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**REPORT ON 2007 SURVEY OF STAFF  
IN THE MILLI MEJLIS (MM) of AZERBAIJAN**

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## **Background**

Sponsored by the USAID, Development Alternatives, Inc. (DAI) is providing technical assistance to the Government of Azerbaijan (GOA) through the Parliamentary Assistance Program, Azerbaijan (PAPA). The USAID Parliamentary Program is a two-year project designed to provide technical assistance to the Milli Mejlis in the areas of human resources and institutional capacity building, constituency relations, and public outreach and transparency. In order to obtain baseline information for this work, in September, 2007 DAI conducted a survey of MM staff which it distributed to about 200 staff members. The project received 115 responses. The questionnaire consisted of 77 questions in the areas of the professional skills and job responsibilities of the staff, work process, understanding the role of the Parliament and participation in the legislative process, use of information technologies and other resources.

***This report presents the findings of the 2007 survey of the MM staff.***

## **Methodology**

There are about 300 staff employees working in the various departments and commissions of the Milli Mejlis and each of them was given a copy of the survey questionnaire to be filled out. 115 of these were completed and submitted to DAI. The departments which answered the survey include: the Administration and Military Legislation Department, Civil Service and Human Resources Department, Economic Legislation Department, Constituent Appeals Department, International Relations Department, State Building Legislation Department, Social Legislation Department, Analytical Information Department, Information Resources and Technologies Department, Editorial and Publications Department, Press Service Department, Department for Organizing Work of the Standing Commissions, State Registry Sector for Administrative Territorial Units, MM Leadership Secretariat, 1<sup>st</sup> Deputy Chairman Secretariat and the Library.

The survey was designed to collect data on a wide variety of variables reflecting the thoughts, attitudes, and knowledge of staff in areas such as their job responsibilities, work process and environment, training, working relations within and outside of their units, participation in legislative processes, use of information technology, and use of information resources. The survey is to be used as a base from which to design a training program for the staff of the Milli Mejlis.

The survey is to be followed by individual interviews with department heads and staff members during the process of interaction between the project and the staff of the MM, while designing the training program. Hence, this report, which is to be deemed an initial evaluation of the Milli Mejlis staff, will be updated to accurately reflect the responses of the staff members. Hence, this report is to be amended, as more information is obtained during the additional interviews and during the training.

## **Findings**

### ***Respondents' profiles***

The average age of the respondents is 39 years (see Table 1) with a minimum age of 21 and a maximum of 67 years, and 72 percent are male and 28 percent female (see Table 4).

The respondents work at sixteen different departments of the Milli Mejlis (see Table 2). They hold a broad range of positions from Department Heads to Office Staff (see Table 3).

Respondents have been working in the Milli Mejlis for an average of 8.5 years with a range of two months to 25 years (see Table 5).

Over 98 percent of the respondents have at least a bachelor degree (see Table 6).

### ***Main functions of the Milli Mejlis***

When asked about the main functions of the Milli Mejlis, 74.6 percent of the staff named legislative processes, while only 24.6 percent named representative function, followed by 22.8 percent naming oversight functions, and 15.8 percent naming politics (see Table 7). This implies that a module on the role of the Parliament needs to be included in the training program.

### ***Reporting to a particular person***

93.9 percent, or 107 of 114 respondents (1 respondent did not answer the question) said that they report to a particular person. It is unclear to whom the remaining 6.1 percent report (see Table 13). Only 103 respondents showed to whom specifically they report. 72.8 percent of them report to the heads of their departments, 10.7 percent – to the head of the MM office, and only 3 percent report to either Chairman or the Deputy Chairman of the MM (with the exception of the Secretariat) (see Table 14).

Of 115 respondents, only 84 answered the question about their position. Of these, 14.3 percent were Heads or Deputy Heads of departments, 26.2 percent – Senior Staff, 20.2 percent – Senior Consultants and although only 4.8 percent describe themselves as Legal Staff, the great majority of the Senior Staff and Senior Consultants are lawyers (see Table 3).

### ***Responsibilities***

Respondents were asked to list the responsibilities of their current positions.

These responsibilities range from legislation drafting (29.9 percent) to taking shorthand records (10.3 percent of responses) and library services (1.9 percent). Here, too, several (8) respondents did not answer the question.

Strangely enough, 11 respondents did not answer the question about the primary responsibilities of their departments. Among the remaining 104, 41.4 percent named work related to drafting laws and preparing opinions and analytic materials (see Table 10).

### ***Work process preferences***

Respondents were asked to describe themselves in terms of the work process preferences (see Table 9). The responses received revealed very interesting situation: almost half (44.2 percent) of the respondents, mostly those dealing with legislation drafting, prefer to use their own ability to make decisions and develop ideas and another 10.6 percent like to work alone, while only 23.9 percent like and need team work interaction. Those who want a supervisor to tell them what to do (19.5 percent) hold mostly secretarial positions, but their number is significant in the departments like Press Service Department and the Department for Organizing Work of the Standing Commissions. This may represent an area for future training.

Very inconsistent answers were received to the question about the availability of job descriptions (see Table 11). 58.6 percent of those who answered the question say they have it, while 41.4 percent say they do not. And this contradiction exists not between, but within the departments. While it is hard to

imagine that part of the staff of a department does have a written job description and another part does not, the assumption is that some respondents did not give proper answers or they simply did not know what the question was about. This is also an area to which special attention needs to be paid during the training.

The situation with the office manuals is pretty much the same (see Table 12). One third (34.8 percent) of the respondents say they were provided with an office manual, while two thirds say they were not. This issue also requires special attention and help with preparation of an office manual.

Great majority (93.8 percent) of the respondents say that they do receive evaluation or feedback on their job performance (see Table 15). Of these, 34.9 percent say it is in a written form, 32.1 percent – in an oral form, and 17 percent say it is in a form of attestation, yet another 16 percent simply say they receive it yearly (see Table 16). This diversity of responses is most probably an indication of a serious problem in the job evaluation process in the Milli Mejlis, which needs to be addressed, too.

29 respondents (25.7 percent) say they supervise other staff members (see Table 17). Of these 16 supervise 4 to 13 people and 12 – up to 3 people. One of the 29 respondents did not answer this question (see Table 18).

### ***Interaction with deputies***

Asked about the number of interactions with deputies per week, respondents gave a wide variety of answers. 4 of the total 115 respondents did not answer the question at all, 6 marked the “Do not know / cannot say” line, 25 (or 22.5 percent of those 111, who answered the question) indicated that they do not interact with deputies at all, while 7 (or 6.3 percent) showed that they interact with 25 or more deputies a week. The most frequent answer was 3-5 deputies (30 respondents – 27.0 percent) (see Table 19).

### ***Work processes and work environment***

Only 2.6 percent of the respondents indicate that they do not have clear goals for their daily work and 3.5 percent believe that they do not have clear monthly work goals, while 2.6 percent believe that they do not have clear annual work goals (see Table 20).

Significant 10 percent of the respondents believe that there is no adequate opportunity for job promotion and lateral moves and 9 percent think that there are not enough motivating factors at their job for them to be satisfied with it (see Table 21).

### ***Meetings***

88.5 percent of the respondents said that their departments hold regular meetings (see Table 22). Of these 100 respondents, 25 said that they meet once a week and 32 said they meet once a month. It should be noted, that there is significant diversion of answers within departments: e.g., while 6 out of 11 respondents in the Administration and Military Legislation Department said they meet once a week, the other 5 said they meet once a month. Such contradiction indicates that either the meetings are not held regularly, or respondents were not very careful selecting correct answer (see Table 23).

When respondents were asked about how often they have informal or formal contacts with staff of other departments and committees, 67 percent said as needed and 22 percent said at least once a week (see Table 24).

## ***Training***

Respondents were provided with a list of training areas and were asked if the staff training in these areas is available inside or outside of the Milli Mejlis (see Table 25). Again, a wide variety of contradicting answers was received, which probably indicates that not all of the respondents were aware about the training available, which implies that there's a need to improve the internal information exchange processes. The areas which received the biggest number of positive responses are language skills (65 percent) and legislative process (24 percent) and those which received the minimum positive answers are time management (4 percent) and management (3 percent).

Asked about the training areas most needed for work in the Milli Mejlis, most of the respondents marked the same legislative process (58.3 percent) and the language skills (35.7 percent), followed by public administration (33 percent) and computer use (23.5 percent), while management and report writing received maximum scores as the least important areas (11.3 percent and 10.4 percent respectively), followed by information use management (7 percent) (see Table 26). This probably reflects the overall lack of understanding of the value of the management skills in the country and needs to be addressed in our future work with the Milli Mejlis.

Answering the question about the skills and knowledge to be learned to improve their work (see Table 27), most of the respondents indicated the legal skills (41.7 percent), experience of other countries (34.8 percent) and computer skills (32.2 percent). There is significant diversion in responses about language skills: 24.3 percent of the respondents think it is the most important, and 17.4 percent think it is the least important area (this is the highest score in the "least important" category).

## ***Training opportunities***

Training opportunities was an area in which respondents had not much confidence. 7 left the question without an answer and 13 did not know the answer to the question on whether the current training opportunities inside the Milli Mejlis are sufficient for their job. Of those 95 who answered the question 25.3 percent disagreed and 4.2 percent strongly disagreed with the statement (see Table 62).

10 respondents skipped the question and 17 could not say whether current training opportunities in Baku outside the Milli Mejlis are sufficient for their job. This is almost one fourth of the respondents. Out of the remaining 88 respondents 12.5 percent strongly agreed and 10.2 percent strongly disagreed with the statement (see Table 63).

4 respondents left the box blank and 23 could not say if the training would be more effective if conducted by experts working within the Milli Mejlis. Out of the remaining 88 13.6 percent strongly agreed and 6.8 percent strongly disagreed with the statement (see Table 64).

2 respondents did not answer and as many as 30 did not know if the training would be more effective if conducted by outside experts. Of the remaining 83, 22.9 percent strongly agreed and only 1.2 percent strongly disagreed with the statement (see Table 65).

## ***Computer skills and use of the internet***

84.3 percent of the respondents rate their word processing and spreadsheet skills as high or normal, exactly the same percent are proficient in internet searches, 80.9 percent in the use of e-mail, and 81.8 percent are comfortable with databases. 54.8 of the respondents said they are proficient in using a personal computer for information management (see Table 28).

Table 29 provides information on the number of staff who received training in computer skills during the past year. 17 respondents left this question without any answer and 2 received no computer skills training.

While 3.5 percent of the respondents have never used the internet, those who use it at work do it mostly for news (75.7 percent), legislation (66.1 percent), e-mail (66.9 percent), and research (52.1 percent) (see Table 30).

### ***Using the Milli Mejlis website***

90.3 percent of the respondents reported that they use the Milli Mejlis website (see Table 41).

In an open-ended question, respondents said they use the website most for legislation (34.8 percent), draft legislation (30.4 percent), news and the Milli Mejlis information (14.8 percent) (see Table 42.)

36.5 percent of respondents believe that the most important information to be included on the Milli Mejlis website is information about Milli Mejlis, 35.7 percent think it is the analytical and legal information, and 26.1 percent consider it is representation in international organizations (see Table 43).

All of the respondents, except for one, said there is intranet in the Milli Mejlis, but 9.7 percent of the respondents do not use it. 10 out of 115 respondents did not say if they were satisfied with the intranet and of the remaining 105, 8.6 percent are not satisfied with it (see Table 44 a,b,c).

Great majority of respondents use the intranet for legislation: 50.4 percent believe it is the most important and 29.6 percent believe it is important use of it. The next most important feature of intranet is considered to be information about the Milli Mejlis (10.4 and 33 percent respectively), followed by the file exchange (12.2 and 20.9 percent), and 14.8 of the respondents believe that the phone directory is the least important use of the intranet (see Table 45).

### ***Using office resources***

Respondents were offered a list of resources used in the Milli Mejlis and were asked how important they thought each resource is on a three-point scale (see Table 46). All resources were considered important by most of the respondents with the most important resources being computers, Internet and telephones and the least important being scanners.

A slightly different list of resources was offered in the next question, asking the respondents which resources are needed most for them to be able to carry their tasks more effectively (see Table 47). 71 percent of the respondents gave the highest scores to computers, telephone (57 percent), and the Internet (50 percent) and the photo and film production received the biggest number of the lowest score (9 percent).

### ***Using information resources***

About 94 percent of the respondents use the Milli Mejlis library (see Table 48).

Milli Mejlis legislation, bulletins, minutes (37.4 percent), the GOA Official Bulletin (32.3 percent), legal materials of other countries (23.5 percent), and books (22.6 percent) are the most used library materials (see Table 49).

Slightly more than half of the respondents (55.7 percent) have access to the Milli Mejlis archives in some degree (see Table 50), but only 3.5 percent use it frequently (see Table 51).

Minutes are considered the most important resources stored in the Milli Mejlis archives (30.4 percent), followed by the law drafts and laws (27.5 percent) and the old legislation (20.6 percent) (see Table 52). 7.8 percent of respondents left this question without an answer and 3.9 percent of those who answered it said they did not know what resources are stored in the archives.

### ***Working with the Government***

The respondents were asked several questions on the legislation process. Absolutely all of them agreed that there is cooperation between the Milli Mejlis and other public institutions in the drafting of laws (see Table 31). Yet, 61.5 percent of them believe that the cooperation is initiated by the Milli Mejlis and Government together, 32.1 percent think it is initiated by the Milli Mejlis, and 6.4 percent assume it is initiated by the Government (see Table 32).

### ***Working on legislation***

Asked about the Milli Mejlis' contribution to different stages of development of legislation (see Table 33), respondents marked the legislative floor debates as the most important contribution (45.2 percent), followed by the draft legislation writing (38.3 percent), while the consultations with constituencies, NGOs and experts were considered the least important contributions (6.1 percent). This is consistent with the lack of understanding of importance of the representative role of the Parliament shown above (see Table 7) and requires more work in this direction.

Only 12 respondents (11.2 percent of those who answered the question) said they work directly in assisting Deputies in actual writing of draft laws frequently (10-30 laws per year) and another 12 do this less frequently (5-9 laws per year). Half of the respondents (49.5 percent) never did this kind of work (see Table 34).

### ***Working on research and analysis***

40.6 percent of respondents have never worked on Milli Mejlis analytical review of draft laws written by other departments, which can probably be explained by the fact that not all of the Milli Mejlis Departments deal with the legislation, and another 40.6 percent did it not frequently (1-4 laws per year) (see Table 35).

42.1 percent of respondents never conduct legislative research or analysis at their current job and 26 percent do it not frequently (1-7 projects per year). Only 13.1 percent of respondents did legislative research or analysis frequently (15-25 projects per year) (see Table 36).

Only 84 out of 115 respondents answered the question about who initiates the conduct of legislative research or analysis at their current job, which, again, is because some of the departments are not directly involved in the legislative process. 36.9 percent of these 84 respondents said the process is initiated jointly by their superior and themselves and almost the same number (30 respondents, or 35.7 percent) said it is initiated by their superior (see Table 37).

Only 14 respondents (13 percent) frequently use outside research groups or experts in their current work, while 37 percent do not do that at all (see Table 38).

## ***Hosting foreign delegations and civic groups***

75 percent of the respondents said that their departments had been involved in hosting delegations from other countries (see Table 39), while only 42 percent said that they had been involved in hosting civic groups in the Milli Mejlis (see Table 40).

## ***Use of the Milli Mejlis departments***

### *Use of the Milli Mejlis public relations related departments*

More than half of the respondents (56.5 percent) use the Milli Mejlis public relations related departments frequently (10-15 times per year), while 6.1 percent of them do not use them at all (see Table 53). The resources most used in the Milli Mejlis public relations related departments are Information about meetings and foreign delegations (30.4 percent), Use of public outreach department (27.8 percent), Use of Internet service sector (24.3 percent) (see Table 54).

### *Use of the Milli Mejlis information/analytical departments*

The Milli Mejlis Information/ analytical departments are used by most of the respondents. The most frequently used is the Internet service center – only 4 respondents have not used it, while 25 (21.7 percent) use it often. The next most used is the Information resources and Technologies department: 20.9 percent of respondents use it often and 5.2 percent have not used it. Analytical information department is used frequently by 8.7 percent of respondents, but 18.3 percent have never used it (see Table 55).

The most important resources in the Milli Mejlis' information/analytical departments are considered to be the legal and analytical materials (27.8 percent) and the legislative materials and other information of other countries (21.7 percent) (see Table 56).

## ***Milli Mejlis staff***

One of the most confusing outcomes of the survey is that the questions which the respondents had most difficulties to answer happen to be those related to their own professional skills and knowledge. Thus, 29 of them did not know or could not say if the number of staff in the Milli Mejlis is large enough for assisting legislators in their responsibilities. This is 25.7 percent of those 113 who answered the question. Of those 84 who had an opinion on this issue, 33.3 percent strongly agree and 59.5 percent agree that their number is sufficient (see Table 57).

10 respondents, or 8.7 percent, do not know if the Milli Mejlis staff has enough knowledge and professional expertise to carry out assigned duties, while 7.8 percent disagree and 0.9 percent strongly disagrees with this statement (see Table 58).

As many as 28 respondents, or 26.7 percent of those 108 who answered the question could not say if the Milli Mejlis staff are knowledgeable about the oversight role of the Parliament, while only 22.5 percent of those 80, who had an opinion on this issue strongly agreed with the statement, which constitutes a little as 15.7 percent of the total number of the respondents (see Table 59).

15 respondents, or 14.3 percent, could not say if the Milli Mejlis staff are knowledgeable about the representative role of the Parliament and only one third (33.3 percent) of those who had an opinion on this issue strongly agreed with the statement (see Table 60).

The situation was not better with the question if having volunteers working in the Milli Mejlis is helpful to the staff work. 7 respondents left this question without an answer and another 23 did not know what to say. The number of those who strongly agree and strongly disagree with the statement was not very high – 12.9 and 4.7 percent respectively (see Table 61).

### ***Other issues related to staff performance***

The great majority of those 107 respondents who could answer the question agrees (59.8 percent) and strongly agrees (32.7 percent) with the statement that a staff manual describing the functions of various departments in the Milli Mejlis would be helpful at their work (see Table 66).

Almost one third of the respondents either left the question without an answer or did not know whether the rate of staff turnover in the Milli Mejlis is high. Two thirds of the remaining 79 either agreed (54.4 percent) or strongly agreed (10.1 percent) with the statement (see Table 67).

And, not surprisingly, discussing what may be the best ways to keep good employees working at the Milli Mejlis, 60.9 percent said the most important is to increase salaries, followed by 52.2 percent naming promotions and 37.4 percent – better facilities (see Table 68).

More than a half of the respondents (56.5 percent) consider their immediate supervisor the most important contact for answers to issues, followed by the upper level superior (21.7 percent), while only 7 percent consider that the most important contacts are staff in their department, 5.2 percent name the deputies, 2.6 percent – staff in other departments and as little as 0.9 percent – experts working outside of the Milli Mejlis (see Table 69). This definitely implies that there is a strong need to improve the team working skills among the Milli Mejlis staff.

The respondents were asked what knowledge of Parliament is most important for Milli Mejlis staff to do his or her job. Although they were asked to choose only 3 answers to this question, some chose four, so the total number of responses is higher than it should have been. Still, it allows pinpointing the issues which are considered the most important by the majority of respondents. Over three quarters (75.7 percent) of respondents think this is the knowledge of the Constitution of the Azerbaijan Republic. Almost as many (73.9 percent) marked understanding of Parliamentary Rules of Procedure as well as the Law on Civil Service. The number of those who marked the Code of Ethical Conduct of civil servant is considerably lower (44.3 percent) and only 1.7 percent thinks that knowledge of the Milli Mejlis Budget is the most important for their job (see Table 70).

The respondents were asked to choose the most useful parliamentary skills to improve their work in the Milli Mejlis as regard to legislation process. 58.3 percent of them named as the most important skills in legislative process in general, 39.1 percent – legal drafting, 31.3 percent – research on draft legislation and policy issues. Budget and fiscal analysis skills turned to be the least important skills: only 3.5 percent of respondents marked them as the most important and the number of those who said it's the least important skill was the highest – 9.6 percent (see Table 71).

The respondents were asked to select preferred format for training. Roundtable discussions were considered the most important (37.4 percent), followed by the workshop/seminar (31.3 percent) and taught courses with certification/testing (27 percent). Only 7.8 percent named presentations with participatory exercises as the most preferred format, which, again, indicates the lack of will to work in teams (see Table 72).

As regard to the duration of training, regular short (1 to 2 hours) sessions over several days received slightly more votes as the most important (24.3 percent), followed by the half-day sessions covering a single topic at a time (22.6 percent) and a week-long sessions building advanced skills (20.9 percent).

The least preferred option was full-day sessions covering several topics in a concentrated time (9.6 percent) (see Table 73).

As regard to the preferred timing for training, most of the respondents chose the time when Parliament is not in session, be it in Parliament (27 percent) or outside of it in Baku (23.5 percent) while only 7 percent and 5.2 percent respectively would prefer to have training while the Parliament is in session (see Table 74).

Great majority of the respondents would like to have European or US International Experts as their trainers (44.3 percent marked this option as the most important and 40.9 percent as important). Not surprisingly, the least preferred choice was the peer trainers – those who have served as members or staff in the Milli Mejlis before (4.3 percent and 17.4 percent respectively) (see Table 75).

The respondents were asked which of the listed government entities they interacted with in their official capacity. The most frequently contacted were the Ministry of justice (56.3 percent), Ministry of foreign affairs (46.6 percent) and the Ministry of education (30.1 percent) and the least frequently contacted was the National Bank of Azerbaijan (11.7 percent). Among the other government entities not listed in the questionnaire the most frequently contacted was the State Social Protection Fund (6.8 percent) and the Ministry of Internal Affairs (5.8 percent) (see Table 76).

The respondents were asked to name the most effective Milli Mejlis department and explain their opinion (see Table 77 a). Although most of the respondents named their own departments, some named other departments. The two departments receiving most of the votes were Administrative & Military legislation department and the IT department (10.6 percent each), while the Editorial and Publications department received no votes.

Respondents gave many different reasons why they consider particular departments the most effective. They are listed in Table 77 b.

## **Summary of Major Findings**

Three quarters of the Milli Mejlis staff said that one of the main functions of the Parliament is the legislative process. Only one quarter named representative function and one in five of respondents did not know or disagreed that staff is knowledgeable about the representative function of the Parliament. Less than a quarter of respondents said that oversight is a main function of the Milli Mejlis and only one in six strongly agreed that the Milli Mejlis staff is knowledgeable about the oversight role of the Parliament. This implies that a module on the role of the Parliament needs to be included in the training program.

One in ten respondents did not answer the question about the primary responsibilities of their department.

Almost half of the respondents, mostly those dealing with legislation drafting, prefer to use their own ability to make decisions and develop ideas and one in ten like to work alone, while only less than a quarter like and need team work interaction. One fifth of the staff wants a supervisor to tell them what to do and although most of them hold secretarial positions, their number is significant in the departments like Press Service Department and the Department for Organizing Work of the Standing Commissions. This may represent an area for future training.

There is a serious contradiction not only between, but also within the departments on the availability of job descriptions. While it is hard to imagine that six in ten of the staff members do have a written job description and four do not, the assumption is that some respondents did not give proper answers or they simply did not know what the question was about. This is also an area to which special attention needs to be paid during the training.

One third of the respondents say they were provided with an office manual, while two thirds say they were not. This issue also requires special attention and help with preparation of an office manual.

Great majority of the respondents say that they do receive evaluation or feedback on their job performance. Of these, one third says it is in a written form, another third – in an oral form, one sixth says it is in a form of attestation, yet another sixth simply says it is yearly. This diversity of responses is most probably an indication of a serious problem in the job evaluation process in the Milli Mejlis, which needs to be addressed, too.

One in ten of the respondents believe that there is no adequate opportunity for job promotion and lateral moves and not enough motivating factors at their job for them to be satisfied with it.

One quarter of the respondents said that they have department meetings once a week and one third said they meet once a month. There is significant diversion of answers within the departments, which indicates that either the meetings are not held regularly, or respondents were not very careful selecting correct answer.

Only one in five respondents have at least one informal or formal contact with staff of other departments and committees per week and two thirds do this as needed.

A wide variety of contradicting answers was received to the question whether the staff training is available inside or outside of the Milli Mejlis, which probably indicates that not all of the respondents are aware about the training available, which implies that there's a need to improve the internal information exchange processes.

Asked about the training areas most needed for work in the Milli Mejlis, more than a half of the respondents marked the legislative process, one third - the language skills and public administration and about one quarter - computer use, while management related issues were last in the list. This probably reflects the overall lack of understanding of the value of the management skills in the country and needs to be addressed in our future work with the Milli Mejlis.

Two in five respondents consider that to improve their work they should learn legal skills, one third believes they should learn the experience of other countries and obtain computer skills.

Training opportunities was an area in which respondents had not much confidence. One in five did not know the answer to the question on whether the current training opportunities inside the Milli Mejlis are sufficient for their job and one in three of those who answered the question believe the opportunities are not sufficient.

One quarter of the respondents could not say whether current training opportunities in Baku outside the Milli Mejlis are sufficient for their job. One third of the remaining respondents believe the opportunities are not sufficient.

One quarter of the respondents could not say if the training would be more effective if conducted by experts working within the Milli Mejlis and almost half of the remaining think it would not.

Over one third of the respondents did not know if the training would be more effective if conducted by outside experts. More than four in five of those who knew the answer were confident it would.

Although need for computer training is mentioned by considerable number of the respondents, most of them rate their computer skills as high or normal.

While 3.5 percent of the respondents have never used the internet, three quarters of those who use it at work do it mostly for news, two thirds for legislation and e-mail and half for research.

Great majority of the respondents reported that they use the Milli Mejlis website. Two thirds of them use it for legislation or draft legislation and one in seven for news and the Milli Mejlis information.

More than a third of respondents believe that the most important information to be included on the Milli Mejlis website is information about Milli Mejlis, another third thinks it is the analytical and legal information, and a quarter considers it is representation in international organizations.

Basically all of the respondents said there is intranet in the Milli Mejlis and four in five respondents are satisfied with it. Great majority of respondents use the intranet for legislation, information about the Milli Mejlis and file exchange.

Computers, Internet and telephones are considered the most important resources by most of the staff, while scanners and the photo and film production are considered the least important in their job.

Almost all of the respondents use the Milli Mejlis library. Milli Mejlis legislation, bulletins, minutes, the GOA Official Bulletin, legal materials of other countries, and books are the most used library materials.

Slightly more than half of the respondents have access to the Milli Mejlis archives in some degree, but only 3.5 percent use it frequently. Minutes, law drafts and laws, as well as the old legislation are considered the most important resources stored in the Milli Mejlis archives.

Absolutely all of the respondents agreed that there is cooperation between the Milli Mejlis and other public institutions in the drafting of laws. Although according to the survey results, two thirds of them believe that the cooperation is initiated by the Milli Mejlis and Government together, almost one third thinks it is initiated by the Milli Mejlis, and only 6.4 percent assume it is initiated by the Government, private conversations with the deputies demonstrate that most of the bills come from the Government.

Almost half of the respondents consider the legislative floor debates to be the most important contribution of the Milli Mejlis to different stages of development of legislation, followed by over a third naming the draft legislation writing, while the consultations with constituencies, NGOs and experts were considered the least important contributions (6.1 percent). This is consistent with the lack of understanding of importance of the representative role of the Parliament shown above and requires more work in this direction.

Only one in ten respondents works directly in assisting Deputies in actual writing of draft laws frequently and another one does this less frequently. Half of the respondents never do this kind of work.

Two in five respondents have never worked on Milli Mejlis analytical review of draft laws written by other departments, and another two did it not frequently. Only one in eight respondents does legislative research or analysis frequently.

One third of the respondents said the conduct of legislative research or analysis at their current job is initiated jointly by their superior and themselves and another third said it is initiated by their superior. Only one in eight respondents frequently uses outside research groups or experts in their current work.

Two thirds of the respondents said that their departments had been involved in hosting delegations from other countries, while only two in five said that they had been involved in hosting civic groups in the Milli Mejlis.

More than half of the respondents use the Milli Mejlis public relations related departments frequently. The most important resources are considered information about meetings and foreign delegations, public outreach department and Internet service sector.

The Milli Mejlis Information/ analytical departments are used by most of the respondents. The most frequently used is the Internet service center – only 4 respondents have not used it. The most important resources in the Milli Mejlis' information/analytical departments are considered to be the legal and analytical materials and the legislative materials and other information of other countries.

One of the most confusing outcomes of the survey is that the questions which the respondents had most difficulties to answer happen to be those related to their own professional skills and knowledge. Thus, one in four of them did not know or could not say if the number of staff in the Milli Mejlis is large enough for assisting legislators in their responsibilities. Great majority of the rest believe that their number is sufficient.

One in twelve respondents do not know if the Milli Mejlis staff has enough knowledge and professional expertise to carry out assigned duties, while one in eleven of the rest believe the staff does not have the skills needed.

Almost a third of the respondents did not know if having volunteers working in the Milli Mejlis is helpful to the staff work. Still, two thirds of the remaining believes this is helpful.

Great majority of the respondents agree that a staff manual describing the functions of various departments in the Milli Mejlis would be helpful at their work.

Almost one third of the respondents did not know whether the rate of staff turnover in the Milli Mejlis is high. Two thirds of the remaining agreed with the statement.

And, not surprisingly, discussing what may be the best ways to keep good employees working at the Milli Mejlis, two thirds said the most important is to increase salaries, one half mentioned promotions and over one third – better facilities.

More than a half of the respondents consider their immediate supervisor the most important contact for answers to issues, while only one in fifteen consider that the most important contacts are staff in their department, one in twenty name the deputies, one in forty – staff in other departments and less than one in a hundred – experts working outside of the Milli Mejlis. This definitely implies that there is a strong need to improve the team working skills among the Milli Mejlis staff.

Over three quarters of respondents think the knowledge of the Constitution of the Azerbaijan Republic is most important for Milli Mejlis staff to do his or her job. Almost as many respondents marked understanding of Parliamentary Rules of Procedure as well as the Law on Civil Service. The number of those who mentioned the Code of Ethical Conduct of civil servant is less than a half.

More than half of the respondents believes that the most useful parliamentary skills to improve their work in the Milli Mejlis as regard to legislation process are skills in legislative process in general, two in five named legal drafting, one third – research on draft legislation and policy issues, while budget and fiscal analysis skills turned to be the least important skills.

Roundtable discussions were considered the most preferred format for training, followed by the workshop/seminar and taught courses with certification/testing. Only one in eight named presentations with participatory exercises as the most preferred format, which, again, indicates the lack of will to work in teams.

As regard to the duration of training, regular short (1 to 2 hours) sessions over several days received about a quarter of votes as the most important, followed by the half-day sessions covering a single topic at a time and a week-long sessions building advanced skills. The least preferred option was full-day sessions covering several topics in a concentrated time.

As regard to the preferred timing for training, most of the respondents chose the time when Parliament is not in session, be it in Parliament or outside of it in Baku.

Great majority of the respondents would like to have European or US International Experts as their trainers. Not surprisingly, the least preferred choice was the peer trainers – those who have served as members or staff in the Milli Mejlis before.

The most frequently contacted government entities were the Ministry of justice, Ministry of foreign affairs and the Ministry of education and the least frequently contacted was the National Bank of Azerbaijan. Among the other government entities not listed in the questionnaire the most frequently contacted were the State Social Protection Fund and the Ministry of Internal Affairs.

The two departments receiving most of the votes as the most effective Milli Mejlis department were Administrative & Military legislation department and the IT department, while Editorial and Publications department received no votes.

The respondents' reasons to consider particular departments the most effective are listed in Table 77 b.

## Tables

<b>1. Age</b>	
Youngest	21
Average	39
Oldest	67

<b>2. Department</b>		
#	Department name	Number of respondents
1	1 <sup>st</sup> Deputy Chairman Secretariat	1
2	Administration and Military Legislation Department	11
3	Analytical Information Department	5
4	Constituent Appeals Department	7
5	Department for Organizing Work of the Standing Commissions	12
6	Economic Legislation Department	12
7	Editorial and Publications Department	11
8	Human Resources Department	5
9	Information Resources and Technologies Department	12
10	International Relations Department	6
11	Library	2
12	MM Leadership Secretariat	7
13	Press Service Department	6
14	Social Legislation Department	7
15	State Building Legislation Department	8
16	State Registry Sector for Administrative Territorial Units	3

<b>3. Position</b>			
	Frequency	% of 84	% of 115
Department/Sector Head/Deputy Head	12	14.3	10.4
Senior/Leading Staff	22	26.2	19.1
Senior Consultant	17	20.2	14.8
Consultant	15	17.9	13.0
Legal staff	4	4.8	3.5
Office Staff	2	2.4	1.7
Non-legal staff	11	13.1	9.6
Assistant to Deputy Chairman of MM	1	1.2	0.9
Blank	31		27.0

<b>4. Gender</b>		
	Frequency	% of 109
Male	78	72
Female	31	28
Blank	6	

<b>5. How long have you been employed in the Milli Mejlis?</b>		
Number of years	Frequency	% of 113
under 3	35	31
4 to 6	12	11
7 to 9	17	15
10 to 12	11	10
13 to 15	26	23
16 and over	12	11
blank	2	

<b>1. Education</b>		
	Frequency	% of 114
Vocational School	2	1.8%
Bachelors degree	11	9.6%
Masters degree	84	73.7%
J.D.	0	0.0%
PhD	17	14.9%
Other	2	1.8%
Blank	1	

<b>7. What is your opinion about the main functions of the MM</b>						
<i>Multiple answers are allowed</i>						
	Important		Least important		Most important	
legislative	29	23.7%	0	0.0%	85	74.6%
oversight	36	31.6%	11	9.6%	26	22.8%
representation	16	14.0%	6	5.3%	28	24.6%
politics	35	30.7%	8	7.0%	18	15.8%
other	2	1.8%	5	4.4%	1	0.9%
Do not know/cannot say/refusal	1	0.9%				

<b>8. What are your responsibilities?</b>	Frequency	% of 107
Legislative drafting	32	29.9%
PR	11	10.3%
Legislative drafting, research for commissions	10	9.3%
Shorthand record	10	9.3%
Information resources processing and IT applications	10	9.3%
Organizing the work of standing commissions	9	8.4%
Coordinating MM activities with international organizations	4	3.7%
Research for commissions	4	3.7%
Regulating civil service and HR issues	3	2.8%
Work with constituents, overseeing petitions and appeals	3	2.8%
State registry (hard and soft versions), database of territorial units	3	2.8%
Media relations	2	1.9%
Various secretarial tasks	2	1.9%
Library services	2	1.9%
Management	1	0.9%
Legislative drafting, organizational works, PR	1	0.9%
Blank	8	7.5%

<b>9. How would you describe yourself? Please choose 1.</b>		
	Frequency	% of 112
Someone who wants a supervisor to tell me what to do	22	19.5%
Someone who wants to use my own ability to make decisions and develop ideas	50	44.2%
Someone who likes and needs team work interaction	27	23.9%
Someone who likes to work alone	12	10.6%
Other	2	1.8%
Blank	2	1.8%

<b>10. What are the primary responsibilities of your department?</b>		
	Frequency	% of 104
Prepare opinion/review draft legislation	13	12.5%
Regulation of civil service and implement HR policy	5	4.8%
Work with constituents, deal with their appeals	5	4.8%
Inter-parliamentary relations and relations with international organizations	5	4.8%
News on MM activities in media and media relations	6	5.8%
Legislative drafting	23	22.1%
Prepare analytical materials	5	4.8%
Organizing the work of standing commissions, general supervision over them, building contacts with MPs, assignments of leadership	15	14.4%
Prepare and ensure publishing of all MM publications and printing products	7	6.7%
IT building, application and use	10	9.6%
Assist with the activity of the MM Leadership	5	4.8%
Entry of existing and newly created territorial units and administrative territorial areas into the state registry and issuance of certificates to them.	3	2.9%
Providing MM staff with press and information	2	1.9%
Blank	11	

<b>11. Do you have a written job description for your position?</b>		
	Frequency	% of 111
Yes	65	58.6%
No	46	41.4%
Blank	4	3.5%

<b>12. Were you provided with an office manual?</b>		
	Frequency	% of 112
Yes	39	34.8%
No	73	65.2%
Blank	3	2.6%

<b>13. Do you report to a particular person?</b>		
	Frequency	% of 114
Yes	107	93.9%
No	7	6.1%
Blank	1	0.9%

<b>14. If yes to the above, what is the title of the person?</b>		
	Frequency	% of 103
Chairman	1	1.0%
Deputy Chairman	1	1.0%
MM Chairman & Head of MM Office	1	1.0%
Head of MM Office	11	10.7%
Deputy chairman; Department head	4	3.9%
Department Head	79	76.7%
Department Head & Deputy	2	1.9%
Department Head, Commission Chairperson	4	3.9%
Blank	12	10.4%

<b>15. Do you receive evaluation or feedback on your job performance?</b>		
	Frequency	% of 113
Yes	106	93.8%
No	7	6.2%
Blank	2	1.7%

<b>16. If yes to the above, describe what form it takes (for example: yearly evaluation, written evaluation, oral evaluation)?</b>		
	Frequency	% of 106
yearly	17	16.0%
written	37	34.9%
oral	34	32.1%
attestation	18	17.0%
blank	9	7.8%

<b>17. Do you supervise other staff members?</b>		
	Frequency	% of 113
Yes	29	25.7%
No	84	74.3%
Blank	2	

<b>18. If yes to the above, how many?</b>		
	Frequency	% of 28
10 to 13	6	21.4%
7 to 9	5	17.9%
4 to 6	5	17.9%
up to 3	12	42.9%
Blank	2	

<b>19. How many deputies do you interact with per week?</b>		
	Frequency	% of 111
0	25	22.5%
1-2	15	13.5%
3-5	30	27.0%
6-10	13	11.7%
10-15	9	8.1%
15-20	4	3.6%
20-25	2	1.8%
25 and above	7	6.3%
Do not know/cannot say	6	5.4%
Blank	4	3.5%

<b>20. How do you characterize your work processes?</b>				
<i>Multiple answers are allowed</i>				
Work processes	Yes		No	
I have clear goals for my daily work	87	75.7%	3	2.6%
I have clear goals for my work each month	45	39.1%	4	3.5%
The annual goals for my work are clearly stated	49	42.6%	3	2.6%
I get the feedback that I need on my job performance	56	48.7%	2	1.7%
I know what happens to my work when I have completed a job	67	58.3%	1	0.9%
I know who gets my work after I have completed it	68	59.1%	2	1.7%

<b>21. How do you feel about your work environment?</b>				
	Yes		No	
My job is well defined	68	59%	3	3%
I understand what is expected of me in my job	66	57%	2	2%
There is adequate opportunity for job promotion and lateral moves in the organization	30	26%	12	10%
There are enough motivating factors in my job for me to be satisfied with it	45	39%	10	9%
I feel that I am part of the decision making process in issues affecting my work	36	31%	4	3%
I am allowed to participate in decisions generally	32	28%	3	3%
My job gives me a sense of personal achievement	53	46%	1	1%
The MM staff have enough knowledge and professional expertise to carry out their assigned duties	71	62%	2	2%

<b>22. Are departmental staff meetings held on a regular and predictable basis?</b>			
	Frequency	% of 113	% of 110
Yes	100	88.5%	87.0%
No	10	8.8%	8.7%
Do not know/cannot say	3		2.6%
Blank	2		1.7%

<b>23. How often are regular departmental staff meetings held?</b>		
	Frequency	% of 106
two or more times per week	25	24%
once per week	18	17%
two or more times per month	25	24%
once per month	32	30%
less than once per month	6	6%
blank	9	8%

<b>24. What is the frequency of your contact with staff of other departments and committees?</b>		
	Frequency	% of 114
once per day	23	22%
two or more times per week	16	15%
once per week	1	1%
once per month	3	3%
as needed	71	67%
never	0	0%
don't know	0	0%
blank	1	1%

<b>25. Is staff training available (either inside or outside the MM)?</b>				
Training Topics	Yes		No	
public administration	28	24%	16	14%
management	4	3%	23	20%
communication/interpersonal contacts	14	12%	18	16%
legislative processes	49	43%	12	10%
research	12	10%	19	17%
report writing	21	18%	16	14%
job orientation	8	7%	19	17%
Information use management	8	7%	19	17%
computer use	29	25%	14	12%
time management	5	4%	19	17%
Language skills	75	65%	5	4%

<b>26. Which training is the most needed for work in the MM in your opinion?</b>						
<i>Multiple answers are allowed</i>						
Training Topics	Important		Least Important		Most important	
public administration	34	29.6%	1	0.9%	38	33.0%
management	10	8.7%	13	11.3%	4	3.5%
communication/interpersonal contacts	30	26.1%	2	1.7%	16	13.9%
legislative processes	30	26.1%	0	0.0%	67	58.3%
research	24	20.9%	2	1.7%	20	17.4%
report writing	18	15.7%	12	10.4%	4	3.5%
job orientation	16	13.9%	7	6.1%	5	4.3%
Information use management	21	18.3%	8	7.0%	5	4.3%
computer use	46	40.0%	4	3.5%	27	23.5%
time management	27	23.5%	3	2.6%	9	7.8%
language skills	39	33.9%	8	7.0%	41	35.7%

<b>27. What skills and knowledge are needed to be learned to improve work?</b>						
<i>Multiple answers are allowed</i>						
Skills	Important		Least Important		Most important	
computer skills	53	46.1%	4	3.5%	37	32.2%
languages	50	43.5%	20	17.4%	28	24.3%
experiences of other countries	48	41.7%	5	4.3%	40	34.8%
legal	30	26.1%	5	4.3%	48	41.7%
political and economic	28	24.3%	5	4.3%	27	23.5%
administration	33	28.7%	7	6.1%	30	26.1%
public relations and media	28	24.3%	11	9.6%	11	9.6%
research	30	26.1%	7	6.1%	28	24.3%

<b>28. What levels of proficiency in computer skills do you have?</b> <i>Multiple responses are permitted</i>						
Computer Skills	High		Normal		Low	
Word processing / spreadsheet (Excel, etc...)	51	44.3%	46	40.0%	7	6.1%
Internet search	61	53.0%	36	31.3%	6	5.2%
e-mail	64	55.7%	29	25.2%	1	0.9%
information management	30	26.1%	33	28.7%	4	3.5%
databases	44	38.3%	50	43.5%	5	4.3%

<b>29. What type of computer skills training have you received in the past 12 months?</b> <i>Multiple responses are permitted</i>		
Computer Skills Training	Frequency	% of 98
Word processing / spreadsheet (Excel, etc...)	27	23.5%
Internet search	22	19.1%
e-mail	13	11.3%
information management	12	10.4%
Databases	36	31.3%
None	2	1.7%
Blank	17	14.8%

<b>30. What is your most frequent use of the internet?</b> <i>Multiple responses are permitted</i>						
Use of Internet	High		Normal		Low	
News	53	46.1%	34	29.6%	7	6.1%
legislation	57	49.6%	19	16.5%	10	8.7%
e-mail	32	27.8%	45	39.1%	4	3.5%
Research	38	33.0%	22	19.1%	9	7.8%
Directory information search	10	8.7%	17	14.8%	2	1.7%
other	6	5.2%	9	7.8%	7	6.1%
Never used	4		3.5%			

<b>31. Do you find generally that cooperation exists between the MM and other public institutions in the drafting of laws?</b>			
	Frequency	% of 114	% of 115
Yes	103	90.4%	89.6%
No	0	0.0%	0.0%
Sometimes	11	9.6%	9.6%
Blank	1		0.9%

<b>32. How is this cooperation initiated?</b>			
Who initiated it?	Frequency	% of 109	% of 115
together by Milli Mejlis and Government	67	61.5%	58.3%
By the Milli Mejlis	35	32.1%	30.4%
By the Government	7	6.4%	6.1%
Blank	6		5.2%

<b>33. What are the MM's contributions to the different stages of development of legislation?</b>						
Legislation development stages	Important		Least Important		Most important	
	Initial review of government draft legislation	36	31.3%	6	5.2%	12
development and analysis of the issue/problem	39	33.9%	0	0.0%	25	21.7%
draft legislation writing	42	36.5%	1	0.9%	44	38.3%
Consultations with voters, NGOs, experts	36	31.3%	7	6.1%	14	12.2%
consideration by committee	30	26.1%	2	1.7%	43	37.4%
legislative floor debates	22	19.1%	1	0.9%	52	45.2%

<b>34. Do you work directly in assisting Deputies in actual writing of draft laws?</b>			
	Frequency	% of 107	% of 115
Frequently (10-30 laws per year)	12	11.2%	10.4%
Less frequently (5-9 laws per year)	12	11.2%	10.4%
Not frequently (1-4 laws per year)	30	28.0%	26.1%
Never (0 laws)	53	49.5%	46.1%
Blank	8		7.0%

<b>35. Do you work on MM analytical review of draft laws written by other departments and sent to your department for opinion?</b>			
	Frequency	% of 106	% of 115
Frequently (10-30 laws per year)	10	9.4%	8.7%
Less frequently (5-9 laws per year)	10	9.4%	8.7%
Not frequently (1-4 laws per year)	43	40.6%	37.4%
Never (0 laws)	43	40.6%	37.4%
Blank	9		7.8%

<b>36. Do you conduct legislative research or analysis in your current job?</b>			
	Frequency	% of 106	% of 115
Frequently (15-25 projects per year)	14	13.1%	12.2%
Less frequently (8-14 projects per year)	18	16.8%	15.7%
Not frequently (1-7 projects per year)	30	28.0%	26.1%
Never (0 project)	45	42.1%	39.1%
Blank	8		7.0%

<b>37. Who initiates conduct of legislative research or analysis in your current job?</b>			
	Frequency	% of 84	% of 115
Myself	18	21.4%	15.7%
My superior	30	35.7%	26.1%
Both of us	31	36.9%	27.0%
Deputy	5	6.0%	4.3%
Blank	31		27.0%

<b>38. Do you use outside research groups or experts in current work?</b>			
	Frequency	% of 208	% of 115
yes	24	22.2%	20.9%
no	21	19.4%	18.3%
frequently	14	13.0%	12.2%
not frequently	30	27.8%	26.1%
never	19	17.6%	16.5%
blank	7		6.1%

<b>39. Is your department involved in hosting delegations from other countries, including foreign governmental delegations?</b>			
	Frequency	% of 112	% of 115
yes	29	25.9%	25.2%
no	20	17.9%	17.4%
frequently	16	14.3%	13.9%
not frequently	39	34.8%	33.9%
never	8	7.1%	7.0%
blank	3		2.6%

<b>40. Is your department involved in hosting civic groups in MM?</b>			
	Frequency	% of 109	% of 115
yes	13	11.6%	11.3%
no	41	36.6%	35.7%
frequently	7	6.3%	6.1%
not frequently	27	24.1%	23.5%
never	21	18.8%	18.3%
blank	6		5.2%

<b>41. Do you use the MM website?</b>			
	Frequency	% of 112	% of 115
yes	61	54.0%	53.0%
no	7	6.2%	6.1%
frequently	26	23.0%	22.6%
not frequently	15	13.3%	13.0%
never	4	3.5%	3.5%
blank	2		1.7%

<b>42. For what purposes do you use the MM website as a staff member?</b>						
<i>Multiple responses are permitted by ranking from important to most important</i>						
	Important		Least Important		Most important	
legislation	36	31.3%	6	5.2%	40	34.8%
news, MM information, press conferences	57	49.6%	8	7.0%	17	14.8%
draft legislation	30	26.1%	7	6.1%	35	30.4%
information about deputies	16	13.9%	32	27.8%	1	0.9%
agendas of sessions	24	20.9%	18	15.7%	4	3.5%
e-mail	30	26.1%	14	12.2%	10	8.7%
to contribute information	20	17.4%	16	13.9%	10	8.7%
other	9	7.8%	8	7.0%	1	0.9%

<b>43. What do you think is important information to include on the MM website?</b>						
<i>Multiple responses are permitted by ranking from important to most important</i>						
	Important		Least Important		Most important	
analytical and legal information	37	32.2%	2	1.7%	41	35.7%
information about MM (deputy groups, committees, MM staff, deputies)	50	43.5%	7	6.1%	42	36.5%
information about foreign delegations, visits of Azerbaijani delegations, meetings	43	37.4%	14	12.2%	21	18.3%
Representation in international organizations	38	33.0%	13	11.3%	30	26.1%
Other news themes	42	36.5%	10	8.7%	29	25.2%
Other	3	2.6%	2	1.7%	3	2.6%

<b>44 a Is there intranet in the MM?</b>			
	Frequency	% of 112	% of 115
yes	111	99.1%	96.5%
no	1	0.9%	0.9%
blank	3		2.6%

<b>44 b Do you use intranet?</b>			
	Frequency	% of 113	% of 115
yes	102	90.3%	88.7%
no	11	9.7%	9.6%
blank	2		1.7%

<b>44 c Are you satisfied with it?</b>			
	Frequency	% of 105	% of 115
yes	96	91.4%	83.5%
no	9	8.6%	7.8%
blank	10		8.7%

<b>45. What do you use on the MM intranet?</b>						
<i>Multiple responses are permitted by ranking from important to most important</i>						
	Important		Least Important		Most important	
legislation	34	29.6%	3	2.6%	58	50.4%
information about MM	38	33.0%	9	7.8%	12	10.4%
information about state service	36	31.3%	9	7.8%	8	7.0%
agendas of sessions	32	27.8%	11	9.6%	6	5.2%
minutes	9	7.8%	14	12.2%	3	2.6%
news	17	14.8%	10	8.7%	13	11.3%
Phone directory	2	1.7%	17	14.8%	0	0.0%
File exchange	24	20.9%	11	9.6%	14	12.2%
e-mail	18	15.7%	7	6.1%	11	9.6%
to contribute information	23	20.0%	5	4.3%	9	7.8%
technical support	15	13.0%	8	7.0%	9	7.8%

<b>46. What is the level of importance of resources used in the MM?</b>						
<i>Multiple responses are permitted by ranking from important to most important</i>						
	Important		Least Important		Most important	
computer	19	16.5%	0	0.0%	93	80.9%
Printer	20	17.4%	0	0.0%	88	76.5%
photocopier	36	31.3%	9	7.8%	51	44.3%
Scanner	34	29.6%	26	22.6%	27	23.5%
Internet	17	14.8%	2	1.7%	91	79.1%
telephone	23	20.0%	0	0.0%	88	76.5%
fax	32	27.8%	11	9.6%	51	44.3%
phone directory	39	33.9%	5	4.3%	54	47.0%
newspapers and periodicals	37	32.2%	17	14.8%	41	35.7%
Other:	6	5.2%	2	1.7%	1	0.9%

**47 a. What resources are needed or for which increased access is needed to be able to carry your tasks more effectively?**

*Please answer by providing a range of level of agreement with the statement numbered between 1-10, 1 being equivalent of strongly disagree and 10 being equivalent of strongly agree: For example, for newspapers: 8; photo and film production: 3*

	10	9	8	7	6	5	4	3	2	1
Computer equipment and software	82	4	9	1	0	0	1	1		1
Internet and online information	57	5	17	2	2	3	0	0	1	1
Telephone communications	66	3	8	4	3	2	1	1	0	0
Fax	27	3	13	5	5	12	5	5	1	5
Photocopier	22	2	12	8	5	14	2	5	1	6
Specialized literature	38	2	11	8	4	6	0	4	0	3
Newspapers	30	4	15	5	12	9	0	9	2	3
Photo and film production	6	1	2	1	5	12	3	24	5	10
Other	3				1			1	2	

**47 b. What resources are needed or for which increased access is needed to be able to carry your tasks more effectively?**

*Please answer by providing a range of level of agreement with the statement numbered between 1-10, 1 being equivalent of strongly disagree and 10 being equivalent of strongly agree: For example, for newspapers: 8; photo and film production: 3*

	10	9	8	7	6	5	4	3	2	1
Computer equipment and software	71%	3%	8%	1%	0%	0%	1%	1%	0%	1%
Internet and online information	50%	4%	15%	2%	2%	3%	0%	0%	1%	1%
Telephone communications	57%	3%	7%	3%	3%	2%	1%	1%	0%	0%
Fax	23%	3%	11%	4%	4%	10%	4%	4%	1%	4%
Photocopier	19%	2%	10%	7%	4%	12%	2%	4%	1%	5%
Specialized literature	33%	2%	10%	7%	3%	5%	0%	3%	0%	3%
Newspapers	26%	3%	13%	4%	10%	8%	0%	8%	2%	3%
Photo and film production	5%	1%	2%	1%	4%	10%	3%	21%	4%	9%
Other	3%	0%	0%	0%	1%	0%	0%	1%	2%	0%

**48. Do you use the MM library?**

	Frequency	% of 115
yes	51	44.3%
no	7	6.1%
often	18	15.7%
occasionally	39	33.9%
never	0	0.0%

**49. What resources are used in the MM library?***Multiple responses are permitted by ranking from important to most important*

Resources	Important		Least Important		Most important	
newspapers	48	41.7%	13	11.3%	24	20.9%
GOA Official Bulletin, legislative acts	27	23.5%	5	4.3%	37	32.2%
Books	49	42.6%	5	4.3%	26	22.6%
Reference materials (dictionaries, encyclopedia)	27	23.5%	10	8.7%	13	11.3%
Journals	32	27.8%	19	16.5%	10	8.7%
Legal materials of other countries	32	27.8%	6	5.2%	27	23.5%
European legal databases or programs	30	26.1%	6	5.2%	13	11.3%
MM legislation, bulletins, minutes, etc.	38	33.0%	5	4.3%	43	37.4%

**50. Do you have access to the MM archives?**

	Frequency	% of 115
yes	34	29.6%
no	39	33.9%
often	3	2.6%
occasionally	27	23.5%
never	12	10.4%

**51. Do you use the MM archives?**

	Frequency	% of 115
Yes	16	13.9%
No	38	33.0%
Often	4	3.5%
Occasionally	42	36.5%
Never	13	11.3%
Blank	2	1.7%

**52. What resources are stored in the MM archives?***Multiple responses are permitted by ranking from important to most important*

	Important		Least Important		Most important	
minutes	35	34.3%	4	3.9%	31	30.4%
old legislation	33	32.4%	8	7.8%	21	20.6%
law drafts and laws	23	22.5%	3	2.9%	28	27.5%
Memorandums of Mutual Understanding	23	22.5%	6	5.9%	13	12.7%
newspapers and journals	22	21.6%	16	15.7%	9	8.8%
Others	4	3.9%	2	2.0%	4	3.9%
Don't know	4	3.9%	0	0.0%	0	0.0%
Blank	9	7.8%	0	0.0%	0	0.0%

<b>53. Do you use MM public relations related departments? (for example, press services, Chancellery, international relations, Public outreach department, Internet service sector)</b>		
	Frequency	% of 115
Frequently (10-15 times per year)	65	56.5%
Less frequently (5-9 times per year)	19	16.5%
Not frequently (1-4 times per year)	24	20.9%
Never (0)	7	6.1%

<b>54. What resources are used in MM public relations related departments?</b> <i>Multiple responses are permitted by ranking from important to most important</i>						
	Important		Least Important		Most important	
Information about meetings and foreign delegations	39	33.9%	4	3.5%	35	30.4%
Use of public relations services	30	26.1%	8	7.0%	19	16.5%
Use of public outreach department	27	23.5%	16	13.9%	32	27.8%
Use of Internet service sector	43	37.4%	5	4.3%	28	24.3%
Others	6	5.2%	1	0.9%	1	0.9%

<b>55. Do you use the MM information/analytical departments?</b>						
	Departments					
	Information resources and technologies		Analytical information		Internet service sector	
yes	57	49.6%	22	19.1%	61	53.0%
no	5	4.3%	18	15.7%	3	2.6%
often	24	20.9%	10	8.7%	25	21.7%
occasionally	16	13.9%	28	24.3%	17	14.8%
never	1	0.9%	3	2.6%	1	0.9%

<b>56. What resources are used in the MM information/analytical departments?</b> <i>Multiple responses are permitted by ranking from important to most important</i>						
	Important		Least Important		Most important	
legislative materials and other information of other countries	28	24.3%	8	7.0%	25	21.7%
legal and analytical materials	36	31.3%	4	3.5%	32	27.8%
newspapers and journals	27	23.5%	11	9.6%	18	15.7%
information about MM	37	32.2%	3	2.6%	16	13.9%
others	3	2.6%	8	7.0%	2	1.7%

**57. Is the number of staff in the MM large enough for assisting legislators in their responsibilities?**

	Frequency	% of 113	% of 84	% of 115
strongly agree	28	24.8%	33.3%	24.3%
agree	50	44.2%	59.5%	43.5%
disagree	5	4.4%	6.0%	4.3%
strongly disagree	1	0.9%	1.2%	0.9%
don't know/ cannot say	29	25.7%		25.2%
blank	2			1.7%

**58. MM staff have enough knowledge and professional expertise to carry out assigned duties**

	Frequency	% of 105	% of 115
strongly agree	25	23.8%	21.7%
agree	70	66.7%	60.9%
disagree	9	8.6%	7.8%
strongly disagree	1	1.0%	0.9%
don't know/ cannot say	10		8.7%

**59. MM staff are knowledgeable about the oversight role of Parliament**

	Frequency	% of 108	% of 80	% of 115
strongly agree	18	17.1%	22.5%	15.7%
agree	51	48.6%	63.8%	44.3%
disagree	9	8.6%	11.3%	7.8%
strongly disagree	2	1.9%	2.5%	1.7%
Do not know/ cannot say	28	26.7%		24.3%
	7			6.1%

**60. MM staff are knowledgeable about the representative role of Parliament**

	Frequency	% of 114	% of 99	% of 115
strongly agree	33	28.9%	33.3%	28.7%
agree	57	50.0%	57.6%	49.6%
disagree	9	7.9%	9.1%	7.8%
strongly disagree	0	0.0%	0.0%	0.0%
Do not know/ cannot say	15	14.3%		13.0%
blank	1			0.9%

<b>61. Having volunteers working in the MM is helpful to our work</b>				
	Frequency	% of 108	% of 85	% of 115
strongly agree	11	10.2%	12.9%	9.6%
agree	61	56.5%	71.8%	53.0%
disagree	9	8.3%	10.6%	7.8%
strongly disagree	4	3.7%	4.7%	3.5%
Do not know/ cannot say	23	21.3%		20.0%
blank	7			6.1%

<b>62. Current training opportunities inside the MM are sufficient for my job</b>				
	Frequency	% of 108	% of 95	% of 115
strongly agree	15	13.9%	15.8%	13.0%
agree	52	48.1%	54.7%	45.2%
disagree	24	22.2%	25.3%	20.9%
strongly disagree	4	3.7%	4.2%	3.5%
do not know/ cannot say	13	12.0%		11.3%
blank	7			6.1%

<b>63. Current training opportunities in Baku outside the MM are sufficient for my job</b>				
	Frequency	% of 105	% of 88	% of 115
strongly agree	11	10.5%	12.5%	9.6%
agree	45	42.9%	51.1%	39.1%
disagree	23	21.9%	26.1%	20.0%
strongly disagree	9	8.6%	10.2%	7.8%
do not know/ cannot say	17	16.2%		14.8%
blank	10			8.7%

<b>64. Training would be more effective if conducted by experts working within the MM</b>				
	Frequency	% of 111	% of 88	% of 115
strongly agree	12	10.8%	13.6%	10.4%
agree	37	33.3%	42.0%	32.2%
disagree	33	29.7%	37.5%	28.7%
strongly disagree	6	5.4%	6.8%	5.2%
don't know/ cannot say	23	20.7%		20.0%
blank	4			3.5%

<b>65. Training would be more effective if conducted by outside experts</b>				
	Frequency	% of 113	% of 83	% of 115
strongly agree	19	16.8%	22.9%	16.5%
agree	51	45.1%	61.4%	44.3%
disagree	12	10.6%	14.5%	10.4%
strongly disagree	1	0.9%	1.2%	0.9%
don't know/ cannot say	30	26.5%		26.1%
blank	2			1.7%

<b>66. A staff manual describing the functions of various departments in the MM would be helpful to my work</b>				
	Frequency	% of 112	% of 107	% of 115
strongly agree	35	31.3%	32.7%	30.4%
agree	64	57.1%	59.8%	55.7%
disagree	6	5.4%	5.6%	5.2%
strongly disagree	2	1.8%	1.9%	1.7%
don't know/ cannot say	5	4.5%		4.3%
blank	3			2.6%

<b>67. The rate of staff turnover in the MM is high</b>				
	Frequency	% of 107	% of 79	% of 115
strongly agree	8	7.5%	10.1%	7.0%
agree	43	40.2%	54.4%	37.4%
disagree	22	20.6%	27.8%	19.1%
strongly disagree	6	5.6%	7.6%	5.2%
don't know/ can't say	28	26.2%		24.3%
blank	8			7.0%

<b>68. What may be the best ways to keep good employees working at the MM?</b>						
<i>Multiple responses are permitted by ranking from important to most important</i>						
	Important		Least Important		Most important	
increase salaries	32	27.8%	2	1.7%	70	60.9%
better facilities	43	37.4%	4	3.5%	43	37.4%
better interpersonal relations	38	33.0%	7	6.1%	26	22.6%
better working conditions	34	29.6%	5	4.3%	26	22.6%
give staff guaranteed tenure	17	14.8%	9	7.8%	19	16.5%
promotions	31	27.0%	2	1.7%	60	52.2%
assist in professional growth	43	37.4%	4	3.5%	18	15.7%
ensure clear functions/responsibilities	26	22.6%	10	8.7%	12	10.4%
provide social guarantees	31	27.0%	6	5.2%	35	30.4%
create interest in work	31	27.0%	6	5.2%	20	17.4%
ensure discipline at work	25	21.7%	9	7.8%	21	18.3%
other	3	2.6%	3	2.6%	1	0.9%
don't know/can't say	0	0.0%	0	0.0%	0	0.0%

<b>69. Who is most frequently contacted for answers to issues?</b>						
<i>Multiple responses are permitted by ranking from important to most important</i>						
	Important		Least Important		Most important	
immediate supervisor	35	30.4%	0	0.0%	65	56.5%
staff in my department	34	29.6%	7	6.1%	8	7.0%
upper level superior	13	11.3%	3	2.6%	25	21.7%
Deputies	21	18.3%	6	5.2%	6	5.2%
staff in other departments	16	13.9%	17	14.8%	3	2.6%
experts working outside MM	10	8.7%	13	11.3%	1	0.9%
No one	1	0.9%	1	0.9%	0	0.0%

<b>70. What knowledge of Parliament is most important for MM staff to do his or her job?</b>						
<i>Choose 3 by ranking from important to most important</i>						
	Important		Least Important		Most important	
Knowledge of Constitution of AR	16	13.9%	0	0.0%	87	75.7%
Understanding of Parliamentary Rules of Procedure	23	20.0%	0	0.0%	85	73.9%
Law on Civil Service	21	18.3%	2	1.7%	85	73.9%
Code of Ethical Conduct of civil servant	26	22.6%	7	6.1%	51	44.3%
MM Budget	9	7.8%	23	20.0%	2	1.7%
Knowledge of policy issues	25	21.7%	3	2.6%	10	8.7%

<b>71. What parliamentary skills are most useful to improve your work in the MM as regard to legislation process? Choose 4 by ranking from important to most important</b>						
	Important		Least Important		Most important	
Legislative process in general	32	27.8%	1	0.9%	67	58.3%
Research on draft legislation and policy issues	25	21.7%	2	1.7%	36	31.3%
Budget/Fiscal analysis	10	8.7%	11	9.6%	4	3.5%
Legal drafting	23	20.0%	1	0.9%	45	39.1%
Committee agenda/report writing	11	9.6%	11	9.6%	6	5.2%
Answering citizens / constituents questions	19	16.5%	5	4.3%	20	17.4%
Providing parliamentary information to the media	19	16.5%	9	7.8%	14	12.2%
Communicating with the public on parliamentary affairs	25	21.7%	4	3.5%	14	12.2%

**72. What is your preferred format for training?***Choose 3 by ranking from important to most important answers*

	Important		Least Important		Most important	
Lecture	32	27.8%	7	6.1%	25	21.7%
Workshop / Seminar	45	39.1%	2	1.7%	36	31.3%
Roundtable Discussions	33	28.7%	6	5.2%	43	37.4%
Presentations with participatory exercises	20	17.4%	5	4.3%	9	7.8%
Taught courses with certification / testing	26	22.6%	2	1.7%	31	27.0%
One-on-one consultations	16	13.9%	10	8.7%	11	9.6%
Blank	1	0.9%	0	0.0%	0	0.0%

**73. What is your preferred duration of training?***Choose 3 by ranking from important to most important answers*

	Important		Least Important		Most important	
1 to 2 hours – regular short sessions over several days	53	46.1%	11	9.6%	28	24.3%
Half Day – covering a single topic at a time	38	33.0%	12	10.4%	26	22.6%
Full Day – covering several topics in a concentrated time	18	15.7%	19	16.5%	11	9.6%
Week long – building advanced skills	23	20.0%	11	9.6%	24	20.9%

**74. What is your preferred timing for training?***Choose 2 by ranking from important to most important answers*

	Important		Least Important		Most important	
In Parliament while Parliament is in session	20	17.4%	3	2.6%	8	7.0%
In Baku (not in Parliament) while Parliament is in session	10	8.7%	7	6.1%	6	5.2%
In Parliament while Parliament is NOT in session	41	35.7%	2	1.7%	31	27.0%
In Baku (not in Parliament) while Parliament is NOT in session	39	33.9%	8	7.0%	27	23.5%
Other	0	0.0%	0	0.0%	0	0.0%

**75. Who would you prefer to serve as trainers?***Choose 2 answers by ranking from important to most important answers*

Choice of trainers	Important		Least Important		Most important	
Peer Trainers – those who have served as members or staff in the MM before	20	17.4%	6	5.2%	5	4.3%
European or U.S. International Experts	47	40.9%	4	3.5%	51	44.3%
Azerbaijani International Experts	39	33.9%	2	1.7%	32	27.8%
Azerbaijani Academics and Trainers	23	20.0%	1	0.9%	18	15.7%
Other	1	0.9%	0	0.0%	0	0.0%

**76. In your official capacity, have you interacted with any of the following government entities?**

	Frequency	% of 103	% of 115
Ministry of justice	58	56.3%	50.4%
Ministry of foreign affairs	48	46.6%	41.7%
Ministry of education	31	30.1%	27.0%
Ministry of finance	29	28.2%	25.2%
Ministry of labor	29	28.2%	25.2%
Ministry of economic development	27	26.2%	23.5%
Ministry of health	23	22.3%	20.0%
Ministry of transport	19	18.4%	16.5%
Ministry of industry and energy	14	13.6%	12.2%
Accounting chamber	14	13.6%	12.2%
National bank of Azerbaijan	12	11.7%	10.4%
<b>Other</b>			
State Social Protection Fund	7	6.8%	6.1%
Ministry of Internal affairs	6	5.8%	5.2%
Ministry of Agriculture	5	4.9%	4.3%
State Land and Mapping Committee	4	3.9%	3.5%
Ministry of Defense	3	2.9%	2.6%
Prosecution Office	3	2.9%	2.6%
Ministry of Culture and Tourism	3	2.9%	2.6%
President's office	3	2.9%	2.6%
None	3	2.9%	2.6%
Standardization, metrology and Patent Agency	2	1.9%	1.7%
Cabinet of Ministers	2	1.9%	1.7%
Ministry of National Security	1	1.0%	0.9%
State Border Service	1	1.0%	0.9%
Ministry of Ecology and Natural Resources	1	1.0%	0.9%
Melioration and Water Services OJC	1	1.0%	0.9%
Ministry of taxes	1	1.0%	0.9%
Customs Committee	1	1.0%	0.9%
Copyright Agency	1	1.0%	0.9%
National Press Council	1	1.0%	0.9%
AzerTaj	1	1.0%	0.9%
Azerbaijan State TV and Radio Broadcasts CJSC	1	1.0%	0.9%
Constitutional Court	1	1.0%	0.9%
Ombudsman	1	1.0%	0.9%
State Committee for Family, Women and Children's problems	1	1.0%	0.9%
Military Commissary	1	1.0%	0.9%
Refugee Committee	1	1.0%	0.9%
State Statistics Committee	1	1.0%	0.9%
All agencies	0	0.0%	0.0%
Blank	12	10.6%	10.4%

<b>77a. What is in your opinion the most effective MM department and why?</b>			
	Frequency	% of 111	% of 115
Administrative & Military legislation	12	10.6%	10.4%
IT	12	10.6%	10.4%
Department for organizing the work of MM standing commissions	11	9.7%	9.6%
International relations	9	8.0%	7.8%
Economic legislation	8	7.1%	7.0%
All legislation departments	7	6.2%	6.1%
Constituent Appeals	7	6.2%	6.1%
Chancellery	6	5.3%	5.2%
HR and Civil Service	6	5.3%	5.2%
Social legislation	4	3.5%	3.5%
All	3	2.7%	2.6%
State Building legislation department	2	1.8%	1.7%
Analytical Information department	2	1.8%	1.7%
MM Leadership Secretariat	2	1.8%	1.7%
Editorial and publications department	0	0.0%	0.0%
Can't say	0	0.0%	0.0%
Blank	4		3.5%

<b>77 b. What is in your opinion the most effective MM department and why?</b>	
Administrative & Military legislation	<ul style="list-style-type: none"> <li>• Overall level of the staff</li> <li>• Because adoption of the legislation determining the operation of administrative bodies and armed forces is of great importance today.</li> <li>• Management experience of the manager is good</li> <li>• This is a fact</li> <li>• The laws drafted by the department is of particular importance in the formation of a legal state</li> <li>• My superior has good managerial skills</li> <li>• Because I am able to observe this closely</li> <li>• The most important laws that strengthen the foundations of the state are drafted in this department</li> <li>• Direct participation in the organization and functioning of the MM's activity</li> <li>• They have creative approach to their work</li> </ul>
IT	<ul style="list-style-type: none"> <li>• For the level of service they provide</li> <li>• For its quality services</li> <li>• IT built by this department are applied in all departments</li> <li>• Creating exchange of information among departments</li> </ul>

<p>Department for organizing the work of MM standing commissions</p>	<ul style="list-style-type: none"> <li>• It oversees the activity of MM standing commissions, regulates their work</li> <li>• Dynamic and live performance</li> <li>• For properly organizing the work of the standing commissions</li> <li>• This department's performance is more practical</li> <li>• It handles and regulates the organizational aspects of the work of MM standing commissions</li> <li>• It arranges preparation and discussion of draft laws, provides each commission member with materials, organizes commission meetings, ensures consideration of constituent petitions, complaints and proposals</li> <li>• This department arranges commissions discussions of all draft laws, conventions, agreements, decisions recommended to MM and adopted by MM</li> <li>• Provides close support to standing commissions</li> <li>• It arranges effectively initial discussions of all draft legislation recommended to the MM in standing commissions</li> <li>• It carries out and regulates organizational matters of MM standing commissions</li> </ul>
<p>International Relations</p>	<ul style="list-style-type: none"> <li>• International relations and inter-parliamentary relations have been at present aimed at more current efforts within international relations.</li> <li>• The International Relations department successfully operates in building and regulating mutual relationships between the MM and other countries' parliaments, international organizations and agencies, organizing visits of parliamentary delegations from different countries and delegations of international organizations to Azerbaijan, also ensuring regular visits of MM delegations to different countries, participation in sessions and meetings of international organizations.</li> <li>• Build and develop relationships between legislative bodies; coordinate MM activity with international and regional organizations; perform appropriate tasks concerning MM representation in international level and organization of the MM chairman's visits.</li> <li>• The responsibility the department assumes is of global significance</li> <li>• MM International relations department has some role in forming Azerbaijan's positive image globally.</li> <li>• This department is vibrant with life</li> </ul>
<p>Economic legislation</p>	<ul style="list-style-type: none"> <li>• There is more work involved in this department than in the other 3 legislative departments</li> <li>• There are capable management and staff in the department</li> <li>• For covering wider areas</li> <li>• For organizing departments' work on an accurate and effective manner</li> <li>• Because this department drafts most laws</li> </ul>
<p>All legislation departments</p>	<ul style="list-style-type: none"> <li>• For drafting good legislation</li> <li>• For segregation of duties developed</li> <li>• For more effective performance in legislation, professional experts</li> </ul>

Constituent Appeals	<ul style="list-style-type: none"> <li>• Constituent appeals are dealt with in accordance with the laws</li> <li>• The department receives constituents, takes their problems, and shares them, written and verbal, with MM members for resolution. The departments is in constant contact with people, attempts to deal with their petitions and appeals within the competence of the department.</li> <li>• Working with constituents is both hard and difficult</li> <li>• I consider it effective as I am in direct contact with constituents</li> <li>• Direct communication with constituents, settlement of existing problems, reaction to the problems of the people on site, obtain information about what concern the public</li> <li>• This department ensures that the MM and the public are in direct contact and has a positive and negative impact on forming public opinion about the MM on an effective manner.</li> <li>• Constituent appeals are dealt with in accordance with the laws</li> </ul>
Chancellery	<ul style="list-style-type: none"> <li>• For discipline and legislative drafting</li> <li>• For organizing the process of the MM</li> <li>• It performs its duties on an accurate and timely manner</li> </ul>
HR	<ul style="list-style-type: none"> <li>• Because the department has knowledgeable, competent staff who abide by the code of conduct</li> <li>• Events held by the department are always in a high level and there are never problems when conducting them. The department's leadership and staff members are highly-qualified professionals.</li> <li>• Mutual contacts are made on a daily basis with MM deputies, all personnel of the Office and Affairs department, and relevant services are provided. All the responsibilities of the department are fulfilled on a timely and accurate manner.</li> <li>• There have been no complaints or reproaches neither by the MM deputies nor by the staff. The legislation on civil service is implemented on a high level. Bringing service discipline and conduct into a required level have been achieved. The MM leadership and Head of the Office have always recognized this department's performance.</li> <li>• No mistakes are made in the course of the process while there is a lot to do by short deadlines</li> </ul>
Social legislation	<ul style="list-style-type: none"> <li>• For the activity in the drafting of many different legislation (education, science, culture, health, women, youth, infants, old, etc)</li> <li>• For its participation in drafting of legislation determining the principles of government policy in a range of areas of the public life.</li> <li>• For initiatives and activeness in drafting legislation covering a wide range of areas of the public life.</li> </ul>
All	<ul style="list-style-type: none"> <li>• For their actual accomplishments</li> </ul>
State Building legislation department	<ul style="list-style-type: none"> <li>• For its indicators</li> </ul>

Analytical Information	<ul style="list-style-type: none"> <li>• For the quantity and quality of materials prepared</li> <li>• They accomplish all the work within their competence</li> </ul>
Editorial and publications department	<ul style="list-style-type: none"> <li>• It publishes MM information, minutes and shorthand records</li> <li>• high level of discipline in this department with timely and effective completion of tasks</li> </ul>
MM Leadership Secretariat	<ul style="list-style-type: none"> <li>• I think it is the most effective unit with diverse activities</li> <li>• For its effective and broad activities</li> </ul>