F	G
Involvement and Cooperation	1		1	1	1	n/a	1
Leadership	2	1	2				
Performance and Reward	3	3		2			
Communications		2					
Work Organisation & Service Quality			3				
Training and Development				3			
Immediate Management					2		
Change							2

'Key drivers' of Engagement in the House / PICT – summary of findings

1. Involvement and Cooperation

   - Staff seem to say they personally are treated fairly and with respect, and almost half say they have the chance to give their input before changes are made – on National Norm. But cooperation between teams needs further work

   - Only 39% think best practice is shared effectively across teams in Departments

   - Staff are looking for more involvement and encouragement in their day-to-day work

2. Leadership

   - Although staff say they themselves feel treated with respect, they are much less sure whether all staff are treated respectfully, regardless of their position

   - Department senor management are working as a team, but more work to do on stating objectives clearly, making decisions promptly and managing change

   - Only 48% of staff say Line Managers are effective at managing any under-performance in their teams

3. Performance and Reward

   - It is the performance aspect that 'drives' engagement – most staff understand how their performance is evaluated, but only 57% say they feel valued and appreciated for the work they do

   - Marked differences in views by pay-band/grade, with Cs and Ds least positive about their overall reward in sharp contrast to SCS and As

What one thing would you most like to see improved at the House of Commons?

Leadership = second most frequently-mentioned theme in response

> "We need more Leadership and responsibility taken by our Management. No one seems to want to take ownership or responsibility over things. When we are trying to find out how to solve issues it would be so refreshing if Managers would step up and say 'yes, I know how to do that' or 'this is who you need to speak to'."
>
> "I would like to see signs that senior management was leading by example and showing true leadership. The clear signs are that some are paying lip service to change whilst actually considering it a tiresome exercise that they must be seen to be collaborating with - no one is fooled."

What one thing would you most like to see improved at the House of Commons?

Performance and Reward = most frequently-mentioned theme in response

"Salary increases and bonuses are derisory and do not encourage staff to do more than the minimum to get their work done. Little useful acknowledgment is made of performance, commitment or productivity. It is all rather de-motivating."

"Most people would agree that the House of Commons is a decent place to work. However, these same people are forced to look elsewhere eventually because the pay is so bad in comparison to the Civil Service and other public sector jobs. If there were more opportunities to progress along the pay scale then it would make for a more contented workforce."

Good skills utilisation, and staff do feel they can grow and develop in the House. But is the House itself doing enough actively to manage the talent?

Benchmarks

A. TOWERS PERRIN-ISR UK NATIONAL NORM (156819)

B. TOWERS PERRIN-ISR UK PUBLIC SECTOR NORM (11622)

C. TOWERS PERRIN-ISR UK HIGH PERFORMANCE NORM (60283)

Items	Total Favourable	?	Total Unfavourable
3. My job offers me the opportunity to use my skills and abilities.	76	6	18
11. I believe I have the opportunity for personal development and growth.	62	13	26
32a. The House of Commons does a good job of: Recruiting the right people for its future needs	43	23	34
32b. The House of Commons does a good job of: Developing people to their full potential	40	20	41

Differences in Total Favourable From

A	B	C	
4 *	4 *	2	
-2	0	-9 *	
-12 *	-5 *	-23 *	
-14 *	-7 *	-19 *	

Coloured Cells indicate a statistically significant difference
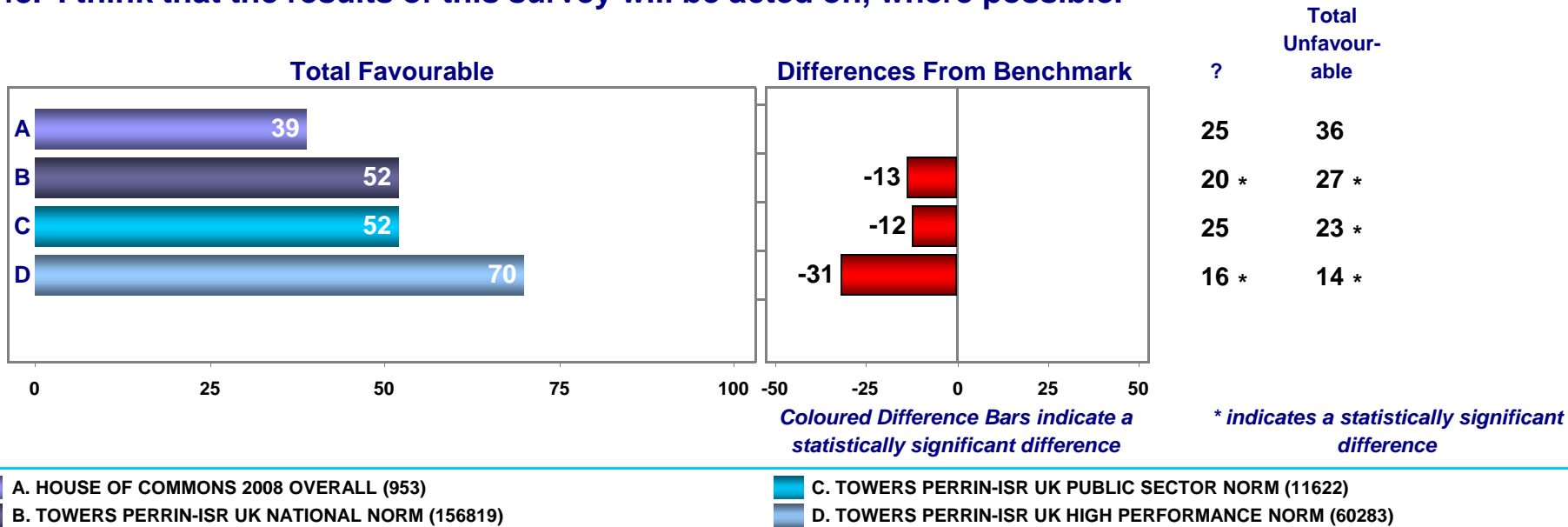
Support for Training and Development

Technical training most important and also well supported, as is management development and coaching & mentoring. But careers advice support and experience of other Department not matching up to need

In order of importance:	% (Very) Important	% Rating provision as very/fairly good
1. More training in technical/specialist skills	85	68
2. Advice on potential career routes inside the House	79	-
3. Management development	78	54
4. Coaching	75	49
5. Advice/assistance on applying for available roles	74	-
6. Mentoring	66	48
7. Secondment opportunities to other House Depts	61	-
8. Advice on potential career routes outside the House	59	-
9. Secondment opportunities to the Civil Service	50	-
10. Secondment opportunities to the House of Lords	46	-
11. Secondment opportunities to PICT	23	-
Experience of various Departments	-	37
Careers advice	-	27

Action on the survey

Only 39% think that the results from this survey will be acted on – a good challenge/opportunity to demonstrate to staff that their views really do count!

48. I think that the results of this survey will be acted on, where possible.

	Total Favourable	Differences From Benchmark	?	Total Unfavourable
A	39		25	36
B	52	-13	20 *	27 *
C	52	-12	25	23 *
D	70	-31	16 *	14 *

Coloured Difference Bars indicate a statistically significant difference

* indicates a statistically significant difference

A. HOUSE OF COMMONS 2008 OVERALL (953)
B. TOWERS PERRIN-ISR UK NATIONAL NORM (156819)
C. TOWERS PERRIN-ISR UK PUBLIC SECTOR NORM (11622)
D. TOWERS PERRIN-ISR UK HIGH PERFORMANCE NORM (60283)

Turning results into actions – best practice

step1 — **Open Communication of Results to Employees:** **Early Indication of Key Results; Overview of Next Steps**

step2 — **Prioritization of Issues:** Training to Develop Skills in Prioritization; Focus on Limited Set of Key Issues

step3 — **Development of Action Plans:** Assign Responsibility; Time-Frames for Implementation; Definition of Success

Step4 — **Communication of Actions:** Highlight Rationale, Process, and Timing of Actions

Step5 — **Action Plan Implementation:** Effective Implementation of Actions

Step6 — **Monitor Action Plan Implementation:** Measure Success; Make Adjustments; Maintain Accountability