

MANAGEMENT BOARD
RESPONSE TO THE 2008 STAFF SURVEY

Note by the Director of Departmental Services, Department of Information Services

Purpose

- 1.1 This paper provides an update on activity within departments relating to the 2008 staff survey action plan.

Actions for the Board

- 2.1 The Board is invited to take note of this update.

Background

- 3.1 At its meeting in October 2008, the Board agreed to develop a House-wide action plan. Betty McInnes, a member of RMG, offered to oversee implementation. A few of the actions have required corporate direction or central intervention, but most of the activity is taking place at a departmental level.
- 3.2 The Business Management Directors (members of RMG) in each department of the House and PICT have agreed to work closely together, both formally and informally, to share good practice. [s.40], one of the 2008 Staff Survey project managers has also been providing support.

Corporate action

- 4.1 A one-stop staff survey page has been set up on the Intranet. It includes the results and the action plan. Articles about the survey have appeared in the new publications *Parliamentary News* and *Management Briefing*.
- 4.2 The House's Internal Communications Group (ICG) has been working with the Staff Suggestions Panel with a view to re-launching the staff suggestions scheme. They are currently progressing the implementation of a number of existing suggestions before inviting a further round of new ideas.
- 4.3 The ICG was also asked to consider the feasibility of an annual celebration for House staff. While there is some support for such an event, the ICG has recommended putting it on hold in view of the current economic climate and the difficulty of finding a large enough venue. The Resource Management Group has agreed, but has asked social committees of departments to co-operate in joint or House-wide events (e.g. quiz nights).

- 4.4 Work is proceeding to develop training and guidance for staff who work in challenging Member-facing roles.

Departmental Action

- 5.1 Departments have been taking steps to implement the action plan at a local level. There continue to be some differences in emphasis, but the same broad themes (Leadership, Involvement and Co-operation, Fairness and Respect, and Performance and Reward) are governing their response.
- 5.2 In PICT, Action Groups have delivered short term actions on the themes, which were promoted at an internal business planning event in March 09. The Action Groups will be presenting their long-term proposals to the PICT Board in May 09 in order to proceed with further initiatives.
- 5.3 **Leadership.** In all departments, the DG has delegated to directors as appropriate.
- 5.4 In DCCS, the Operations Group has held a discussion with members of its own Internal Communications and Intranet Working Groups to discuss ways of improving internal communications.
- 5.5 In DF, the DG has held meetings with almost all staff over the last six months. DGs from other departments have been invited to and have attended his staff meetings. Lower grades have been invited to management boards, for example to lead on specific items. Additionally other departmental observers have been invited to attend management boards.
- 5.6 In DIS, lower grades are invited to management boards to lead on specific items as required. Regular events (eg Open Forums) are held for staff to discuss topical issues with directors. A team leaders' conference was held in February to engage wide discussion on the business plan and the balanced scorecard. There will be some informal 'meet the directors' events to launch the business plan.
- 5.7 In DR, since April a member of staff has been invited to attend the departmental management board as an observer. The Director of Business Management is holding discussions with the wider management team about their management role with a view to increasing cohesiveness across the department. Management KIT (keep in touch) meetings will take place on a regular basis and team briefings will be reinstated.
- 5.8 In PICT, D-PICT now holds fortnightly meetings with Band As to improve delegation and empowerment. A business plan "fair" was held on 25 March to communicate the business plan, with opportunities for PICT staff to find out more about what their colleagues do. The Leadership and Managing Performance Action Group have developed Guidance Notes on Effective Management and have established 'Meet the Teams' meetings facilitated by Directors and open to all staff so they can hear about the work of all directorates.

- 5.9 **Involvement and Co-operation.** In DCCS, Janet Rissen now attends the departmental Management Group as non-executive director (NED). A new departmental Intranet has been accessible to all staff since early March; and a new departmental fortnightly announcements document is now sent out by e-mail and in hard copy for all staff. Feedback from consultation on the departmental action plan has been considered by the departmental Management Group and the Group's response to the consultation exercise was made available to staff at the same time as the final Plan. A short version of the Plan has been distributed to all staff. The Departmental will be holding staff workshops in May as one means of enabling greater staff involvement in business planning.
- 5.10 In DF, Robert Rogers attends management board as NED. DF are now inviting observers to its Facilities Management Board. The key thrusts and themes from the action plan have been incorporated into the Facilities People Plan, with measures set and reported on through the Business Plan. DF have set up a Programme Board for Transformation, with Frank Doran MP and Paul Silk as Senior Users. The launch of the Programme was on 6 May 09, and will be accompanied with a staff leaflet. The Programme will also look to embrace the Facilities actions that fall out of the liP Review in Nov 09. Longer term measures will be reported on via the Transformation Programme, which will be managed in accord with the principles of managing successful programmes (MSP) and will involve consultation with the Trade Unions, and working in collaboration across the House. Staff are actively encouraged to attend the Information Exchange Forum.
- 5.11 In DIS, Directors will include a NED in the new structure for their meetings, which is being developed following appointment of the new SCS2. The PICT Business Relationship Manager attends strategy meetings; and staff from DIS, and other departments, are invited to attend as required. The DG hosts a regular series of 'tea parties' to discuss topical issues with a cross-section of staff; and writes a weekly online blog, which invites staff to comment and make suggestions. An online staff calendar is planned to publicise events, talks and training opportunities as part of a Sharepoint pilot. The Staff Survey Action Plan Steering Group is looking at opportunities for encouraging voluntary work outside working hours with the possibility of involving staff across the House. A directory of opportunities for volunteering, if viable, will be produced. The Group is also looking at ways of improving the "transition to management" for new managers in the form of 'performance maximising courses'.
- 5.12 In DR, Paul Silk attends DMB as NED. The PICT BRM attends monthly 'forward look' strategy meetings. There have been cross-departmental discussions with all managers about the business plan, and a departmental event for all staff, which included a mock parliamentary debate on internal communications, took place in January. The department's communications group and the departmental newsletter are to be re-launched. The DG hosts a rolling series of 'coffee breaks' to discuss topical issues with staff. Cross departmental meetings held by DG to update staff about important changes affecting the department, including three business planning meetings with all staff invited to discuss objectives and the set up of the new Operational Assurance Unit (Members Green book and allowances etc). DG holds meetings to discuss with directors and their managers, the work that can be delegated and the implications of these changes. Team brief is to be reinstated – cross department messages to all staff, delivered by managers.

More staff involvement in decision making e.g. choice of furniture and fittings etc re move to Tothill Street.

- 5.13 In PICT, actions arising from the Health Check aim to improve cooperation between PICT and departments. Internally, staff are involved in making suggestions for improved involvement and communications, including ways to publicise meeting actions so they can be followed through; expanding the organisational charts to include photos, job roles, services offered, skills/experience and fun personal information to encourage getting to know each other better; an annual events calendar with clarity over the aim (and benefits) of each event and who will plan, own, and resource them; and volunteering opportunities for staff to get involved with each other across teams. The Involvement, Cooperation and Communications Action Group have developed a Community Volunteering Initiative where 12-15 PICT volunteers from across all the directorates will work together on a community project.
- 5.14 **Fairness and respect.** All departments have been encouraging staff to attend training on diversity and equality, and valuing others. The Head of corporate Learning and diversity has commenced discussions with the responsible managers in each department about the implementation of the House's Equality Scheme.
- 5.15 **Performance and Reward.** Managers in all departments have been attending the Maximising Performance workshops. Feedback has been very positive. Departmental management is committed, with the support of their HR teams, to tackling cases of under-performance or poor attendance. Departments are also planning their briefing meetings in preparation for the annual reporting round and new PDMs.
- 5.16 In DF, prayers-type meetings have been introduced within the Executive office to ensure all are able to contribute and receive feedback. In DIS, a series of themed workshops for managers is being introduced to support the sharing of knowledge and experience. A mentoring scheme has been launched to be promoted by HR.
- 5.17 In PICT, compliments (and complaints) from colleagues outside PICT are already captured and communicated. Internally, a new staff compliments scheme was introduced in February to prompt managers and staff to praise a colleague from whom they have had particularly good service. The Staff Development Action Group have developed guidance notes on the Training Approval Process in PICT as well as a Buddy Initiative for new starters to improve the induction experience.

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