

**MANAGEMENT BOARD****2010 Staff Survey****Paper by Director of Human Resources Management and Development****Purpose**

This paper provides a further update on the 2010 Staff Survey.

**Action for the Board**

2. The Board is invited to:

- note the analysis in the paper and the priorities to be addressed at corporate level;

Directors General are invited to:

- consider and take forward any necessary action within their departments.

3. Action will be monitored by the Staff Survey team and will be reported back to the Board quarterly.

**Background**

4. Fieldwork for the 2010 Staff Survey was carried out between 26 June and 16 July. Substantial preparatory work was carried out with staff volunteers ("departmental champions"), and as a result a number of initiatives were introduced, including the ability to fill in the form electronically from home, greater access to paper copies, and questionnaires in other languages.

5. The Staff Survey team will undertake a "lessons learned" exercise relating to the implementation of the 2010 staff survey and will feed this into forthcoming plans for the 2011 Staff Survey.

6. Headline results for the House of Commons and PICT, departmental Headline reports, and a link to the interrogation tool have been sent to Heads of department, Departmental Directors of Business Management, and to heads of departmental HR teams. Departmental champions have also been sent the headline reports.

7. Meetings with the DGs, Business Management Directors and Heads of Departmental HR teams have been offered to discuss results and senior staff will be working with line managers to tackle localised issues. As last year this will not mean creating action plans specifically for the staff survey, but the results of the staff survey will inform, and where appropriate, modify current and existing initiatives such as the Capability Programme or Transformation programme in DF.

## Response Rates

8. This year Management Board set a target response rate of 60% for all directorates.
- the overall response rate for the House of Commons and PICT was 63%, an increase of 6 percentage points.
  - each of the House of Commons departmental response rates increased (between +7 and + 11 percentage points.)
  - PICT response rates fell 10 percentage points overall and across each directorate, however every PICT directorate achieved over 60% response rate.
  - in each House of Commons department at least one directorate failed to achieve the target response rate of 60% or above, but all but one directorate (SAA) across the House improved response rates overall from last year
  - although DF failed to achieve an overall 60% response rate, two directorates achieved substantially improved response rates, and a third achieved response rates of 97%.

See Annex A

## Ratings

9. Overall ratings for all categories have either stayed the same or have declined slightly since 2009 (see Figure One). This decline is also common across all departments and PICT, except for DF, where there was an increase of between 2 and 5 percentage points for all categories (see Annex B). In the current economic climate GfK report that most organisations have seen ratings decline, and arguably the decreases across the House are less than might have been expected.

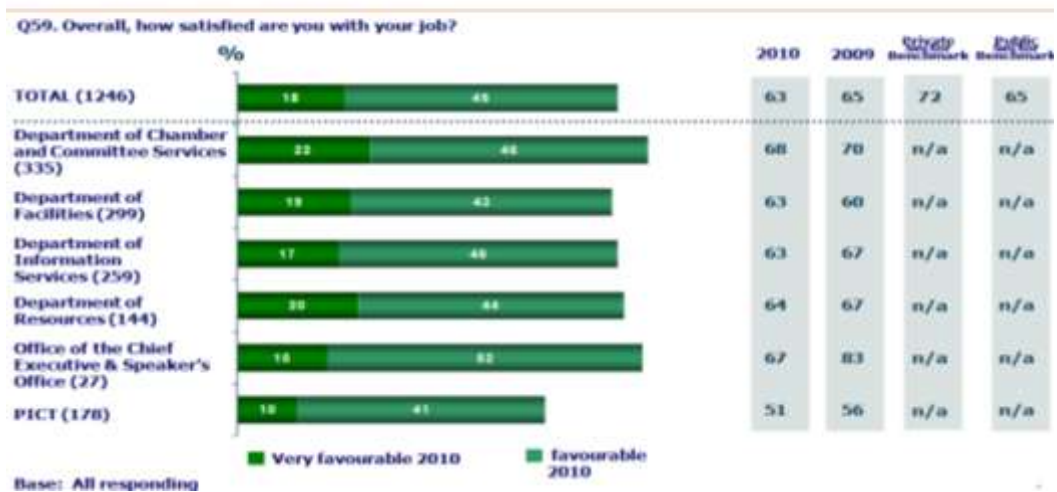
Figure One:



10. Except in DF, in all departments and PICT staff are less satisfied with their job (see Figure Two), which may again be expected against a backdrop of increasing financial constraints, recruitment and promotion restraints, a pay freeze, and uncertainty about pension and compensation packages. Our scores are comparable with, but now marginally behind the overall Public Sector benchmark, but below the Private Sector. The number of staff recording they are “dissatisfied” (13%) or “very dissatisfied” (4%) with their jobs are substantially fewer than those who do not express a preference. The percentage of DF staff who said they were satisfied with their job increased by 3 percentage points over the same period.

Figure Two:

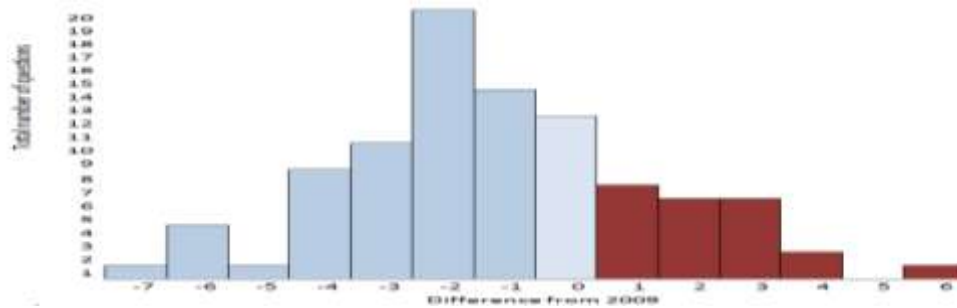
### Overall Satisfaction



11. There are some positive messages from the survey.

- “pride” in working for the House (ques 36b) has improved by 3 percentage points from last year to 82%. It has not yet returned to 2008 levels of 88% but remains substantially above both Public Sector (61%) and Private Sector (73%) benchmarks.
- questions relating to “engagement” scored well, with “I am willing to work beyond what is required in my job” (Ques 37) and “I support the overall aims of the department” (Ques 41a) both in the top four highest rated questions. Positive scores for these (“agree” and “tend to agree”) remained the same as last year and “disagree” increased by only one percent.
- regarding individual questions (Annex C) there were noticeably more decliners than improvers from last year (see Figure Three) but there were no questions where there was a significant difference from last year’s survey, in a climate which has resulted in a decline in staff survey results in many other organisations.

Figure Three:



12. We have considered whether ratings had polarised (where negative or positive ratings move from “fairly good/poor” to “very good/poor”) but there is little indication of this at this time.
13. Ratings would appear to indicate that the House is retaining the good will of staff. However in addition to the ratings 535 forms (43% of forms) also contained comments (see Annex D). The tenor of the responses to the open questions shows that there is considerable concern from staff about the potential erosion of terms and conditions in light of the savings programme, and a perceived inequality between departments and pay bands across the House.
14. The biggest decliners reflect these concerns (advancement and promotion opportunities, development etc) and are perhaps unsurprising given the issues identified in paragraph 10. The open comments made on the survey reflect these concerns, and also give a flavour of the depth of feeling in some areas.
15. Lowest rated questions remain those regarding the effectiveness of the Management Board, and wider decision making across the organisation. 48% of respondents believe their senior management are “very poor” (21%) or “fairly poor” (27%) at making decisions promptly an increase of 4 percentage points from last year. Only 11% of staff believe their senior management to be “very good” at making decisions promptly, a decrease of 3 percentage points from 2009. The comments also reflect this, commenting on the HoC’s /PICT’s “bureaucratic nature” and “it seems difficult to get things done without consulting 10 different individuals, groups and committees.”
16. Improved decision making, empowerment and involvement of staff across the organisation will be increasingly important in order to achieve the savings programme. Comments include:
- we must “identify practices and behaviours which do not make sense in a modern world”
  - “our top management have been slow to respond appropriately to the challenges that the House of Commons has faced”
  - Faster decision making and communications of decisions by Management Board”

- “Management style and decision-making are extremely top-down. Opinions voiced are often seen as challenges to authority”
  - “The relationship between Management Board and Commission/senior Members is complex, but evidently does not allow for the organisation to change at the speed and to the extent that it needs to. .... This leads to an attitude in middle management and below of ‘why try to change things?’”
17. The current pace of change (ques 13) was considered “about right” by 38% of respondents across the House of PICT, a decrease of 2 percentage points from 2009. Those that rated the pace of change “too fast” increased by 6 percentage points to 19% from last year and those who rated the pace of change “too slow” decreased by 2 percentage points to 21%. A further 22% did not express a preference. The departmental variations on this question were illuminating:
- 31% of DR staff believed the pace of change to be about right, compared to 43% of DIS staff
  - 23% of DR staff felt the pace to be “too fast” compared to 15% of DIS staff
  - 18% of DF staff thought the pace to be “too slow” compared to 25% of PICT and 23% of DCCS staff.

### Areas for Action

18. The following features are identified as Priority areas for the House of Commons and PICT. The open comments recorded in the Staff Survey reflect these areas of concern.
- Equality and Respect
  - Involvement and Opportunities
  - Performance
  - Senior Management
19. Secondary areas for action include:
- Pay and Benefits
  - Effective team/ departmental working
  - Management Board
20. Profiles are similar for DCCS , DIS, DR, and OoCE/Speaker’s Office. DF is slightly different as Senior Management features more strongly as a Priority Action area, and in PICT both Senior Management and Pay and Benefits feature as Priority Action Areas.
21. The more detailed data available through the interrogation tool reveals considerable differences within categories, and within directorates, and this will provide much greater information about where action may be required. The results in Annex E highlight this.
22. Interrogation of the more detailed data using the tool indicates that there is potentially more variation within directorates than between departments’

aggregated ratings. Within Departments, DGs may wish to give greater consideration to those areas which received lower ratings. There may be lessons to be learned from directorates whose staff gave higher ratings; but there may also be real business and situational differences which, given the circumstances, mean that the lower ratings could be expected, and in some cases may actually still be encouraging (for instance from some areas in DF which although they received the lowest scores across the organisation are improving consistently year on year).

## Issues

23. There are two areas where there are consistently lower ratings across the HoC and PICT where corporate action should be considered:

- Leadership (at Management Board and Senior Management level). This includes decision making, involvement of staff (and respect for their opinion) and communications. Skills improvement is being considered as part of the Capability Programme, but the messages are also about the culture and attitudes apparently prevalent across the House. Do we engage staff early on in decision making processes and value their input even if that isn't the way we decide to progress? Do we "engage our staff in developing better services and new ways of working"? (one of the six priorities the Board has set for 2010/11). According to the staff survey probably not that well – or at least not consistently.
- Fairness and Respect – this continues to be highlighted each year. This relates to the leadership/management culture discussed above, but there remain a large number of comments relating to the culture of deference, and to the age old issue of "Officer Status" (most noticeably access to facilities). It is understood that access has to be limited, the question is does it have to be done rigidly by "pay band". At risk of flogging a dead horse – should we look at this again and see if there is another approach? If footfall decreases because of the pricing increases this may be an opportunity to allow wider access. There are also a considerable number of references to perceived differences within, and between, departments relating to terms and conditions, and requests for changes to be considered.

24. The open comments appear to illustrate that there is still a gradist, hierarchical structure in a number of areas and Figure Four illustrates there are differences between SCS/ Band A, and primarily Band D/C/B, for instance in whether staff feel their job offers them the opportunity to use their skills and abilities (ques 2), or does a good job of developing them to their full potential (ques 27b). Fewer than 60% of bands B and C are satisfied with their job, compared with 70% of Bands A and 80% of

SCS staff<sup>1</sup>.

Figure Four:

Proportion of respondents providing a favourable response by grade

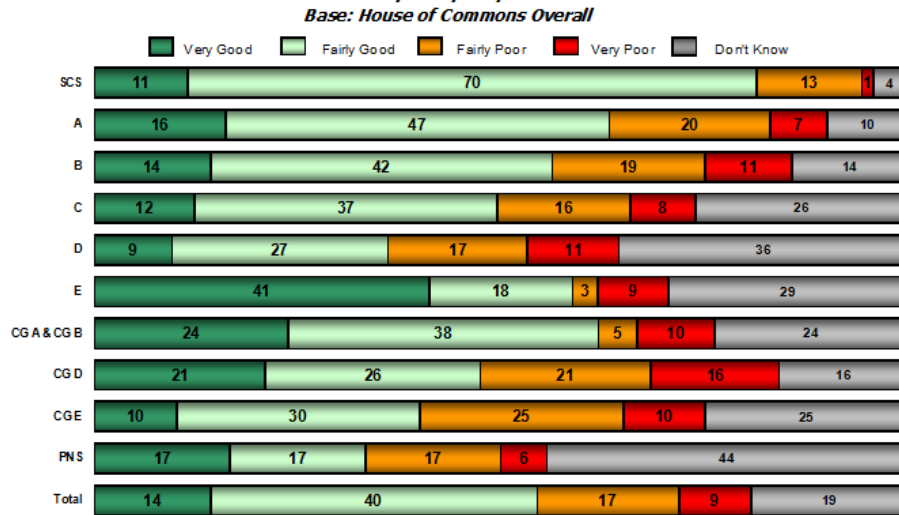
House of Commons/ PICT	Training and Development			Engagement			Leadership		Involvement and Co-Operation	
	Q2 My job offers me the opportunity to use my skills and abilities	Q11 I have sufficient opportunities for advancement and promotion	27% The House of Commons Service/PICT does a good job of developing people to their full potential	Q36 I am proud to work for The House of Commons/ PICT	Q45 I would recommend the House of Commons/PICT as a good place to work	Q57 At the present time are you seriously considering leaving the House of Commons/PICT? Yes No	Q28 Overall how satisfied are you with your job?	Q31 Staff are treated with respect here, whatever job or area they work in	Q23 In my Department we are encouraged to come up with innovative solutions to work-related problems	
SCS	80%	60%	42%	82%	73%	23%	80%	83%	57%	60%
A	83%	57%	64%	86%	81%	24%	84%	80%	74%	76%
B	80%	41%	45%	82%	76%	23%	82%	70%	58%	70%
C	81%	36%	33%	81%	68%	28%	58%	58%	51%	54%
D	72%	40%	40%	81%	71%	21%	60%	58%	54%	57%
E	68%	43%	44%	84%	79%	20%	60%	61%	61%	49%
FHS	84%	59%	60%	85%	91%	5%	80%	78%	88%	79%
CGA & CG B	86%	23%	52%	71%	62%	24%	57%	50%	52%	67%
CG C	79%	30%						70%	50%	60%
CG D	86%	30%	25%	90%	80%	10%	70%	52%	50%	65%
CG E	77%	26%	40%	80%	68%	15%	65%	61%	57%	50%
FHS	63%	25%	44%	76%	78%	30%	45%	45%	47%	61%

25. SCS and Band A staff are more likely to rate the HoC/ PICT as good at providing management development (see Figure Five).

Figure Five



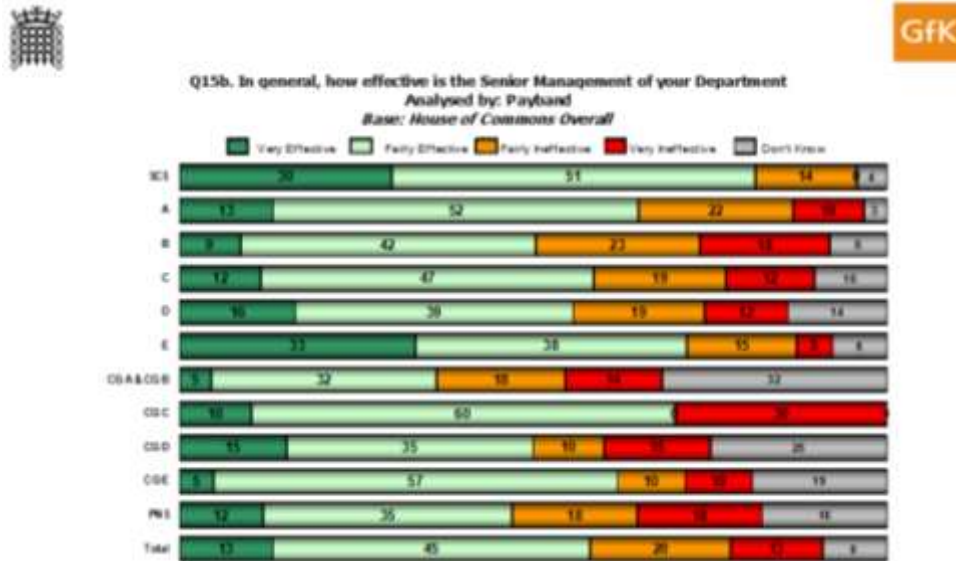
Q54e. How good do you think the House of Commons/PICT is at providing staff with management development  
Analysed by: Payband



26. However the same staff are, not surprisingly, more likely to rate Senior Management in their department as effective (see Figure Six).

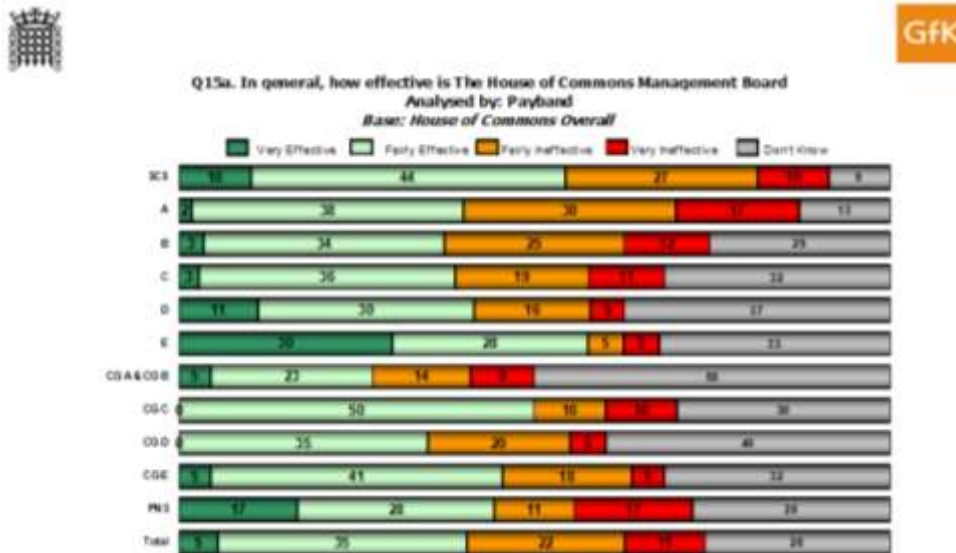
<sup>1</sup> Despite this 24- 25% of SCS and Band A staff say they are seriously considering leaving the HoC / PICT compared with only 21% of Band Cs

Figure Six



27. However 47% of Bands A rate the Management Board as “fairly” or “very ineffective” (see Figure Seven), and arguably up to 50% of staff at other pay bands don’t feel they know enough about the Management Board to make a judgement.

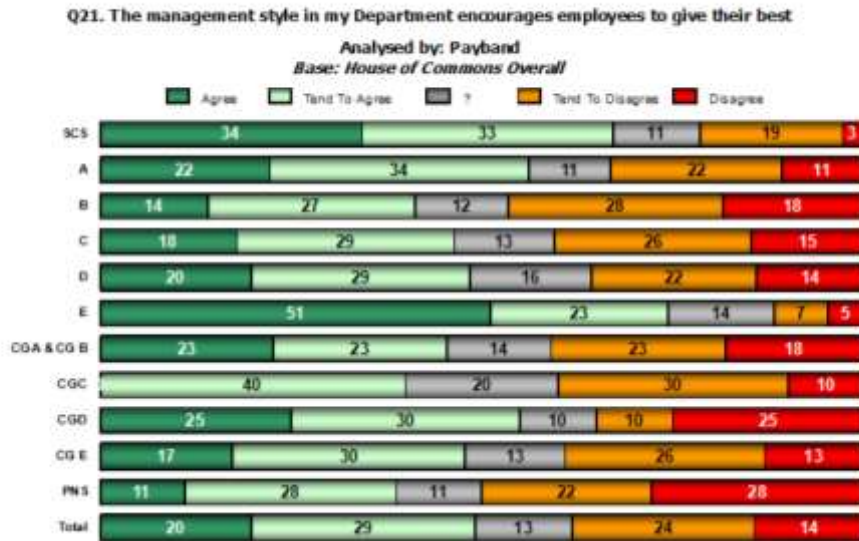
Figure Seven



28. If we are to create a more effective and efficient organisation we have, as senior managers to more effectively tap into, utilise and engage pay bands B – D more effectively, and those very pay bands are telling us they doubt we have the skills to do that (see Figure Eight).



Figure Eight



**Conclusions**

- 29. Considering the current economic and political environment, and the issues the House and PICT have faced this year, the results are in many ways encouraging. They are very similar to last year’s results.
- 30. The actual or potential issues, both organisationally, and within departments and directorates therefore remain the same, or similar to those highlighted last year. The comments make interesting reading, and are arguably more illustrative of the depth of feeling across the organisation and what issues are exercising staffs’ minds.
- 31. One of the bigger decliners from last year was “I think that the results of this survey will be acted on, where possible” (ques 49 was one of the biggest declines for 2010 as only 42% of staff said they thought the results of the survey would be acted on). If we wish to retain staff good will, ensure we have the capability to deliver the services required in the future, and make staff feel they are valued and work for a first-class organisation we need to act upon, and communicate, some real changes. Without doing so we may struggle to deliver what is required, and make the necessary savings to budgets over the coming years.

**Initial Actions Required**

- 32. There will be a lot of change over the next two years of so, and the Staff Survey team remain convinced that you do not need a separate “Staff Survey” action plan, but need to model changed behaviour within what

we do. The requirements are different for different departments. As such we will be working with departments to consider the messages, and lessons to be learned for their department, and individual directorates. Although this won't be presented as a separate action plan we are convinced that we need to log these decisions and to monitor and feedback on them.

33. Members of the Staff Survey team will be meeting with DGs over the next few weeks to consider the findings of the 2010 Staff Survey in detail, and DGs are encouraged with their departmental Management Boards to consider the implications for their own departments. During these discussions we will also consider what needs to be done to take forward the corporate areas and will feed back to the Management Board at a later date.

### **Communications**

34. The findings from the survey will be discussed with trade union representatives and information made more widely available to staff using the intranet in the same way as previous years' findings. We would also like to make the interrogation tool freely available on the Intranet so that managers and staff can undertake their own analysis as required, and feed into discussions within their departments.

### **Next Steps**

35. Management Board are asked to note the findings of the 2010 Staff Survey, and, with their departmental Management Boards, to take forward discussions on the implications for their own departments with their senior managers, and more widely in their departments.
36. Management are asked to agree that the specific areas highlights a Priority Action Areas, and the corporate issues identified (Leadership, Capability, and Fairness and Respect) are correct and should be taken forward additionally at a corporate level. Specific measures needed will be discussed with Andrew Walker as the new Director General of HR and Change, to be taken forward as part of a wider agenda rather than a specific staff survey action plan. *Board members' views on any particular corporate actions that should be taken are welcome.*
37. Updates on actions impacting on staff morale will be provided for the Board under the balanced scorecard capability quadrant.

**Heather Bryson**

**Director of Human Resources Management and Development**

September 2010

Thanks goes to:

[s.40] from the Staff Survey team

[s.40] for additional support from last year's team

Departmental Champions

Communications Team

**Annex A: Response Rates by Department and Directorate.**

Department	Total Returns		Response rate	
	Headcount	Final	2010	2009
	<b>1,974</b>	<b>1,252</b>	<b>63%</b>	<b>57%</b>
<b>DCCS</b>	<b>511</b>	<b>335</b>	<b>66%</b>	<b>58%</b>
Clerk Assistant's Directorate	110	65	59%	44%
Committee Directorate	176	131	74%	61%
Legislation Directorate	35	22	63%	50%
Official Report Directorate	109	72	66%	46%
Serjeant at Arms Directorate	58	34	59%	79%
Legal Services Office	10	7	70%	n/a
Office of the Parliamentary Commissioner for Standards	13	4	31%	n/a
<b>DF</b>	<b>637</b>	<b>304</b>	<b>48%</b>	<b>41%</b>
Parliamentary Estates Directorate	190	86	45%	44%
Catering and Retail Services	276	108	39%	30%
Accommodation Services	133	73	55%	47%
Support Services	38	37	97%	97%
<b>DIS</b>	<b>343</b>	<b>259</b>	<b>76%</b>	<b>65%</b>
Departmental Services Directorate	22	13	59%	47%
SPIRE	9	8	89%	n/a
Information Management Directorate	62	31	50%	42%
Research and Information Services for Members Directorate	129	114	88%	72%
Parliamentary Office of Science and Technology	8	6	75%	58%
Public Information Directorate	90	67	74%	45%
Media and Communications Service	5	3	60%	20%
Web Centre	18	17	94%	22%
<b>DR</b>	<b>194</b>	<b>144</b>	<b>74%</b>	<b>67%</b>
Financial Management and Commercial Services Directorate	31	31	100%	86%
Business Management Directorate	41	18	44%	40%
Human Resources Management and Development Directorate	41	41	100%	89%
Operations Directorate	81	54	67%	52%
<b>OoCE</b>	<b>22</b>	<b>20</b>	<b>91%</b>	<b>91%</b>
<b>Speaker's Office</b>	<b>9</b>	<b>7</b>	<b>78%</b>	<b>50%</b>
<b>PICT</b>	<b>258</b>	<b>178</b>	<b>69%</b>	<b>79%</b>
Directorate of Operations and Members Services	81	52	64%	79%
Directorate of Technology	86	65	75%	71%
Directorate of Programmes and Projects	58	36	62%	81%
Directorate of Resources	32	25	78%	97%
<b>Prefer not to say/Blank</b>	<b>5</b>			

Annex B: Category Scores by Department compared to 2009 results.



**Annex C: Trends in results and comparisons to benchmark**

Q no.		Category	Answering favourably			% point change from 2009 (rounded scores)	Difference from 2010 benchmark (where available)		Tagged in 2010 report
			2010	2009	2008		Public	Private	
3	My Department does an excellent job of keeping staff informed about matters affecting us	Communications	63%	65%	62%	-2%			
14	Do you feel you are given appropriate opportunities to express your views?	Communications	77%	77%	76%	0%			
18a	I have a clear understanding of the overall goals of my Department	Communications	84%	88%	84%	-4%			High/Decliner
18b	I have a clear understanding of the overall goals of the House of Commons Service/PICT as a whole	Communications	77%	78%	76%	-1%			
19	I understand how the work I do contributes to the achievement of my Department's goals	Communications	89%	90%	85%	-1%	8%	13%	High
20	I am sufficiently informed about my Department's performance against its goals	Communications	63%	64%	60%	-1%			
4	There is sufficient contact between Senior Management and staff in my Department	Leadership	58%	60%	62%	-2%			
15a	How effective is the House of Commons Management Board	Leadership	41%	38%	39%	3%			Low/Improver
15b	How effective is Senior Management of your Department	Leadership	58%	51%	56%	7%			
21	The management style in my Department encourages employees to give their best	Leadership	49%	53%	46%	-4%			
22	Managers in my Department actively work towards equality of opportunity in all areas	Leadership	51%	52%	53%	-1%			
31	Staff are treated with respect here, whatever job or area they work in	Leadership	57%	57%	55%	0%	-10%	-16%	
32	The House of Commons Management Board provide a clear sense of direction	Leadership	36%	36%	35%	0%			Low
33	Senior Management are sufficiently visible to staff	Leadership	50%	53%		-3%	0%	-3%	
34	Overall I have confidence in decisions made by Senior Management of your department	Leadership	47%	49%		-2%			
35	The Management Board are sufficiently visible to staff	Leadership	28%	32%		-4%			Low
58	How good a job do you think Senior Management of your Department are doing on:								
58a	Setting objectives clearly	Leadership	61%	62%	40%	-1%			
58b	Working together as a team	Leadership	52%	53%	35%	-1%			

58c	Managing change	Leadership	46%	50%	26%	-4%			
58d	Making decisions promptly	Leadership	40%	45%	30%	-5%			Low
5	My immediate line manager / supervisor communicates effectively	Immediate Manager	78%	80%	76%	-2%			
15c	How effective is your immediate line manager/supervisor	Immediate Manager	81%	81%	79%	0%			High
16a	How effective is your immediate line manager/supervisor at helping you improve your performance	Immediate Manager	73%	74%	71%	-1%			
16b	How effective is your immediate line manager/supervisor at informing you about your own team's performance	Immediate Manager	73%	75%	70%	-2%			
16c	How effective is your immediate line manager/supervisor at supporting you to manage your workload	Immediate Manager	73%	74%	68%	-1%			
16d	How effective is your immediate line manager/supervisor at managing any under-performance in your team	Immediate Manager	52%	54%	48%	-2%			
16e	How effective is your immediate line manager/supervisor at promoting a culture of diversity	Immediate Manager	63%	61%	65%	2%			Improver
56a	How do you rate your Line Manager on actively supports development of my skills & knowledge	Immediate Manager	79%	80%		-1%			
56b	How do you rate your Line Manager on discussing how I can use new learning in my job	Immediate Manager	65%	64%		1%			
1	I have a very clear understanding of what is expected of me in my work	Involvement and Co-Operation	91%	92%	91%	-1%	10%	2%	High
6	I am satisfied with my involvement in decisions that affect my work	Involvement and Co-Operation	60%	63%	59%	-3%	10%	19%	
7a	There is good cooperation between teams in my Department	Involvement and Co-Operation	71%	71%	65%	0%			
7b	There is good cooperation between my Department and other Departments in the House of Commons/PICT	Involvement and Co-Operation	52%	54%	45%	-2%			
23	In my Department we are encouraged to come up with innovative solutions to work-related problems	Involvement and Co-Operation	60%	56%	62%	4%			Improver
24	Best practice is shared effectively across teams in my Department	Involvement and Co-Operation	45%	45%	39%	0%			
29	The House of Commons Service/PICT Service value and support people from different backgrounds and lifestyles	Involvement and Co-Operation	66%	71%	68%	-5%	-8%	-9%	
38	I have the opportunity for input before changes are made which will affect my job	Involvement and Co-Operation	47%	50%	44%	-3%			
39	It is safe to speak up and challenge the way things are done in the organisation	Involvement and Co-Operation	47%	48%		-1%	4%	n/a	

40	I am treated with fairness and respect regardless of my grade	Involvement and Co-Operation	63%	63%	72%	0%			
43	My employer values what all employees can offer the organisation regardless of their cultural backgrounds, personal styles and ideas	Involvement and Co-Operation	63%	64%		-1%	6%	-9%	
44	The House has a working environment in which different views and perspectives are valued	Involvement and Co-Operation	53%	56%		-3%			
8	There are usually sufficient people in my team to handle the normal workload	Work Organisation and Service Quality	68%	72%	61%	-4%			
9	I have the IT systems support I need to do my job effectively	Work Organisation and Service Quality	74%	69%	65%	5%			Improver
25	Sufficient effort is being made to make my Department a more efficient organisation	Work Organisation and Service Quality	54%	56%	52%	-2%			
30	My work schedule allows sufficient flexibility to meet my personal needs	Work Organisation and Service Quality	71%	75%	70%	-4%	7%	n/a	Decliner
47	Overall the physical working conditions at my location are satisfactory (e.g. ventilation, temperature, space to work)	Work Organisation and Service Quality	67%	68%	62%	-1%	-2%	n/a	
48	There are adequate security measures at my location	Work Organisation and Service Quality	85%	83%	83%	2%			High
2	My job offers me the opportunity to use my skills and abilities	Training and Development	80%	79%	76%	1%	3%	14%	
10	I believe I have the opportunity for personal development and growth	Training and Development	64%	70%	62%	-6%	15%	7%	Decliner
11	I have sufficient opportunities for advancement and promotion	Training and Development	40%	47%		-7%	6%	-6%	Low/Decliner
27	The House of Commons Service/PICT does a good job of								
27a	Recruiting the right people for its future needs	Training and Development	45%	51%	43%	-6%			Decliner
27b	Developing people to their full potential	Training and Development	42%	44%	40%	-2%	-12%	-13%	Low
50	How important is each of the following in helping you to develop your career in the House of Commons/PICT:								
50a	Management development	Training and Development	78%	80%	78%	-2%			
50b	Coaching	Training and Development	72%	76%	75%	-4%			Decliner
50c	Mentoring	Training and Development	67%	70%	66%	-3%			
50d	Secondment opportunities to other Departments in the House of Commons/PICT	Training and Development	68%	67%	61%	1%			



50e	Secondment opportunities to the Civil Service	Training and Development	55%	57%	50%	-2%			
50f	Advice and assistance on how to apply for available roles	Training and Development	72%	74%	74%	-2%			
50g	Advice on potential career routes inside the House of Commons/PICT	Training and Development	74%	77%	79%	-3%			Decliner
50h	Advice on potential career routes outside the House of Commons/PICT	Training and Development	58%	63%	59%	-5%			Decliner
54	How good do you think the House of Commons/PICT is at providing staff with the following:								
54a	Induction training	Training and Development	73%	70%	77%	3%			Improver
54b	On the job learning	Training and Development	82%	80%	78%	2%			High
54c	Technical/specialist skills training	Training and Development	70%	69%	68%	1%			
54d	IT training	Training and Development	76%	72%	73%	4%			Improver
54e	Management development	Training and Development	54%	54%	54%	0%			
54f	Coaching	Training and Development	51%	51%	49%	0%			
54g	Mentoring	Training and Development	52%	50%	48%	2%			
54h	Support for professional qualifications	Training and Development	60%	60%	62%	0%			
54i	Experience of various Departments	Training and Development	40%	38%	37%	2%			Low
54j	Careers advice	Training and Development	28%	28%	27%	0%			Low
55	Thinking more specifically about the services L&D provides, how much do you agree/disagree with the following:								
55a	My workload does not prevent me from attending relevant training courses	Training and Development	62%	59%		3%			Improver
55b	I have access to the right training and development to develop my skills for the future	Training and Development	61%	58%		3%			
55c	I have received sufficient training for the job I am required to do	Training and Development	77%	74%		3%	16%	12%	Improver
12	I have a clear understanding of:								
12a	How my performance is evaluated	Performance and Reward	73%	74%	74%	-1%			

12b	What I can do to improve my performance	Performance and Reward	68%	68%	65%	0%			
17	In general, how do you think your overall pay, benefits and employment conditions compare with:								
17a	Other staff in the House of Commons/PICT	Performance and Reward	56%	57%	48%	-1%			
17b	The Civil Service	Performance and Reward	53%	50%	44%	3%			Improver
17c	Private sector employers	Performance and Reward	35%	38%	28%	-3%			Low
26	I receive regular and constructive feedback on my performance	Performance and Reward	62%	64%	58%	-2%	7%	n/a	
28	I think my performance is evaluated fairly	Performance and Reward	73%	72%	68%	1%	39%	27%	
42	I feel valued and appreciated for the work I do	Performance and Reward	67%	67%	57%	0%	18%	10%	
36a	I am proud to work for my Department	Engagement	81%	81%	77%	0%			
36b	I am proud to work for the House of Commons/PICT	Engagement	82%	79%	88%	3%	21%	9%	High/Improver
37	I am willing to work beyond what is required in my job in order to help the House of Commons Service/PICT be successful	Engagement	90%	91%	88%	-1%			High
41	I support the overall aims and objectives of:								
41a	My Department	Engagement	86%	88%	77%	-2%			High
41b	The House of Commons Service/PICT	Engagement	83%	85%	78%	-2%	3%	n/a	High
45	I would recommend the House of Commons/PICT as a good place to work	Engagement	73%	77%	79%	-4%	13%	3%	
46	It would take a lot to make me look for another employer	Engagement	59%	61%	58%	-2%			
57	At the present time, are you seriously considering leaving the House of Commons/PICT?	Engagement	60%	66%	60%	-6%			Decliner
59	Overall, how satisfied are you with your job?	Engagement	63%	65%	62%	-2%	-2%	-9%	
13	The current pace of change in my department is:	Change	38%	40%	36%	-2%			Low
49	I think that the results of this survey will be acted on, where possible	Change	42%	48%	39%	-6%	3%	-4%	Decliner
51	Over the past 12 months have you experienced harassment/bullying by an MP?	N/A	97%						
52	If yes did you report the incident?	N/A							
53	Was the matter resolved to your satisfaction?	N/A	78%						

Note: Tagged in report as having a 'High' or 'Low' score in 2010 survey; 'Improver' or 'Decliner' compared to 2009 survey