

Registers of Scotland

RoS Board

14th September 2021

People Dashboard and Backbrief on Board Feedback - August 2021

Purpose

1. The purpose of this paper is to present the Board with relevant people data and analysis in order to provide regular insight as to the composition, engagement, talent management and productivity of RoS' workforce.
2. Board members are asked to note the people dashboard and the following backbrief. The backbrief describes how feedback from Board members on the use of people metrics has informed further iterations to the people data presented and will continue to do so as we evolve this in subsequent reports.

Evolving our People Dashboard

3. A back brief of discussion with Board members following the RoS Board Meeting, June 2021.
4. We received feedback as to how we might evolve our people dashboard to provide a view of the health of our most valuable people metrics, aligned with our People Strategy and the delivery plans underpinning this. By illuminating a suite of insightful measures, we intend to evidence the most critical features of our culture, leadership capability, workforce capacity and colleague experience. The dashboard will indicate the effectiveness of our People and Change programme in delivering benefit to the organisation.
5. A key message was that we detail KPIs aligned to the outcomes that we intend to achieve in order to be as specific as possible about what success will look like as a result of the aspirations we have around people and culture. We understand that increased clarity as to what good and great really mean will enable us to state progress and evaluate our efforts to support change. We heard that this needn't require more metrics but effective selection of the most valuable ones.
6. The outcomes we are working towards are articulated in our People Strategy 2019-24:
 - // We're skilled, capable and innovative, delivering services of the highest standard to deliver public value for Scotland.
 - // We're a flexible organisation capable of responding to customer needs at pace and inspiring the development of new, creative ideas and solutions that add value for the people of Scotland.
 - // We're recognised as a learning organisation that continuously improves, confident in our knowledge and skill to respond to external drivers and better link our services to customer needs.

7. HROD have a goal tree that specifies the conditions we need to have in place to achieve these. This enables us to determine a critical path of activity in pursuit of these which is also sensitive to context; for example, our remote and then hybrid working arrangements or the status of progress against the KPIs set out in the Corporate Plan. We are currently working on a benefits realisation plan to accompany our goal tree. This will enable us to demonstrate how effective HROD are in supporting the organisation and allow us to adapt our approach as required based on benefits delivery. Our benefits plan cites some new areas of data capture which we will work towards in pursuit of an optimal suite of relevant metrics. In time these may be transferred into our People Dashboard.
8. Non-Executive Directors made some specific suggestions for measures that would give a fuller picture of the health of the organisation and which do not already appear in the People Dashboard. We are already in a position to populate the next iteration of the People Dashboard with data pertinent to some of these suggestions, including: more information about the cost of/use of the contingent workforce; metrics that demonstrate the extent to which leaders live our values and how well-led we are; data that describes the experience of inclusion in the organisation; measures that illuminate whether we provide *a great place to work*. We will improve the People Dashboard by providing evidence of trend to all metrics where this is possible. In addition, our IIP heatmap is a useful source of insight as to how people experience many of the cultural features that are most important to us. We will consider how to link this into the presentation of our people metrics.
9. Some specific suggestions were made for measures that we will not be in a position to reflect in the short-term but will work towards in the future. These include career progression metrics; salary penetration data including ethnicity and disability pay gap reporting; measures that describe the effectiveness of the workforce planning process; more advanced measures that describe how people experience change.
10. We have taken an action from the recent RoS Board meeting to provide more insight into the quality of the colleague experience in RoS as influenced by Length of Service. A separate update will be provided in response on this specific point and if it is of particular interest, we can consider how it may become a feature of our People Dashboard in future.

**Head of HR
People and Change
20 August 2021**