

MANAGEMENT BOARD**RESPONSE TO THE 2008 STAFF SURVEY**

Note by the Director General of Resources

Purpose

1.1 This paper recommends what action the Management Board should consider taking following the results of the 2008 staff survey. I am sorry it is circulated late, but I decided to do so now rather than hold it back until next month on the basis that there is a case for getting going with consulting staff on the action plan quickly.

Conclusions and decisions

2.1 The Board is invited to:

- agree the key findings for circulation to staff (circulated as MB2008.P.81A)
- note the draft action plan attached at annex A, as a basis for consultation with staff.
- agree in particular the proposed handling arrangements.
- say whether it would like to take further detailed decisions in the light of feedback, or remit that to me and the Resource Management Group.

Background

3.1 At the September Board it was agreed to remit the construction of the action plan to me with assistance from the Resource Management Group (RMG). I have facilitated a workshop with RMG in order to seek ideas for action. I am grateful to RMG members for a very fruitful meeting.

Action plan

4.1 The Board agreed to focus attention on three areas:

- leadership
- involvement and co-operation
- performance and reward

Fairness was also identified as an important element, and this has been factored in to the action plan.

4.2 When compiling the action plan RMG considered what new initiatives could be implemented, what is already being done to improve the above areas and what, if anything, could be stopped.

4.3 Some of the suggested actions will take longer to implement and therefore an immediate improvement will not be seen. However, some more immediate items have also been considered and could be taken forward. Does the draft action plan meet the Board's requirements? If the general thrust of the plan is agreed I should be happy to take specific comments from Board members over the next few days.

Implementing and monitoring the action plan

5.1 Betty McInnes, a member of RMG, has offered to oversee implementing the action plan. In addition, individuals or teams have been identified to take forward specific strands. I hope that this approach will not prove labour intensive and will help to ensure the success of the action plan. The action plan will form one strand of the wider capability theme which will also include IIP, the equality scheme, talent management and succession planning. I propose to put all these together under a programme board to ensure delivery of our objectives and a consistent approach.

Focus groups/workshops

6.1 Some workshops will be needed to get underneath what staff are telling us on the main corporate messages. These need to be co-ordinated with similar activities which may go on with in departments to ensure that we do not add unnecessary duplication. Such engagement will have the dual purpose of demonstrating the Board's intention to take action as well as our willingness to keep listening.

Communication

7.1 The Board has agreed that fuller results should now be issued to staff. I attach the version we propose to send out next week under a covering letter from the Clerk, which will set out the Board's outline response and plans for handling.

A J Walker
Director General of Resources
October 2008

ANNEX A

DRAFT 2008 staff survey action plan

Issue	Objective	Action	Who	When	Measure
<p>Leadership</p> <p>Improvement in management behaviours</p> <ul style="list-style-type: none"> visibility 	Staff see members of the Management Board more frequently and feel that their views are listened to	<p>Chart of commitment e.g. each member of the Management Board commits to spending 1 day per month in a different department (e.g. spending time with different teams to find out more about what they do and the challenges they face or for staff to ask questions of them.</p> <p><i>Hold road shows to communicate corporate action plan</i></p>	Office of the Chief Executive	<p>First visits to start in January 2009</p> <p><i>By 31 January 2009</i></p>	Better result in next survey
<ul style="list-style-type: none"> commitment to improve 	<i>Staff can see tangible results as a direct result of action taken by the</i>	Link improvements to results of staff survey to Board's and other senior	Office of the Chief Executive	Revise 08/09 FJPs now and include in 09/10 FJPs	Better result in next survey

	<i>Management Board</i>	managers' objectives e.g. MB FJP to include corporate action and Senior Managers to include departmental action			
<ul style="list-style-type: none"> empowering and encouraging staff 	Senior Managers delegate more and trust their teams to deliver. Some element of risk should be taken, but provide clear parameters in which to work	Train the Management Board and Senior Management teams to delegate more effectively.	CLD. Departmental Boards to provide parameters for own departments and to liaise with other departments to ensure consistency.	<i>By 31 March 2009</i>	Better result in next survey
<ul style="list-style-type: none"> acting on suggestions 	Staff feel that their ideas are considered and where not implemented the reasons are explained	Relaunch and reinvigorate the staff suggestion scheme	Office of the Chief Executive	Next edition of InHouse	Better result in next survey
<ul style="list-style-type: none"> communication 	Communicate survey results		OCE	ASAP	

	Find out whether Action Plan meets concerns Communicate Action Plan	Focus groups only where further information is required Email and leaflet	RMG nominee RMG nominee + OCE	Next 4 weeks Before Xmas	
Involvement and co-operation Breaking down barriers across the House <ul style="list-style-type: none"> better co-operation between departments 	Staff feel that there is a better understanding of how each department works and the value that they add to the House Service.	Non executives on departmental management boards (DMB) from a different department.	Management Board to invite applications to join their departmental boards.	By 31 December 2008	Every DMB has a non executive by January 2009.
<ul style="list-style-type: none"> sharing best practice 	Common areas of interest are shared effectively across the House	Publicise Information Exchange Forum more. Actively encourage attendance e.g. through PDPs. Consider other forums. Informal or formal and what format e.g. hardcopy,	Chair of the Information Exchange Forum Internal Communication Group to facilitate	Next edition of InHouse.	At least one new forum is set up and has met by end March 2009.

		intranet			
<ul style="list-style-type: none"> work experience placements across the House 	Staff gain a better understanding of the work of different departments	<p>Agree with departments a % of staff that they can accommodate for work experience placements. Individual staff then to arrange placement –part of PDPs</p> <p>Set a goal of achieving rotation of staff both within parent department and within a different department.</p> <p>Consider making experience of more than one dept a criterion for more senior jobs</p>	<p>DMBs</p> <p>HR managers to facilitate. ASR guidance to be updated.</p> <p>HRM&D</p>	<p>Immediate</p> <p>31 March 2009</p> <p>Report to RMG by Xmas</p>	<p>measure number of placements.</p> <p>Agreed % of staff have at least 1 year experience of working in a different department</p>
<ul style="list-style-type: none"> Hold annual House-wide 	All inclusive event – consider using	Arrange an annual House-wide	Set up House-wide social group.	By July 2009	

event/celebration	outside caterers unless C & R wish to provide.	event/celebration in Westminster Hall or elsewhere.			
<p>Fairness/respect:</p> <ul style="list-style-type: none"> Whilst individual staff feel respected the perception is that not all staff are 	All staff feel that they and their colleagues are treated with dignity and respect at work	<p>Compulsory attendance at equality training for all staff.</p> <p>Commitment to implement the Equality Scheme</p> <p>Conscious engagement with specialist groups (eg craft, catering) about wider issues. Reduce practice of treating them as separate groups</p>	<p>CLD</p> <p>MB members</p>	<p>Asap</p> <p>ASAP</p>	<p>Better result in next survey</p> <p>Better result in next survey</p>
<p>Performance and reward</p> <ul style="list-style-type: none"> Deal with under-performers and encourage best practice 	Managers feel supported when dealing with performance issues.	Senior and HR managers to provide support. Revised guidance for line	Senior and HR Managers. Clear performance management	On going and 1 April 2009	Cases of poor performance are dealt with appropriately and

	<p>Guidance is clear.</p> <p>Managers who deal with poor performance issues effectively receive appropriate recognition via reporting system</p>	<p>managers is clear and user friendly.</p>	<p>guidance</p>		<p>successful outcomes at ET.</p> <p>Better result in next survey</p>
<ul style="list-style-type: none"> Managers to provide regular and constructive feedback 	<p>Staff have a clear idea on how well they are performing and have a clear understanding on what and how they need to develop throughout the year</p>	<p>Hold quarterly informal reviews, formal mid and end of year.</p> <p>Ensure all managers attend training and annual refresher training on giving constructive feedback e.g – M4E.</p>	<p>All reporting officers. ASR guidance to be updated.</p>	<p>1 April 2009</p>	<p>Better result in next survey</p>