



HOUSES OF PARLIAMENT

ROLE MODELS



NOVEMBER
2015



The Workplace Equality Networks (WENs), in liaison with the Diversity & Inclusion Team, have developed the Parliamentary Role Models Campaign 2015. The campaign recognises the importance of a working environment where people are valued for who they are and how they contribute to making Parliament a positive, inclusive workplace environment and institution.

Foreword

Anyone at any level can be a role model and we are championing the importance of having visible, diverse role models at all levels of the organisation who people can be inspired by. It is also important for us to celebrate those who go out of their way to act as role models and to recognise the positive impact that they have made on individuals, the wider organisation, and beyond in encouraging people to engage with Parliament.

The role models in this book have been selected because they display the following behaviours and values:

Visible champion

A person who has visibly championed equality, diversity and inclusion (e.g. encouraging people to achieve their best through being themselves; supported flexible working practices; supported those with caring responsibilities; doing things differently; and doing the right thing - not just doing things right).

Positive difference

Someone who has made a positive difference to people/organisations (both internally and/or externally).

Generous

Someone who is generous with their time and expertise, sharing their experiences and good practice (rather than imposing their views).

Self-aware

A person who is self-reflective and demonstrates self-awareness of how attitudes and behaviours can impact on others.

Authentic

Someone who is authentic and consistent, who knows what their values are and aligns them with how they act in order to inspire others to be themselves at work and to be the best that they can be.

This campaign will run over the next two years so that we can ensure that our role models remain visible and active in embedding role model behaviours across the organisation, including supporting the aims of the Workplace Equality Networks.





“ *As soon as I truly started being myself at work I started having more fun, I made deeper relationships with colleagues and, in turn, my work life became more rewarding.* ”

Marianne Cwynarski

I am really passionate about ParliREACH (Race, Ethnicity And Cultural Heritage), the Workplace Equality Network that I chair. The network represents the interests of Black and Minority Ethnic (BME) people in Parliament, although it is open to all passholders. One of the aims is improving recruitment and retention of these under-represented groups. I feel privileged to work with my fellow ParliREACH Committee members; they are such an amazing, driven group of individuals. Being part of the Committee and the network has provided me with some of my most satisfying professional achievements.

When I first started working in Parliament, I worried about all sorts of things. I worried that my education was not as good as others or that I wasn't perceived as giving 100% as I was a full-time working mother. I was also aware that I was the only ethnic minority in most of the meetings that I attended and that provided me with another thing to worry about. Worrying is a waste of your energy and will impact negatively on your performance.

As soon as I truly started being myself at work I started having more fun, I made deeper relationships with colleagues and, in turn, my work life became more rewarding.

The best bit of advice I would give my younger self would be to get a really good mentor. I only got myself a mentor recently, and it was a complete game changer for me. I wish I had got one 10 years earlier!

The Role Model campaign is a brilliant idea as I think it will show people from diverse backgrounds that they can have wonderful, rewarding careers here. I feel I now possess enough work and life experience to help others achieve their professional goals, particularly those from a BME background. I am definitely 'up' for helping others achieve their career aspirations and as a role model I commit to mentoring others.

My Dad has been a great role model to me. He was very courageous to leave his homeland of Trinidad and Tobago and successfully establish himself as a graphic artist over here in the late 1950s.

I work in the Governance Office as Secretary to the Executive Committee.

I provide secretariat support to the Committee and also manage the corporate risk, business planning, business continuity, and project and programme assurance office functions.

Seema Malhotra MP

I believe very much in the need for diverse teams - for example, in terms of age, gender, ethnicity, background - so that we see a greater range of people developing experience and an understanding of Parliament and connecting with politics today. I also try to create opportunities for work experience for local young people - climbing any ladder starts with the smallest first step and the knowledge that someone believes in you.

It means a lot to be told that you are seen as a role model and quite humbling also as you don't tend to see yourself in those terms. I remember moments on my personal journey when someone helped me move forward at a difficult crossroad, or helped me identify a path I could travel to reach my goal. Role models are important as symbols about where you are going and helping you map your own journey there. Being a role model and mentoring gives you a chance to share lessons from your life as well as remembering what others have done for you and paying it forward.

When you walk into a room full of men and suddenly feel conscious of being female and Asian, it makes you focus on what makes you different. For a moment it knocks your confidence. But it's important to remember you aren't there by accident. You have an equal place at the table and you should focus on the job you have to do. At those moments enjoy being different. You bring something additional and if you value it, the chances are others will too.

I hope people will see someone like them achieving a goal they didn't think was possible and encouraging them to take bigger and bolder steps.

My parents have always been role models for me for the way they lived life and their values. In terms of politics, senior politicians (men and women) have been enormous inspirations to me and in fact continue to be so.

As a role model, I commit to mentoring, speaking at events in Parliament and drawing on my networks to support others coming forward.

I was appointed the Shadow Chief Secretary to the Treasury in September 2015.

Previously I was the Shadow Minister for Preventing Violence against Women and Girls and a member of the Justice Select Committee. I was elected as Member of Parliament for Feltham and Heston in 2011.

Prior to this I worked as a management consultant and in IT systems development.

I led a programme of work in 2009 with the Government Equalities Office to increase diversity on our public boards. I am also the Founder and President of the Fabian Women's Network.

“Enjoy being different. You bring something additional and if you value it, the chances are others will too.”



Lord Cashman

I bring my personal values to work by always trying to be myself and seeing the other side in every situation. I try to always make people feel welcome because then they are more able to be their best selves.

It's been an amazing journey so far but there is a lot more that I want to do. I grew up in the east end of London, my father was a dock worker and my mother was an office cleaner. I left school at 12 without any proper education and became a child actor. At an early age I knew I was gay, that I was different, but I just got on with it. In my early thirties I met the most amazing person who sadly died last year, my husband Paul Cottingham. My journey has had obstacles but I've been lucky enough to face them with the love and understanding of Paul, my family and my friends. If I can get to where I am today, with no academic background, never having been to university, if I can do it so can anyone. All you need is to be motivated to do something and to not compare yourself to others. We all have different experiences to bring to the workplace and to other people's lives.

It's important to be yourself, to be honest and to have the confidence to be out of step with other people. Confidence comes from knowing you've done the right thing and only you can have that conversation with your conscience.

My one message I'd tell others in Parliament is that we are all role models. Carry out your role with pride, be yourself and encourage others to be themselves, too.

I have had many role models in my life. I had two amazing teachers who spotted something in me and channelled all this energy I had into something positive. At primary school, I was encouraged to read aloud to the class and at secondary school I was encouraged into performing. The other role model who has inspired me and will continue to inspire me for the rest of my life is Paul Cottingham, in his respect for others, his integrity, his wicked sense of humour and his angelic singing voice. He was always true to himself and what he believed in, and such fun, and I miss him every moment of every single day.

I am a member of the House of Lords, serving on the Labour benches, and my passions include LGBT equality, all other forms of equality, non-discrimination, human rights, and international development.



“ Carry out your role with pride, be yourself and encourage others to be themselves too. ”

Elizabeth Hunt

Working for Parliament was not something I ever expected to do when I was young but I am very glad I took the chance when it was offered. There are so many different opportunities within the House of Commons. I have changed roles a number of times in my career, and while I have worked primarily within Chamber and Committee Services I have also worked in other areas and with other teams. I have found people here very welcoming and supportive.

I was fortunate in my earlier career to have one of the first women clerks to be recruited as my manager. She certainly encouraged me to be the best I could be, and set a high standard. She was also an advocate of work/life balance before it was widely discussed. I learned a great deal from her.

I have been a part-time and flexible worker for the past 10 years, combining work with my family responsibilities. Since becoming a part-time worker, it has become very important to me to show that a family-friendly approach to working can benefit both the worker and the business: work cannot fill all my waking hours, but this motivates me to think about how to use my working time most effectively. I start and finish work earlier than many of my colleagues but the early starts mean the office as a whole can be 'open for business' for longer, and provide an enhanced service. As a manager, the fact that I am not in the office at the same time as everyone else is fairly visible but I hope to show that this does not alter my commitment to do the best job I can.

I look for and (I hope) acknowledge people's strengths: even tasks which seem insignificant to the person doing them can be used to give positive feedback and enable someone to see themselves differently.

As a role model I commit to demonstrating the benefits of flexible working and to look for opportunities to promote and enable flexible working in my area.

If I was to give my younger self any advice I would say change will happen faster if you are willing to help make it happen.

I work in the Journal Office as Senior Votewriter.

The Journal Office produces the authoritative record of proceedings in the House of Commons. The office manages the procedural knowledge of the House and knowledge of the law and privileges of the House. It also provides the secretariat for the Standards, Privileges, Procedure and Petitions Committees and the Speaker's Committees on IPSA and the Electoral Commission.



“Change will happen faster if you are willing to help make it happen.”



“*My personal values include ensuring that I treat people in the way they want to be treated, and ensuring that everyone is treated equally.*”

Francene Graham

I have worked in Parliament for over 20 years in various departments including the Parliamentary Estates Directorate, Human Resources and now in the Department of Chamber and Committee Services.

My current role as Senior Executive Officer in the Table Office provides advice to MPs and their staff tabling Parliamentary Questions, Early Day Motions and Adjournment Debates.

My personal values include ensuring that I treat people in the way they want to be treated, and ensuring that everyone is treated equally. In teams that I have worked in, I ensure that these values are demonstrated.

As a long-serving member of staff, I feel I have a responsibility to share my knowledge of the organisation with others. I encourage individuals to reach their true potential and have assisted individuals to successfully gain promotion. I have also trained as a volunteer to support staff with personal cases and provide individuals with advice. As a member of the ParliREACH Executive Committee I fully support the priorities of this workplace equality network.

The advice I would give my younger self is to learn from others within the organisation, and to feel confident to be yourself and reach your full potential.

I am inspired by individuals who are their true selves at work, and the benefits that this brings to the cultural knowledge of the organisation.

Veronica Daly

I cherish and thrive on difference – it is what makes life interesting and enjoyable – and I encourage it in others with whom I work.

Being a role model in the workplace means trying to make a positive difference which will improve the workplace for those with the least means of helping themselves. In particular, it means senior members of staff challenging unacceptable behaviour and making sure, regardless of seniority, that such behaviour is addressed.

The advice I would give to my younger self is to stop being so self absorbed! A few deserved hard knocks have sorted me out in that regard.

As a role model I commit to giving my time to colleagues through coaching, arranging reverse mentoring and doing what I can to make equality, diversity and inclusion and the welfare of those working for us or on our premises central to policy and practice.

My tip to anyone joining Parliament is to find out about the Workplace Equality Networks and join one. The WENs are without doubt one of the best initiatives that have occurred during my time working in Parliament because they represent the interests of those who need a voice and are full of wonderfully interesting and friendly people. One more thing: although the Head

of Diversity and Inclusion doesn't need any more to occupy her time, Anne Foster is without doubt the most impressive woman in Parliament and if you want to find a role model for diversity you need look no further.

In addition to Anne Foster, Maxine Albert, Deputy Head of Diversity and Inclusion, continues to be a role model for me. For as long as I have known Maxine, she has never taken the easy way out of the numerous difficult situations in which she finds herself as an HR adviser. Maxine encourages others to have courage, confidence and recognise their strengths.

I am the Director of the Parliamentary Procurement and Commercial Service.

I am responsible for running a team of procurement professionals who make sure that Parliament has the goods, services and works necessary to allow Parliament to perform its functions.



“*The advice I would give to my younger self is to stop being so self absorbed!*”

James Rhys

I was very honoured to be selected as a Parliamentary Role Model. I have been lucky in my career to have worked with some tremendously committed and supportive colleagues across the House, who have been generous with their time and their readiness to explain their work. These individuals have been my role models and, now, as a team leader, I have looked to emulate their example.

An individual's priorities and needs will change during the course of their career due to changing career aspirations, personal circumstances, family arrangements and responsibilities, or their own health. For me, fatherhood has meant that work has to fit into a space that is constrained by wanting to spend time with my family and needing to juggle my work and caring commitments. I don't think that this change has made me any less effective in my job but I am

grateful to the colleagues who have shown, and continue to show me, the understanding I need when a bout of chicken pox or a school sports day interrupts the work routine.

Staff across both the House of Commons and the House of Lords show incredible dedication and flexibility and it is right on both moral and business grounds that the House supports its staff and responds to their changing needs to ensure that they can continue to be the best that they can be.

I hope that this campaign will demonstrate the diversity of experiences of staff in Parliament. If each story from one of those covered in this campaign can give one member of staff pause for thought about how they manage their work/life balance, or an added boost of confidence in facing their own challenges, then it will have been a success.

I am Clerk to the Treasury Committee in the House of Commons.

I have overall responsibility for managing the Committee staff team and for all the team's support for the Committee.

“ I hope that this campaign will demonstrate the diversity of experiences of staff in Parliament. ”



Mark Egan

Apart from Sunderland AFC, I am passionate about helping people get the best out of their careers. I love being a line manager and I particularly enjoy my role as one of the fast stream talent managers. I'm a bit nosy, essentially, so I enjoy talking to people about their lives and their career aspirations and encouraging people to go for things they're interested in, whether it's a new job, a promotion or a training opportunity.

I have encouraged others to be the best they can be by listening and chatting and helping people think about how to play to their strengths. I remember one person I managed who had a really bad track record in applying for promotion, never getting an interview. Through conversation we worked out that the problem was lack of preparation for interviews. I explained how the criteria for the job would determine the interview questions, we did some role play, and next time my colleague achieved a well-deserved promotion. It's this kind of thing which makes work worthwhile.

I have gone through some difficult periods in my career where I have had to care for ill relatives and struggled to keep going as a full-time employee (and not been able to afford to go part-time). Throughout these times my senior managers made it clear that they wanted me to maintain a sensible work-life balance and supported me in just keeping going. I felt very grateful towards them and I hope I can deal with colleagues in similar situations as sympathetically as I was managed.

I accepted my nomination as a role model because there's nothing particularly special about how I have worked and managed people – anyone can be a role model if they treat everyone equally and put other people at the centre of their working lives, which I try to do.

When I first worked for the House of Commons this sort of campaign would have been unthinkable. We're increasingly realising how important leadership, diversity and staff management are and campaigns like this are a sign of that.

We need to ensure that Parliament better reflects the society we work for. And we desperately need to break down barriers between departments and between grades. It's brilliant when people get promoted quickly from the D and C bands up to the A grades but we need more movement into the Senior Commons Service and between different parts of the House. I'd also like to see flexible working entrenched as normal rather than exceptional.

My role models are Niall Quinn, Gladstone, and my granddad, who never let adversity affect him and was always causing trouble.



I am the Deputy Head of the Table Office.

The office receives, edits and tables hundreds of written and oral questions each sitting day, deals with early day motions and applications for adjournment debates, puts together and issues the House's daily Order Paper, and dispenses procedural (and other) advice to Members and their staff.

“Anyone can be a role model if they treat everyone equally and put other people at the centre of their working lives.”



“ *Although I understand I’m not perfect in everything I do, I am confident to embrace this as another opportunity in any way that would inspire someone to achieve their dreams or goals while working in the organisation.* ”

Abiola Babalola

I endeavour to be my best in everything I do, knowing my job is another opportunity to offer a service that exceeds expectation. Most of my active time is spent at work, so I try to enjoy what I do with a sense of pride that my work contributes in some way towards the democratic process of the nation.

I believe as a role model I should contribute towards building a more inclusive and positive workplace for everyone regardless of their background or limitations, while carrying out my day-to-day responsibilities and relating with others.

I joined the House of Commons just over five years ago and I still remember how thrilled I was when the letter of employment for a six-month contract came through the post. I work in the Department of Facilities within the Finance team and have worked previously in Parliamentary ICT (now Digital Service) and Accounts Payable. I took advantage of the wide-ranging job opportunities across

the organisation and continue to learn more about the work of the House. I have found the House a good work environment to balance work and family commitments, which made studying while working full-time less challenging.

I am pleased at being selected as a role model. Although I understand I’m not perfect in everything I do, I am confident to embrace this as another opportunity in any way that would inspire someone to achieve their dreams or goals while working in the organisation.

The House is a fantastic place to work where you can be you! I’ve found it to be a ‘spring of opportunities’ where people are empowered to thrive.

The mastermind behind the earth itself inspires me, causing me to believe anything is possible if it can be imagined. The endless flow of inventions and great achievements from beautiful minds across the globe stand as proof, spurring me on.

I work in the Finance team of the Department of Facilities as a Finance Business Partner.

I provide financial budgeting, reporting and business planning support to the Parliamentary Estates Directorate.

Farrah Bhatti

I spend a lot of time at work talking about the importance of networks and the need to build a diverse range of contacts that you can learn from. Reflecting on the experiences and views of others helps you to understand yourself better and identify your own strengths and weaknesses. When I joined Parliament in 2009 I was fortunate to have a great line manager and team. I was encouraged to get out of the office and talk to other people in the department.

My first job here was for a fixed term and I never dreamed I would still be here six years later. It was only through meeting and talking to people that I realised maybe I have more to offer Parliament than I first thought. In the last three years I've also been involved with ParliREACH (one of the workplace equality networks) and through this I've grown in confidence, expanded my contacts across Parliament, and helped to challenge senior colleagues about doing more to make this

organisation more diverse and inclusive. The other members of the ParliREACH Committee have been a huge inspiration to me.

In the last two years I've also taken on responsibility for my own team. This has allowed me to share my own experiences and encourage them to be the best they can be. There is nothing more rewarding for a line manager than seeing staff develop, broaden their experiences, and then move on to bigger and better things.

As a role model, I commit to sharing my experiences with an even wider range of people and working towards making Parliament a more inclusive place to work. My advice to new members of staff is get out and about – don't work in silos or get too bogged down in the day job – there is a wealth of diverse experience out there across the whole organisation that we should all be learning from!

In my current role I manage the team of staff that provide support to the MPs on the cross-party Energy and Climate Change Committee.

I take the lead on providing advice on Parliamentary procedure and oversee the work of the team, which includes writing policy briefings, organising oral hearings with experts, and drafting Committee reports.



“There is a wealth of diverse experience out there across the whole organisation that we should all be learning from!”

Simon Burton

My personal values include a strong commitment to equality, fairness, openness and public service. This is reflected outside work in my roles as a school governor and as a trustee of a local charity. I aim to live and model these values every day at work. I always strive to encourage others to be the best they can be, including through mentoring and coaching both within the line management chain and without. I also try to remember that each and every interaction with a colleague or a Member is important and significant. And I never know where the next moment of inspiration will come from!

Being chosen as a role model will energise me to do even more with the highly effective workplace equality network, ParliOUT, and its dedicated committee, which, as an LGBTIQ ally, I have the honour to champion at Board level in the Lords. I commit to supporting the Clerk of the Parliaments in the months ahead as he leads work among the staff of the Lords to enhance our engagement with

diversity and inclusion, building on our own strong practices and culture while also learning from the good work of the Commons. I will also support colleagues on the Board to ensure that issues of equality are addressed in all our discussions at Board level.

Looking outside, I believe that this campaign will help others by sending a very clear message about Parliament as a workplace. I remember some years ago a new colleague saying that her family had thought there was little point her applying for a job here, but she persevered, proved them wrong, and flourished. I invite anyone who is thinking of working in Parliament, but is worried that it might not be for them, to just go for it so we can help show that Parliament as a workplace is open to all.

I believe that the House of Commons, House of Lords and the Digital Service are strengthened by the mutual respect, trust and support that a campaign such as this can very effectively deepen among us all.

I am the Reading Clerk in the House of Lords which involves some ceremonial duties including reading out loud in the Chamber the Letters Patent of new Peers and Writs of new Bishops, as well as Royal Commissions.

I am a member of the House of Lords Management Board, responsible for a range of corporate functions including strategic and business planning, internal audit, internal communications, information security, risk and performance management, and international relations (including supporting the Lord Speaker).

And I am Board level champion for ParliOUT in the Lords. I also sit as a Table Clerk in the Chamber when the House is sitting.



“ I invite anyone who is thinking of working in Parliament, but is worried that it might not be for them, to just go for it. ”

“ I hope that I’ve been able to demonstrate that inclusion is about everyone and that we can make a difference if we all get involved. ”

Jenny Radcliffe

Being self-aware is essential! You have to know what your personal values are in order to bring them to the workplace. Being authentic and inclusive is really important to me and informs everything that I do, whether it’s having a conversation with a colleague or taking part in the activities of ParliOUT (the Workplace Equality Network supporting LGBTIQ people in Parliament). It doesn’t feel right if I’m not being myself and I think it’s more difficult for other people to understand and respect you if you’re not true to who you are.

A couple of years ago I started to learn more about the WENs within Parliament and the more I learned, the more invested I became. One of the main reasons that I joined ParliOUT is because the network encourages people to be authentic and to ‘bring their whole selves’ to work. As an ally, I hope that I’ve been able to demonstrate that inclusion is about everyone and that we can make a difference if we all get involved.

We’re all role models in different ways and I think you can choose to be a positive or a negative role model. After I attended the Stonewall Allies course I set myself the challenge to have the confidence to accept that I can be a positive role model, so I’m doing my best to put that into action.

I hope this campaign will show the diversity of people and life experiences within Parliament and inspires others to get involved and make a difference.

This might sound like a cliché, but my mum has always been an amazing role model to me. She has always made me feel that I could tell her anything and never expected me to be anything other than myself.

If I could give my younger self one piece of advice, it would be (to quote a well-known film) “Life moves pretty fast. If you don’t stop and look around once in a while, you could miss it.”

My current role is as the Business Change Manager for the Security Restructuring Programme, which involves working with stakeholders in both Houses of Parliament.

I am also Co-chair of ParliOUT, the Workplace Equality Network supporting Lesbian, Gay, Bisexual, Transgender, Intersex and Questioning people in Parliament.

Ann Moghaddami

I bring my personal values to work by owning up straight away if I make a mistake. I find this helps to build trust with my colleagues and managers. I also try not to attach blame on others when something has gone wrong. It's more positive to see what lessons we can learn.

I experienced a very unhappy period at work when I was bullied by a manager. On the plus side, it enabled me help others in a similar position, and to appreciate and advocate the importance of the House of Commons' 'Valuing Others' and 'Respect' policies.

The advice I would give my younger self is you really should have got rid of that chip on your shoulder about your disability a whole lot sooner! It's OK to be who you are.

By accepting my nomination as a role model I am hopeful that I will be able to make some contribution towards making a positive difference in Parliament.

I would encourage new members of staff starting at Parliament to join at least one of the Workplace Equality Networks! They are fun as well as worthwhile, and will considerably broaden your experience in Parliament.

A previous manager in Parliament helped me to develop to my full potential, simply by allowing me to be who I am, placing trust in me, giving me stretching but achievable tasks and objectives, and also by simply being a friend.

I am Head of the Directorate Business Support in the Parliamentary Estates Directorate (PED).

My team provides business and secretarial support to all the teams in PED, which consists of around 200 staff.

I also support the Director of PED in his functions, liaising with colleagues from around both Houses, and offering friendly advice and support, on interactions with Members, Peers and Parliamentary committees and bodies.

“ You really should have got rid of that chip on your shoulder about your disability a whole lot sooner! It's OK to be who you are. ”





“ *My advice would be – be yourself, trust your instincts!* ”

Martin Smith

My strongest personal value is definitely around diversity. I don't mean having a diverse workplace in terms of gender, race, and ethnicity, but more about diversity of thought. No two people will share all the same thoughts. I always try to ensure that all views are listened to. Our backgrounds and personal experiences will all lead us to different conclusions.

One of the things I am most proud of was organising a LGBT-specific leadership programme for staff. Focusing on the theory and application of leadership alongside understanding how being LGBT can inform and influence leadership styles, the programme was open to staff of both Houses, regardless of pay band.

I wish I had been 'myself' from a younger age. I have good instincts about people and the course of action to take in different scenarios. So my advice would be – be yourself, trust your instincts!

I hope that by accepting the title of "Role Model", I can show that you can be authentic at work and not feel the need to build different personas between your professional and personal lives. I am always amazed when people say they act differently at work compared with when they're not at work.

I think Parliament has definitely become a more inclusive place to work over the last couple of years. There are two things I think we need to do as an organisation to become more so. Firstly, look at our external recruitment policies to make sure we are advertising in a diverse range of places and means. Secondly, we need to challenge the workplace culture that has built up over so many years to make sure it becomes more inclusive and not just linked to 'tradition'.

I cannot really think of any one person who has inspired me but rather I am inspired by people who show authenticity in the workplace.

I've worked for Parliament since June 2009.

I work within the Digital Service programmes and projects directorate delivering initiatives and projects to the wider organisation.

Vasilis Gialias

At work I'm passionate about supporting my team and all my colleagues, so that we can continue to provide a first-class service to Members, which is what we are here for. I enjoy being at the heart of the organisation, the Governance Office, providing a good customer service and being one of the first to always embrace and adapt to change.

When I started working for the House of Commons, I was far too aware of being 'different': a foreigner with a very strong accent, openly gay and quite ethnic. This was my first job outside the arts – I have worked for multicultural organisations such as the Royal Academy, Opera North, and the British Museum – so I struggled initially and I didn't feel I could fit in. Ten years on, I can say that this place has been transformed, it celebrates difference and I am proud to be part of it.

If I could offer any advice to my colleagues it would be: be proactive, open and positive, be a team player and innovative, be

yourself. If I could offer any advice to anyone who would like to work for Parliament I would say: go for it, this wonderful employer needs you and is waiting for you! If I made it here, anyone can make it.

As a role model I will have to keep working hard to improve myself. The least I can offer to the organisation in return is a commitment to mentor, coach and offer advice to anyone who feels they could benefit from it, including people who aspire to work for the House of Commons and would like to find out what it's really like to be part of this tremendous institution.

I find inspiration in art and philosophy: Nietzsche and Schopenhauer, Proust and Mann, Ritsos and Lorca, Britten and Liszt, Wagner and Mahler, Schubert and Scriabin, Munch and Malevich, Strindberg and Chechov, Gianbologna and Bernini - these are just a few of my heroes...they move me, uplift me, and inspire me. But my real role model is my husband and best friend, John, someone worth living for.

I lead a team that promotes the work of the House Service to Members and Members' staff and provides House-wide corporate communications to staff.

The team also assists the Clerk, the Director General and the Executive Committee in their strategic leadership of the House Service by providing communication services and advice.



“This place has been transformed, it celebrates difference and I am proud to be part of it.”

“ *Be brave. Believe that you can achieve what you have the courage to attempt. Take some chances. People will help you.* ”



Kate Emms

I was the clerk of the International Development select committee at the beginning of the new 2015 Parliament.

The role involved managing the committee's programme of work and advising the members in their scrutiny of the work of the Department for International Development

I started my secondment to the Cabinet Office as Parliamentary Adviser to the Leader of the House on 1 September.

I bring my personal values to work by trying to be consistent in my dealings with all the people I come into contact with at work. I aim to behave towards others in a way that I would expect to be treated myself.

I feel immensely proud to be a role model. I hope to use the opportunity to share my experience and to be of some use to Parliament and those who work here and visit.

I would tell my younger self to be brave. Believe that you can achieve what you have the courage to attempt. Take some chances. People will help you.

As a role model I commit to representing Parliament in whatever ways will benefit the institution the most, and be available to those who would find my involvement useful.

The advice I would give to a new member of staff at Parliament is, this is a great place to work; even better than when I started to work here. Make the most of the opportunities open to everyone here.

There are so many role models in my life. Several teachers, many friends and colleagues. Many men and women who have set me examples and taught me through their own behaviour, achievements and advice.

Samir Rao

Whilst I am totally humbled with my nomination, I have never actually regarded myself as a role model for other people. However, I have accepted the nomination as I strive to develop the positive values taught to me (through various influential figures in my life) and to promote these within myself and those around me.

Like many, my first role model was my late father. He inspired me to try and be a better person as he continually demonstrated the meaning of compassion, generosity and mutual respect. My Karate Sensei was another influential figure, from whom I learnt a lot regarding dedication, discipline and perseverance through the trials and tribulations of life (and not just martial arts training). And finally, my dear friends and colleagues who have been generous to me with their time and knowledge, which in turn has developed me, both personally and professionally.

I believe these values are essential ingredients for those wishing to enable change in behaviour, culture and environment, and in my opinion are needed to bring out the very best in people, especially at work. Fortunately, I am now in a position where I can help individuals identify their potential and work to their strengths so that they are rewarded on the merit of their own efforts and without fear of being held back by prejudice or inequality of opportunity.

I am Head of Financial Services in the Department of Finance.

My section includes the Accounts Payables team, Accounts Receivables team and the Cash Office. Core activities of these teams include making payments to suppliers, controlling debts owed to the House, reconciling areas of income and managing cash.

As VAT liaison officer for the House I am also responsible for the quarterly VAT submission and am a central contact for specialist VAT queries



“ I am now in a position where I can help individuals identify their potential and work to their strengths. ”

Myfanwy Barrett

I am delighted to have been chosen as a role model. I hope that what I bring to work is a positive attitude, openness and a straightforward and accessible approach, and that this rubs off on others. I encourage my staff by putting my trust in them and investing in their development. The Finance Professional Training Scheme has opened up opportunities to many of our staff from diverse backgrounds.

If I was giving advice to my younger self I would say “don’t wait until you are 40 to find your confidence – you are good at what you do and should worry less about how others see you.” I also believe strongly that the person in charge of your career is you, take the initiative, don’t wait for others to create opportunities for you.

As a role model I commit to promoting diversity and inclusion at all the meetings I attend (there are a lot!) and making sure it is factored into our decision-making. I think the main thing we need to do to make Parliament more inclusive is to make our senior leadership more diverse. This means actively monitoring recruitment from start to finish, setting targets, and tailoring our approach accordingly.

Since working here I have been inspired by Barbara Scott, a non-executive member of the board, because she is so fearless and determined, and has overcome so many obstacles in her life. And my husband has always supported me in my career, sharing domestic duties, and never begrudging me being the main earner.

I am the Finance Director for the House of Commons, and as such I am responsible for our financial planning and monitoring, the statutory accounts, services such as payroll, pensions, tax and accounts payable, and continuous improvement.

I am a Member of the Executive Committee, and also provide financial advice to various domestic committees (Finance and Audit), the Trustees for the MPs’ pension scheme, and the Accounting Officer.



“ *Don’t wait until you are 40 to find your confidence – you are good at what you do and should worry less about how others see you.* ”

Sharon Stanley

My personal values are equality, diversity and inclusion; I bring these to work by valuing everybody, their different views, ways of working and opinions they bring to work. My passion is to inspire others to become fully engaged with life.

Being a role model inspires me to be the best I can at work. I aim to give my time freely, sharing my experiences and what I have learnt along the way. The ability to do this in a recognised role means the values I hold will be listened to and will inspire someone to be more; to aim higher; to think and be better.

My greatest personal achievement has been to produce resources for the ALD community; to make a real impact in empowering people. One lady of 83 voted for the first time ever; another wheelchair user got the voting booth moved to the pavement as the polling station was not accessible. That motivates me and gets me out of bed on a cold morning at 5am to get to a session in the far reaches of the East of England!

As a role model I commit to listening, to asking and to sharing. Please, find me and we can walk together on a journey to be the best we can be.

The campaign will help others by giving them time and space to think differently about their approach to work. It will help them to reflect on changes in attitude and behaviour; how this can make the workplace a productive arena in which to grow.

Every day I am inspired by the ALD community who get up and live; who face and overcome difficulties we can only try to understand and most of all, they enjoy every minute of their lives – aspirational!

I work within the Directorate of Information Services as an Outreach Officer for the East of England; this means I deliver information sessions to groups on how Parliament and Government work.

I am also programme manager for our Adults with Learning Disabilities (ALD) work and am responsible for all resources and training.



“As a role model I commit to listening, to asking and to sharing. Please, find me and we can walk together on a journey to be the best we can be.”



“As a role model, I commit to being open, honest and approachable. I want to make sure that people are happy and confident to approach me and they know they can trust my opinion and integrity.”

Robert Truelove

At work I try just to be me. No second guessing, it's all about being natural, authentic and real. Once you show this, colleagues know you can be trusted and that your opinion is genuine.

A role model to me is an individual who inspires and can make a difference to someone exploring their personal life or career path. A person you hope to someday emulate and to continue on in their shoes. Since I started work in Parliament in 2005 there have been many people who have encouraged me to think beyond a narrow spectrum and explore other potential horizons. Without their encouragement I may not be in my current work position. One of my greatest personal achievements has been becoming the Co-Chair of ParliOUT, Parliament's LGBTIQ network. After being a member for many years I took on the responsibility of Co-Chair after being inspired by the previous leadership who had encouraged and supported my enthusiasm. I am really passionate about spreading the word about the good work the equality networks do and how they make sure diversity and inclusion is embedded in the workplace.

As a role model, I commit to being open, honest and approachable. I want to make sure that people are happy and confident to approach me and they know they can trust my opinion and integrity.

I would base this on those who I have seen as role models. These individuals have been work colleagues,

some of whom are now close friends, who have made me sit-up and think. Questioned constructively what I have been doing and have shown me a different way to work, react and represent myself.

What would I say to someone who is thinking about working in Parliament? Well, first of all forget what you know, or think you know, about this place. There is more going on in this building than is portrayed on TV. I have been here ten years and the amount of opportunity this institution can give a person is incredible: I'm currently in my fifth job, plus my other roles as ParliOUT Co-Chair and a part-time Events Coordinator.

I am a Digital Account & Social Media Manager in the Digital Service and Co-Chair of ParliOUT.

My role involves me working closely with stakeholders from around the Parliamentary Estate to look after, maintain, develop and promote their areas of the Parliament Intranet and Website.

Vicky Appiah-Barwuah

I try to be myself at work and make other people feel comfortable. I get on with my role and provide good customer service. I enjoy what I do and I am passionate about my job. I joined Parliament as an agency worker and was only supposed to be here for four hours, three and a half years later I'm still here!

I was so proud to be chosen as a role model because there's nothing special about what I do – I just do my daily tasks. Nothing like this has ever happened to me before! I do find people come to me for advice and I try my best to use my life experiences to help people. I've faced challenges but I'm still standing because of my faith. I've learnt to never give up, no matter what.

Oprah Winfrey is my role model: she does so much for people who don't have very much in life. I admire her ability to overcome what she has been through in life and carry on. She also has this very human quality, you can see she connects with others and their feelings.

If I could give my younger self any advice it would be, listen to your dad and concentrate on your education.

I would tell anyone wanting to work at Parliament to be yourself – that's how I am. Be kind, be honest. Don't let things get to you – life is too short.

I am a Barista within Catering in the Department of Facilities.

I am responsible for serving food and drink to customers in Parliament in an enthusiastic and professional way. It is important to me to provide a good customer service by being happy and friendly.

“ Be kind, be honest. Don't let things get to you – life is too short. ”



Lucy Tindal

I currently head up the Payroll and Pensions Directorate in the Department of Finance (DFin) and have worked for the House for nearly 30 years. I started work here at 18 as a temporary General Assistant (pay band D2) in the Establishments Office (now Department of Human Resources and Change) and have spent my whole career at the House. Since becoming the Head of my Directorate, I have become involved with DFin at board level and I am relishing the chance this gives me to influence and be involved in corporate thinking at a senior level.

Since I first started work here I have been able to be pretty true to myself. This is because, in the main, I have been fortunate enough to have worked for a fantastic succession of forward thinking individuals who accepted and enabled my flexible working long before this was a corporate aim of the House. I am currently very lucky to work with Myfanwy Barrett who is one of my personal role models and has done more than anyone in recent years to move the House service into the modern age in every area.

Like many people in the House, working here is something that is woven into the fabric of my life – I have had my children whilst working here, formed most of my close lasting friendships from connections made here, and worked through important events in my life, always with the House of Commons as my backdrop. I have built my career, educated myself, and developed as a person in no small part because of the support the House has given me over the years. For me, and for many people, the House of Commons is not simply a place to work.

Because of that, I have always been committed to giving back whatever I can to the House by doing the very best job I can in whatever role I am lucky enough to work in. Therefore promoting flexible and cooperative working within my Directorate and the benefits of this House-wide just make sense to me! If I support my team in living their lives and developing their career in the House, they will give that commitment back to me and to the organisation.

I am Head of the Pensions and Payroll Directorate within the Department of Finance.

We run the House and Digital Service staff payroll and manage the membership of the Civil Service pension scheme for those staff. I also have responsibility to the Trustees of the Parliamentary pension scheme for MPs and Ministers to ensure that scheme is effectively administered and the Trustees are supported in their work.



“ I have built my career, educated myself, and developed as a person in no small part because of the support the House has given me over the years. ”



“*Having been nominated as a role model, I hope I can inspire others to want to get involved in inclusion issues and to see not only why it matters for the organisation as a whole, but also how it relates to us as individuals.*”

I work in the Diversity and Inclusion team.

We work with parliamentary stakeholders to provide a positive, inclusive working environment where people are valued for the skills and experience that they bring to work, and provide advice on improving accessibility for visitors and the public.

Anne Foster

I always strive to ensure that I act in a way which aligns with my personal values. Integrity and authenticity are key values for me, so I use these to inform the decisions I make at work. By being authentic and being myself, I want to encourage others to be more comfortable being themselves at work and to value difference in all its forms.

I'm part of the corporate coaching and mentoring initiatives, so I hope that I've been able to make a difference to the people who I've supported in tackling challenges either at work or in their personal lives. I value the contribution of each of my colleagues and always try to celebrate success either within my immediate team or within the wider network of people I work with on equality, diversity and inclusion (EDI) issues. I actively support my staff in identifying promotion or development opportunities so that they can reach their full potential. I've benefited from managers and colleagues who've done the same for me and helped me to develop in many different roles over the past 14 years.

Having been nominated as a role model, I hope I can inspire others to want to get involved in inclusion issues and to see not only why it matters for the organisation as a whole, but also how it relates to us as individuals. I actively encourage senior leaders to act as EDI champions and I supported the establishment and ongoing development of the workplace equality networks, with the aim of making Parliament a more inclusive place to work and visit.

As a role model, I commit to not being a bystander. If I see negative, non-inclusive behaviours, it's really important to me to challenge these in a constructive way.

If I had one message to tell others about role models in Parliament, I would say that there are some truly amazing people working here, including politicians, their staff and parliamentary staff, and they are the main reason I love my job. We have people at all levels of the organisation who inspire others, in all sorts of different ways, to be the best that they can be.

I have lots of personal role models, many of whom are people I work with, some of whom are profiled in this guide. Outside work, my role models include my mum and dad, who encouraged me to laugh, read as much as possible, and see both sides to every story (and now call me argumentative), and Viv Albertine, someone I've never met, but who has inspired me by her musicianship, determination and honesty. I strive to share two of those qualities (well, three of them, but regrettably I still can't play an instrument despite my best efforts).

Baroness Armstrong

I try to work in ways that match my values. I try to ensure I get the best out of people, by delegating appropriately, and offering opportunities for new and challenging tasks in a way that people feel supported. I try to give time to review what has been done, reflect on what went well, and what the learning points were.

My main passions remain tackling social exclusion and international development. I am passionate about the potential of those who many have given up on, and who have often given up any belief in their own potential. I also feel that as a woman who has had incredible opportunities in my life, it is my responsibility to keep pushing open doors for others, particularly young women.

I was part of a family that was involved in politics (my father was a councillor throughout my childhood and adolescence), and the Methodist Church. I therefore spent time in the public gallery, watching and listening! I then went to Kenya with Volunteer Services Overseas, and taught in one of the few girls residential schools. I did this for two years before coming back to the UK to do a post-graduate social work course in Birmingham and becoming a social worker in the North East of England.

All of this led me to believe that in order to unlock potential in people and their communities, you had to do more than work with individuals. You had to change systems, and a culture that did not recognise that our class system upheld inequality, which stifled initiative and opportunity in too many communities in our country.

The biggest challenge I've faced is getting selected to stand as an MP. There were not many women MPs at this time and I think I tried three or four seats before 1982, and then more before I was elected in 1987.

I learned that you had to be methodical, speak and present well, and that however much you did, that was no guarantee of success! I learned I just had to be as good as I possibly could be, and then there was likely to be history and luck involved too. All of that is good experience for working with aspirant young women candidates!

If I was to give my younger self any advice it would be to be more organised and focussed.

I have the confidence to accept the role model nomination, because I believe in the potential of people to continue to learn and grow, and know that I have helped people to do that in the past. I have also learned a lot from doing that.

Parliament remains somewhere that is difficult for those with disabilities. The culture needs more systematic and sympathetic attention. Things are much better than when I arrived, but there is still more to do to make it really inclusive in both class and gender terms.

My role models are my father, Tony Blair, who was always optimistic, some women in the Labour Party in the north east, and women who I got to know in Kenya.



“As a woman who has had incredible opportunities in my life, it is my responsibility to keep pushing open doors for others, particularly young women.”

Baroness Armstrong of Hill Top, formerly Member of Parliament for North West Durham from 1987 to 2010.

The parliamentary Workplace Equality Networks (WENs), in liaison with the Diversity & Inclusion Team, have developed the Parliamentary Role Models Campaign 2015. The campaign recognises the importance of a working environment where people are valued for who they are and how they contribute to making Parliament a positive, inclusive workplace and institution.

Anyone at any level can be a role model and the WENs are championing the importance of having visible, diverse role models at all levels of the organisation who people can be inspired by. This guide celebrates those who go out of their way to act as role models and recognises the positive impact that they have made on individuals, the wider organisation, and beyond in encouraging people to engage with Parliament.

This campaign will ensure that our role models remain visible and active in embedding role model behaviours across the organisation, including supporting the aims of the Workplace Equality Networks.

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