

# INVESTORS IN PEOPLE®

We invest in people



## Feedback

### Registers of Scotland

Project number: IIP/21/5709

Specialist: [REDACTED]

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# Congratulations!

Having carried out this assessment in accordance with the guidelines provided by Investors in People, I am satisfied that you continue to fully meet the requirements of the Investors in People Standard at the higher level of Gold. Full details are at the end of this report.



Themes		<i>Developed</i> <small>In place and understood</small>	<i>Established</i> <small>Engaging and activating</small>	<i>Advanced</i> <small>Creating positive outcomes</small>	<i>High Performing</i> <small>Embedded and always improving</small>
1. Leading and inspiring people	Creating Transparency and trust				
	Motivating people to deliver the organisation's objectives				
	Developing leadership capability				
2. Living the organisation's values and behaviours	Operating in line with the values				
	Adopting the values				
3. Empowering and involving people	Living the values				
	Empowering people				
	Participating and collaborating				
4. Managing performance	Making decisions				
	Setting objectives				
	Encouraging high performance				
5. Recognising and rewarding high performance	Measuring and assessing performance				
	Designing an approach to recognition and reward				
	Adopting a culture of recognition				
6. Structuring work	Recognising and rewarding people				
	Designing roles				
	Creating autonomy in roles				
7. Building capability	Enabling collaborative working				
	Understanding people's potential				
	Supporting learning and development				
8. Delivering continuous improvement	Deploying the right people at the right time				
	Improving through internal and external sources				
	Creating a culture of continuous improvement				
9. Creating sustainable success	Encouraging innovation				
	Focusing on the future				
	Embracing change				
	Understanding the external context				

## Key dates

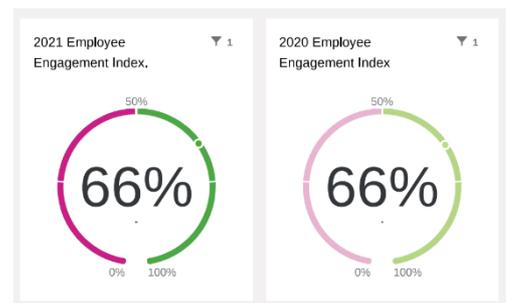
Accreditation date	12-month meeting	24-month meeting	Accreditation renewal by
19 AUG 2021	16 JUN 2022	MAY 2023	12 MAY 2024

# At a glance

You were last fully assessed in 2021, achieving the higher accreditation level of Gold, with Indicator 9, Creating sustainable success, at High Performing, six indicators at Advanced, and two indicators, 3 and 4, Empowering and involving people, and Managing performance, at Established. In order to progress to Platinum in 2024, seven indicators will need to be at High Performing with any others at Advanced.

Although this was an interim assessment, and so accreditation levels do not change, there have been some improvements against the framework, and noting current plans in place, I expect to see further improvements next year.

The We Invest in People online survey was not used this year, but you shared the UK-wide Civil Service People Survey employee engagement results from OCT 2021 with me. You have set yourselves, and are achieving, the goal of achieving an employee engagement score of at least 66%.



For over two years, the majority of staff have been working remotely, successfully delivering the organisation's priorities. Whilst there have been challenges, the plan is to continue with hybrid working, encouraging staff to work in whatever way they want to, whilst contributing to RoS's success.

The leadership is clear that successful hybrid working is defined by:

- Organisational performance
- Cost considerations
- Environmental and climate sustainability factors
- Wellbeing of staff

It is therefore up to managers, team leaders, and staff at all levels to demonstrate success in all these areas. Measuring organisational performance is not straightforward because of other factors that have changed since 2020, and also the fact that direct comparison with 2019 is invalid as the pre-covid office no longer exists.

Conversations with staff demonstrated continuing evidence of good practice in all indicators:

## 1. Leading and inspiring people

- There is strong evidence that leaders are active role models, leading by example, and trusted by people in the organisation
- Leaders are passionate about delivering the organisation's objectives, and support people in doing this
- There is scope to further define future leadership capabilities, in line with the values, in order to plan succession at all levels

## **2. Living the organisation's values and behaviours**

- The organisation's values are moving to the heart of everything it does, shaping the way the majority of staff behave
- There is evidence of people making difficult decisions in line with the values, rather than self-interest
- There is an opportunity to bring the values to the heart of everything the organisation does, shaping the way it operates

## **3. Empowering and involving people**

- People are encouraged and trusted to take the lead in their working life, and are supported in developing their leadership skills
- People have the opportunity to be involved in decisions that have an impact on them
- There is widespread transparency and sharing of information

## **4. Managing performance**

- People are involved in setting stretching objectives which support the organisational aims
- People are actively supported to strive for high performance at all times
- Data and evidence of behaviours are captured and used to improve performance of people and the organisation

## **5. Recognising and rewarding high performance**

- There is a culture of appreciation with people feeling valued and being recognised for their efforts
- People feel that they benefit from attractive terms and conditions
- Most people are motivated to perform at their best

## **6. Structuring work**

- Roles are designed to meet the changing needs of the organisation's strategy
- People enjoy collaborating with, learning from, and working with colleagues, and the organisation's structure encourages this
- Roles are designed to help people develop skills and capabilities required for progression, and change to meet the needs of the organisation as well as staff

## **7. Building capability**

- Innovative solutions drive the way that learning and development needs are met
- There is evidence of knowledge sharing, and supporting learning as routine behaviour
- Leaders continually look to the future to identify and plan the capabilities people will need to deliver success, and provide opportunities to develop these capabilities

## **8. Delivering continuous improvement**

- Leaders continuously look beyond the current environment to learn from the outside world and bring knowledge to improve the organisation's performance
- The organisation nurtures innovation and acts quickly in response to new opportunities
- Change delivers positive outcomes for the organisation

## **9. Creating sustainable success**

- People believe the organisation is a great place to work and are proud of its ethos and achievements
- People have a strong awareness of the positive impact of the organisation and its value to Scotland
- Change is viewed as routine, and mistakes are seen as part of this and an opportunity for learning

# What to be proud of

- People are excited about the future
- There is a high level of trust and confidence in the leadership, which people see as authentic
- Staff feel supported by managers
- Leaders are open and transparent about plans, and people understand their role in delivering them
- Management Essentials is developing team leaders
- You have clear success criteria for hybrid working
- The organisation has a good gender balance
- You have a clear and comprehensive diversity and inclusion strategy
- People enjoy the autonomy they have at work
- Grow Our Own is focussing on future needs and transforming people's skills and capability for the benefit of staff and the organisation
- The organisation embraces change
- There is genuine pride in the way that the organisation has embraced the opportunities afforded by the pandemic, including the move to digital services
- People describe RoS as a great place to work

# What to work on

- Look at a wide range of approaches to hybrid/remote working, particularly by remote first organisations where there is no office
- Consider how language is used in the organisation, and how people at all levels can be further encouraged and empowered to challenge the status quo in order to improve the organisation's performance
- There is an opportunity to bring the organisation's values to the heart of everything it does, driving behaviour and decision-making
- Consider how communicating an expectation of productivity could be achieved
- Encourage all staff to actively engage in meetings when working remotely, with cameras on

- **Consider mandating the use of a corporate branded Teams background, even for people working in the office**
- **Look at ways to get teams spending time together that isn't work**
- **Reinforce communication around the concept that the basic requirement for promotion is to be competent at the existing role, whilst demonstrating potential and learnt skills for the new role**

# What we did

This was the first part of your We Invest in People (WIIP) assessment for the 2024 renewal of your accreditation, following your successful Gold accreditation in 2021.

You were first accredited with IIP in 2000, holding it continuously since then.

Planning for this assessment was carried out with [REDACTED], and it was agreed that I would focus on providing you with feedback on areas of strength, progress against the WIIP framework, and recommendations to support you in your organisational aims to inspire our people to adapt, grow and innovate to empower a thriving, and inclusive organisation, and to reach the highest accreditation level of Platinum in 2024.

I am very grateful to [REDACTED], and [REDACTED], for organising my conversations with staff, and for sharing additional documentation such as the Corporate Plan 2022 - 2027, People Strategy 2019 - 2024, Equality, Diversity, and Inclusion Strategy 2020-25, Management Essentials Pathway Journey, and the Leadership Development Programme 2021/22. I am also very grateful to [REDACTED] for her assistance in facilitating the online discussions. This preparation and assistance helped to make this a very enjoyable assessment experience.

This assessment was carried out via Teams meetings, and on Thu 9, Wed 15, and Thu 16 JUN I spoke to 20 of your employees, confidentially, one to one, for between thirty and fifty minutes each. I also held two group Teams meetings, one with three officials from the PCS Union, and one with four members of the EMT. Removing any duplicates, this means that 26 people were spoken to overall.

I plan to speak to a similar number of people over the next two stages of this assessment, which will give a total of between 60 and 80 people over the three year cycle. This represents around 5% of your workforce, comfortably above the 1.5% - 4% guideline recommended by Investors in People for an organisation of your size. In the past much larger numbers of staff have been interviewed, but I was struck by the consistency of the responses so far, and so have confidence that the process we are using is valid.

The people were selected anonymously and were drawn from a cross-section of roles, locations, length of service, and seniority, and so made up a representative sample.

The online survey was not used, but the results of the CSPA 2021 survey, and RoS CSPA Survey Action Plan 2022 were made available to me.

Initial feedback was given to [REDACTED] and [REDACTED] on Mon 20 JUN, and a feedback meeting with [REDACTED] is planned for Mon 11 JUL. This short report celebrates some of the good things going on, and looks at opportunities to progress.

# What your people told us

This was a very forward-looking assessment with staff confident about the future, and excited about the way the organisation has changed over the last few years.

## Leading

### Leading and inspiring people

There is a high level of trust and confidence in leaders which has been enhanced by clear communication, and the way that pandemic challenges were dealt with. There is a lot going on, but people understand the organisation's ambition and their role in delivering it:

*There's been significant transformation over the last few years*

*It's a very open organisation and they're happy to answer any questions, even difficult ones*

*You always know the direction of travel and where they're trying to get to (even if they don't always make it)*

*We want everyone to understand that they're an enabler to production*

1	Themes	<b>Developed</b> <i>In place and understood</i>	<b>Established</b> <i>Engaging and activating</i>	<b>Advanced</b> <i>Creating positive outcomes</i>	<b>High Performing</b> <i>Embedded and always improving</i>
	<b>Creating Transparency and trust</b>	Leaders provide clarity around the organisation's purpose, vision and objectives	There is clear and regular two way communication between leaders and people at all levels	Leaders ensure that there is a consistent level of trust at all levels of the organisation	Leaders are active role models, leading by example and trusted by people in the organisation
	<b>Motivating people to deliver the organisation's objectives</b>	People understand the organisation's objectives	Line managers support people to deliver the organisation's objectives	Leaders are passionate about delivering the organisation's objectives and motivating people to deliver against them	Leaders motivate and inspire people to achieve results above and beyond what is expected of them
	<b>Developing leadership capability</b>	Line managers know what is expected of them to lead, manage and develop their people effectively	People know what to expect from their line manager and provide feedback on how they are managed and developed	People have confidence in the leadership and management capabilities within the organisation	Future leadership capabilities are defined in line with the organisation's values and leaders meet these challenges

Many people were keen to talk about the impact of the Keeper, and the difference she has made over the last four years:

*Jennifer is a breath of fresh air*

*She was a new broom coming in*

*I haven't heard of anyone who doesn't like Jennifer*

*Jennifer is the most authentic leader I've ever worked with*

The approach to hybrid working is clear, and strong leadership is required to make this work into the future. Organisations display a wide range of approaches to work at the moment, and it is always a good idea to look at what others are doing, particularly remote first businesses that have never had an office:

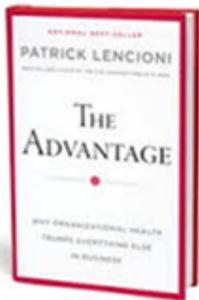
*We're now at the end of the beginning*

*Teams meetings seemed to be a sort of displacement activity. It's better now*

There is a split in the organisation between production and corporate, and not everybody understands what the others do:

*Production people wonder what Corporate do all day*

Particularly when working remotely, it is important to ensure that communication is clear, consistent, and frequent.



It's important not to see communication from managers, or between staff, as wasteful. In his book, *The Advantage*, Patrick Lencioni writes about over-communication. He counsels against concern about repetition or potentially redundant communication. There is nothing wrong in over-communicating with staff, but many managers, trained to avoid waste in all areas of business, believe that there is.

Staff have a high level of confidence in leaders, and are clear that they are supported and protected by them - both from pandemic threats, as well as difficult customers:

*Managers are protective of us - we can terminate a call*

## Leading

### Living the organisation's values and behaviours

The organisation's values are clearly communicated, and generally well understood:

*Everything we do is aligned with the values*

*We work for the people*

Although, as always there are people who don't engage, and opportunities to further bring the values to the heart of everything the organisation does:



*I don't know what the values are - I'm just here to do my job*

It is less clear that people feel comfortable challenging behaviours which are not consistent with the values. In some ways doing this would go against the non-confrontational culture which prevails at RoS.

2	Themes	<b>Developed</b> <i>In place and understood</i>	<b>Established</b> <i>Engaging and activating</i>	<b>Advanced</b> <i>Creating positive outcomes</i>	<b>High Performing</b> <i>Embedded and always improving</i>
	<b>Operating in line with the values</b>	Leaders clearly communicate the organisation's core values and how they should be applied	People are led, managed and developed in line with the organisation's values	Leaders consciously consider, and act in line with, the organisation's values when making decisions	The organisation's values are at the heart of everything it does. They shape the way it operates at every level
	<b>Adopting the values</b>	People know and understand what the organisation's values are	People are personally motivated to behave in line with the organisation's values	People do the right thing in accordance with the values, not necessarily the easiest or most convenient thing	People make decisions based on values rather than self interest
	<b>Living the values</b>	People understand how to behave in line with the organisation's values	People are encouraged to demonstrate the organisation's values in the way they behave	Leaders create a culture of openness and trust where people consistently behave in line with the organisation's values	People feel comfortable challenging behaviours that are not in line with the organisation's values and people are held to account

## Leading Empowering and involving people

There are opportunities for consultation and participation throughout the organisation, but not everyone makes use of them:

*They're keen to hear from us. Doing the CSPA action plan, they wanted to know what the team thought*

*Everyone's given a voice, but not everyone uses it*

*Jennifer's brought in practices to make sure colleagues have a voice*

*The Keeper makes a point of meeting people*

*She's seen and heard and wants to know what people think*

3	Themes	<b>Developed</b> <i>In place and understood</i>	<b>Established</b> <i>Engaging and activating</i>	<b>Advanced</b> <i>Creating positive outcomes</i>	<b>High Performing</b> <i>Embedded and always improving</i>
	<b>Empowering people</b>	People have access to the knowledge and information they need to do their job well	People feel empowered to identify ways to improve how they do their job	People are encouraged to take the lead and have the opportunity to develop their leadership skills	People use their initiative to lead and take ownership over delivering the organisation's objectives
	<b>Participating and collaborating</b>	People or their representatives are consulted about decisions which have an impact on them	People are involved in decisions that have an impact on them and feel their contribution makes a difference	People consistently participate in decisions and feel their contribution makes a difference	Participation, collaboration and teamwork are at the heart of the organisation's approach to decision-making
	<b>Making decisions</b>	Leaders trust and support people to make decisions in line with their level of responsibility	Leaders involve people when establishing their level of decision-making in line with their role	Leaders are open and transparent about sharing information which enables people to make and act on decisions themselves	People are empowered to challenge the status quo to improve the organisation's performance

However, there is a feeling in some areas that change is top down, and some of the problems it causes could have been avoided with greater consultation:

*Decisions are made above us and put upon us. It would be better if more people were involved in decisions... KPIs drive behaviour that puts us in a worse position - more junior people could see this would happen*

As long ago as 1989 Sidney Yoshida coined the term Iceberg of Ignorance which broadly points out that control and power are at the top of an organisation, and information is at the bottom.

People closer to the core work of an organisation have a much greater awareness of day to day problems than middle managers and leaders.

Typically this can manifest itself in management fixing the problems they think the workers have, rather than the ones that actually exist.

The diagram illustrates the 'Iceberg of Ignorance' concept. It shows a cross-section of an iceberg floating in water. The visible tip above the water represents problems known to executives (4%). The submerged part below the water represents problems known to other levels: team managers (9%), team leaders (74%), and staff (100%). A vertical double-headed arrow on the left side of the submerged part is labeled 'Problems hidden from senior management'. The title 'Sidney Yoshida's Iceberg of Ignorance' is centered above the diagram, and a small bird icon is in the top right corner.

Level	Percentage of Problems Known
Executives	4%
Team Managers	9%
Team Leaders	74%
Staff	100%

Similarly, when change does come from staff, it may not always be trusted:

*A lot of time is spent defending decisions to management*

It would be a good idea to consider how language is used in the organisation, and how people at all levels can be further encouraged and empowered to challenge the status quo in order to improve the organisation's performance.

## Supporting Managing performance

Changes to performance management are a work in progress, and so not consistent throughout the organisation. However, the direction is clear and I feel sure that, with another year's focus on this, further advances will be made.

Where the new system has been introduced, most people embrace objective setting, and the clear line of sight to the organisational ambition:

*Objectives are now set with people not just given to them*

*There's always a link to the strategic objectives or what strategic risk something tackles*

*There's a cascade of objectives so I have a clear line of sight to the organisation's objectives, and everyone else's above me*

*Ugh! I need to write my own objectives now!*

4	Themes	Developed <i>In place and understood</i>	Established <i>Engaging and activating</i>	Advanced <i>Creating positive outcomes</i>	High Performing <i>Embedded and always improving</i>
	<b>Setting objectives</b>	People know what is expected of them and understand how their individual objectives fit the organisation's objectives	Leaders involve people in setting clear and achievable objectives. People are regularly reviewed against those objectives	Stretching individual and team objectives are aligned to the organisation's objectives and performance measures. People take responsibility for monitoring their own performance	People take the lead in setting stretching objectives that support and respond to the organisation's goals and plans for change
	<b>Encouraging high performance</b>	Line managers invest time in managing performance and ensure people understand the performance process	Line managers have open and honest conversations with people about their performance	Line managers are highly effective and consistent at supporting high performance and addressing underperformance through effective, constructive and open dialogue	People are expected and actively supported to strive for high performance at all times
	<b>Measuring and assessing performance</b>	People's performance is regularly measured and assessed against objectives. People receive feedback on their performance	People's behaviours are assessed against the organisation's values	Performance data and evidence of behaviours are captured and used effectively to improve the performance of people and the organisation	Giving and seeking timely feedback on an informal basis, engaging in performance discussions and coaching are a core part of the day-to-day running of the organisation

Management Essentials means that team leaders are equipped with the skills they need to carry out performance management, and some can see that this may be a useful thing to do face to face:

*Managers are very approachable and interested in us*

*My team has proved they can work from home productively*

*I'm going to try and have 1:1s in person in the office*

However, there is a feeling that performance management may not be a particular driver of productivity:

*Monthly 1:1s have become more of a check in to see how people are*

*Making people uncomfortable doesn't sit super well with me*

*I'd have to investigate what I can insist on, but for now I have to accept it*

The challenges of the last two years mean that there is an acceptance that people are getting on with work, and that now is not the time to push it. In some ways this is historical:

*There's a hangover of "We don't talk about targets"*

*I don't have a strict target, but there is an expectation*

*I liked getting a number when I was a settler. Now it's the squad, not personal*

*It's unhealthy to measure productivity from office-based to now*

However, some people feel that this situation has now gone on for long enough, and that things could be tightened up:

*Unless something is mandated, people feel like they have a choice, but there is a culture of entitlement amongst some people*

*There's no consequence to not doing your job well*

## Supporting

### Recognising and rewarding high performance

People generally feel well-rewarded for their work, with supportive terms and conditions, and more importantly, the majority feel appreciated by managers, and talked about appreciative emails from senior leaders in the organisation:

*We thank our staff*

*I work for good people who are good at giving feedback*

*We help each other out a lot*

Interestingly, remote/hybrid working may have made it easier for managers to show appreciation:

*Managers say thank you more now - they weren't in the same office before*

5	Themes	<b>Developed</b> <i>In place and understood</i>	<b>Established</b> <i>Engaging and activating</i>	<b>Advanced</b> <i>Creating positive outcomes</i>	<b>High Performing</b> <i>Embedded and always improving</i>
	<b>Designing an approach to recognition and reward</b>	The way the organisation recognises and rewards people supports its objectives	Leaders continually review how the organisation recognises and rewards its people	The approach taken to recognising and rewarding people is flexible and tailored to meet individual motivations	People are involved in designing the organisation's approach to recognising and rewarding people
	<b>Adopting a culture of recognition</b>	The organisation has an appropriate and clear approach to recognition and reward	Individual and team achievements are rewarded and celebrated with financial or non-financial benefits	People feel confident that individual and team achievements are consistently recognised and encouraged across the organisation	There is a culture of appreciation where people feel valued and are recognised for their efforts and performance
	<b>Recognising and rewarding people</b>	People know how they are recognised and rewarded and criteria have been clearly communicated	People are recognised for their behaviour as well as their performance on a formal and informal basis	People are motivated to perform at their best as a result of the approach to recognition and reward	High performing people and teams receive greater financial or non-financial recognition and rewards

Given the way that the organisation is structured, it may be difficult to tailor financial rewards to high performance, but there is scope to look at whether non-financial rewards could be used.

## Supporting Structuring work

There has been little progress in Indicator 6 against the framework since last year, largely because of some of the issues around hybrid working. The organisation's approach to hybrid working is clear and delivering the core functions of the organisation. There are some questions around productivity, but the complete picture is unclear.

6	Themes	<b>Developed</b> <i>In place and understood</i>	<b>Established</b> <i>Engaging and activating</i>	<b>Advanced</b> <i>Creating positive outcomes</i>	<b>High Performing</b> <i>Embedded and always improving</i>
	<b>Designing roles</b>	Roles are designed to deliver organisational goals by creating clear accountability and avoiding duplication of effort across teams	Roles are designed to create interesting work for people, with skills and capabilities for each role clearly defined	Roles are designed to help people develop the skills and capabilities needed for progression	Roles are designed in order to meet the changing needs of communities, markets, organisational strategy and employees
	<b>Creating autonomy in roles</b>	Each role is designed with clear decision-making authority	Policies and practices across the organisation support people to make the decisions required in their specific roles	Policies and practices are aligned to help people take individual ownership and act quickly and effectively	Policies and practices are regularly reviewed and improved to speed up decision-making and increase individual ownership
	<b>Enabling collaborative working</b>	It is clear how roles enable people to work together to achieve the organisation's objectives	People are encouraged to work across the organisation to share information and experience	Open communication and flexible work practices make collaboration across the organisation easy and effective	The organisation's structure encourages people to create formal and informal networks to maximise collaboration

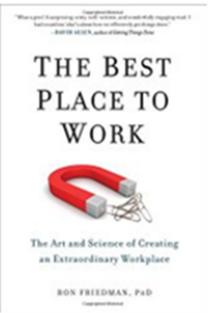
On the corporate side, people engage with hybrid working in effective and imaginative ways, but in some registration areas active participation levels are low. This does not mean that people are not doing their jobs, but they are not always fully participating in more peripheral activities.

Even in the office, this was probably always the case. Some people will have enjoyed the solitary aspects of the detailed, computer-based work of registration. In the past, these people will have come to the office, efficiently carried out their tasks, possibly had lunch alone, and not really taken part in the more social side of work. But crucially, they were around other people, even if they were not actively engaging with them.

The issue now is that there are people working at home, with the camera off. Putting aside potential wellbeing issues, and the organisation's duty of care to its employees, as well as potential security concerns, there is undoubtedly a question around employee engagement.

High performing organisations put a large amount of investment, effort, and resource into increasing employee engagement. The impact of increased employee engagement on discretionary effort is recognised, and in turn leads to greater productivity, improved quality, improved attendance, increased customer satisfaction, and reduced staff turnover.

It is hard to see how this situation is improving employee engagement for staff who are not actively engaging with the process. The effects may not yet be apparent. Over the years employee engagement will have built up, like capital in a bank, but as this is drawn down and not replaced, it will eventually run out. New employees joining organisations tend to give higher discretionary effort anyway.



Ron Friedman PhD in his book, *The Best Place To Work*, an interesting collection of science-based observations and anecdotes about the organisation of the workplace, includes a chapter called *How to Turn a Group of Strangers into a Community*.

The chapter begins by asking why the Gallup Q12 employee engagement survey contains the question, *Do you have a best friend at work?*

Friedman explains that:

*Research suggests that workplace friendships yield more productive employees, and it's not just because friends are easier to work with. It's also because there is more on the line. Feeling a connection with colleagues can motivate employees to work harder for a simple reason. When colleagues are close, a poor effort means more than a dissatisfied customer or an unhappy manager, it means letting down your friends. The social pressure to do a good job can often serve as a stronger motivator than anything a boss can say.*

He recommends building up social networks at work, so that colleagues become friends, and starting this at the induction stage, using the example of a host at a party introducing a newcomer to someone like-minded. Once colleagues are working together, there are three elements to building friendship:

- Proximity (which requires two-way interaction, particularly if working remotely)
- Familiarity (where psychologists refer to the *mere exposure effect* – just seeing people)
- Similarity (which at its most simple is liking the same things)

It is difficult to see how these can be positively influenced if cameras are routinely off when people are meeting remotely.

It is easy to see how the widespread routine acceptance of cameras being off in meetings arose. When people first started working remotely, RoS was using Skype for Business, without the ability to blur backgrounds, hairdressers were closed, and the organisation was in a position where it was asking people to work at home.

*It became the culture and they accepted it because of the circumstances*

*Cameras off should have been addressed at the beginning*

*If we're to carry on working this way we need people to engage more - cameras on*

*It was about vanity - hair and makeup - maybe if you're at work, you should dress for work*

*Hairdressers are now open*

*In my team, no-one puts their camera on. I understand that. It took me a while*

*It's been going on for long enough for people to get used to it*

Now people are being given the opportunity to work from home, if their home environment can support it (for example with good enough broadband), and the plan is to continue this hybrid approach indefinitely. There is therefore an onus on the employee to show that they can work as effectively at home as in the office. Many people are embracing this including those who have moved beyond a daily commutable range:

*It's easier in Cardiff than it was in Edinburgh because I had a small flat*

Some organisations are insisting that everyone use a corporate branded background when on Teams, even if they are in the office. This could be a useful way of neutralising the situation. In some areas things are gradually improving:

*Cameras are coming on with more new starts*

*We were guilty of not having cameras on, but we're getting better*

It would be a good idea to communicate to people an expectation that cameras should be on for certain types and sizes of interaction, with an explanation of why it is important:

*People need to understand that there are situations where it will help - we need to educate them about the benefits*

*It makes it difficult to get the best out of people and support them*

If this situation can be improved, the future for hybrid working looks good. Success criteria for the future of hybrid working are clear:

- Organisational performance
- Cost considerations
- Environmental and climate sustainability factors
- Wellbeing of staff

People are clear about the benefits in terms of autonomy, the impact on their personal life, as well as their own quality and productivity:

*I've got more control*

*Now there's no division between Glasgow and Edinburgh*

*We're focusing on delivering irrespective of where we work*

*People say, "Work is a thing we do, not a place we go"*

*I feel more focused and productive working at home and my quality has got better*

*I've only had one rectification in two years working from home*

*I like not having to travel to the office*

*Like all parents of young children and carers, I felt like I was running all the time*

The pre-pandemic RoS working environment no longer exists, but the office is there if people need it. All employees should have had an office induction day by now, but there will be another opportunity in August for anyone who has missed it. There are some people who are actively resisting any return to the office, and this will need to be managed:

*I don't see the point of doing an induction day if I'm not planning to go in*

*At the beginning it was, "When's the office going to re-open?" Now it's, "Will I have to go back?"*

*We're having to encourage people to go back to the office*

*The office no longer exists*

However, for the vast majority, office induction has been useful, and an opportunity exists to inspire managers to find innovative ways to use the office:

*Office induction was a very positive experience. I was nervous going in but by the time I left it felt like I'd never been away*

*People find unexpected benefits of working in the office*

*It's the job of the manager to make going to the office engaging*

For the previously discussed reasons around proximity and familiarity, and for improving employee engagement, it is increasingly important to find ways to bring people together socially:

*We need to invest in teams spending time together that isn't work*

*I miss the community, teamwork, and social interaction*

This can be seen as a challenge if people are not regularly together in the office - the after work drink is difficult if the team is working at home.

Work is being done to understand how other organisations are approaching hybrid working, and it would be a good idea to include some remote first businesses, where there is no office and possibly never has been. Some of them have interesting and imaginative ways of enhancing the social side of remote work.

Separately from hybrid working, people talk about how RoS is an organisation that supports autonomy:

*I'm left to do my job the way I do it*

*I like being left on my own to get on with it*

*This is your project - do what you want to, but your manager is there to support you*

This reflects the fact that hybrid working is just another way of people doing their jobs. It has advantages, but some things require extra focus and effort. The world continues to change, and the needs of staff will also alter. I feel sure that you will continue to consult with staff and allow people to work in the way that suits them whilst meeting the organisational needs:

*People are working in a different place, but they still have responsibilities and still work for RoS*

## Improving Building capability

The current focus on performance management is providing more frequent opportunities to discuss career progression.

The next stage is to place greater emphasis on people taking responsibility for their own learning and development, and for continuous learning to become part of the culture throughout the organisation.

7	Themes	<b>Developed</b> <i>In place and understood</i>	<b>Established</b> <i>Engaging and activating</i>	<b>Advanced</b> <i>Creating positive outcomes</i>	<b>High Performing</b> <i>Embedded and always improving</i>
	<b>Understanding people's potential</b>	Line managers have development conversations with people to identify their potential and ensure learning and development needs are met	Learning and development opportunities are provided in line with the organisation's objectives and enable people to achieve their full potential	The organisation is flexible in the way it develops people, using innovative solutions that meet learning and development needs	People take ownership of their own learning and development to effectively support the organisation's objectives
	<b>Supporting learning and development</b>	Development advice and guidance is well communicated throughout the organisation	People have the opportunity and support to put new skills and knowledge into practice	Investment in learning and development is evaluated to understand the impact on people's progression opportunities	Continuous learning is part of the culture of the organisation
	<b>Deploying the right people at the right time</b>	Recruitment and selection is fair, efficient and effective and fits with the organisation's objectives	Resource planning is actively managed to support the organisation's objectives	The organisation uses succession planning to ensure critical roles are filled and people can progress	Leaders continually look to the future to identify and plan the capabilities people will need to deliver success

To some extent this is starting to happen already, and leaders are actively changing the learning focus so that people are gaining the capabilities that RoS will need in the future. Central to this is digital transformation, and the Grow Our Own programme, focussing on future needs, which is transforming some people's skills and capability through the partnership with CodeClan, and through other tailored training programmes. People spoken to were excited about learning new skills and what it means for their development and the future of the organisation:

*I'm constantly picking up new skills*

*There's a lot of opportunity to progress*

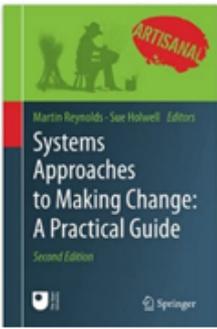
Team leaders also spoke highly of the Management Essentials pathway:

*Management Essentials was really useful*

Leaders at C1 and C2 levels also benefit from the Leadership Development Programme and its focus on emotional intelligence, psychological safety, growth mindset, and team performance.

There appears to be a misunderstanding amongst some people about the way that promotion works. It would be a good idea to reinforce communication around the concept that the basic requirement for promotion is to be competent at the existing role, whilst demonstrating potential and learnt skills for the new role. The Financial Times ran an article in 2017 describing the phenomenon of promoting the best workers as the rise of the "accidental manager", and investigating its impact on employee engagement and welfare, as well as national productivity:

*Britain has an estimated 2.4m "accidental" managers, who were elevated to managerial roles because of their skills in the job, not because of their aptitude or experience managing people... At the same time, surveys of those who are managed regularly identify management deficiencies as the root of problems, from flagging performance to poor mental health in the workplace.*



In their book, *Systems Approaches to Making Change*, Martin Reynolds and Sue Holwell write about this changing approach to management in the Viable System Model chapter focussing on the work of Patrick Hoverstadt.

They compare the Taylorist management control approach of Frederick Taylor (1911) with a modern world of technology and a skilled, autonomous workforce:

*At the beginning of the 20th century, it has been estimated that 95% of workers couldn't do their job as well as their immediate boss. At the beginning of the twenty-first century, it is estimated to this statistic has pretty much reversed so that 95% of workers can do their job better than their boss...  
...and management is seen as a separate skill set in its own right*

This slightly dated, industrial thinking is also present in the way that some people in RoS still refer to the registration work of the organisation as production, as if it is work to be controlled in a factory.

The more modern approach is to focus on autonomy, with skilled managers allowing staff to control the way they work, whilst aligned with clearly stated organisational objectives.

It therefore makes sense that promotion boards evaluate management skills and potential rather than people's ability to excel in their current role. However, there are still people who view promotion as an entitlement based on length of service:

*You can be rated Highly Effective at everything, but promotion is dead man's shoes*

## Improving Delivering continuous improvement

It is clear that RoS is a changing organisation. Moves from operational management focus to service management focus and the change to squad working are underway. Meanwhile the organisation is being aligned to a digital approach, and updating and enhancement of workforce skills are underway.

As we work with colleagues to provide them with the skills and autonomy to thrive in RoS, we are looking for them to be proactive and take responsibility for their career development. A culture in RoS of positivity and striving to deliver for our customers is an ambition woven throughout our people development plans and supports the strategic objective to inspire our people to adapt, grow and innovate to empower a thriving and inclusive organisation.

The RoS Corporate Plan 2022 - 2027 reflects this with the ambition that colleagues will not only take responsibility for their own career development, but also take responsibility for continuous improvement.

8	Themes	<b>Developed</b> <i>In place and understood</i>	<b>Established</b> <i>Engaging and activating</i>	<b>Advanced</b> <i>Creating positive outcomes</i>	<b>High Performing</b> <i>Embedded and always improving</i>
	<b>Improving through internal and external sources</b>	The investment in people is evaluated and the results are used to improve performance	The organisation uses information from internal and external sources to improve how it manages and develops its people	Leaders look beyond the current business environment to learn from the outside world and bring knowledge to improve the organisation's performance	People take responsibility for continuous improvement. They look to the world around them for new ideas and innovation then deliver change in line with this
	<b>Creating a culture of continuous improvement</b>	People are aware of how they can contribute to improving their performance and the ways of working within the organisation	People are encouraged to try new approaches and learn from their efforts, mistakes and successes	People are supported by their leaders to take reasonable risks when trying new and innovative approaches	The organisation nurtures innovation and acts quickly in response to new ideas and opportunities
	<b>Encouraging innovation</b>	People are encouraged to come up with new ideas	People work together to generate new ideas	People are passionate about innovation and volunteer new ideas	New ideas deliver positive outcomes for the organisation

At the moment, there is a feeling in some parts of the workforce that too much change is going on, and that people are tired of it, and feel that it is something being done to them which they do not really have any control over:

*We're in choppy seas - there's a lot of change*

*People think things are done to them, not with them*

*There's been significant transformation over the last few years*

*People are weary of change - the move from operational management to service management, workflows, agile etc - but it's the right thing to do*

*We're guilty of chopping and changing - a bit of consistency would help*

There is a view, including from the PCS Union that the move to squads may have had a negative effect on productivity, but as it has coincided with the pandemic and remote/hybrid working it is difficult to know which is the biggest factor.

PCS suggest that many of the issues people talk about in squads such as documentation difficulties, lack of role clarity, extra work due to CMS and Miro boards may be bigger factors affecting productivity than where people are working.

The lack of documentation in registration and a manual which struggles to keep up with the policy and process changes within squads is an issue:

*Policies and manuals are constantly in a state of flux*

However, the consensus is that although there is a lot going on, it is important that the organisation moves forward, even if this does make some people uncomfortable:

*Some colleagues are stuck in their ways*

## *Resistant people are a vocal minority*

As always, the key is clear and timely communication so that people know why things are changing, and what this means for them. There is also genuine pride in the way that the organisation has embraced the opportunities afforded by the pandemic:

*The pandemic gave us a timely kick up the backside to move to digital services*

*Pre-pandemic 30% of staff had laptops, now it's 100%. We've completely flipped as an organisation*

*Ideation sessions have been tailored for online*

There is also excitement about automation and what it can offer in terms of removing drudge work and repetition, and the corporate plan is clear about the plans for the workforce over the next few years:

*Automation will remove dross and repetition*

Most importantly, RoS has a healthy approach to continuous improvement which is a key part of creating sustainable success:

*We accept that it's ok to fail when we try new stuff*



## **Improving Creating sustainable success**

Creating sustainable success is the only indicator that was scored at High Performing last year, and remains so this time. With clear, strong, authentic leadership RoS is fearlessly forward looking, whilst ensuring that it remains a great place to work.

9	Themes	Developed <i>In place and understood</i>	Established <i>Engaging and activating</i>	Advanced <i>Creating positive outcomes</i>	High Performing <i>Embedded and always improving</i>
	<b>Focusing on the future</b>	Leaders communicate future priorities	People are actively engaged in both short-term and long-term planning	People believe the organisation is a great place to work and are committed to its future success	Leaders are aware of future challenges for the organisation and consciously develop their own capabilities and partner with stakeholders to respond to these
	<b>Embracing change</b>	Where change happens it is communicated in a timely and transparent way across the organisation	Benefits of change are measured and captured. Successes and failures are openly communicated	People that demonstrate optimism and drive are selected to champion change and support others to understand and engage with it	Change is viewed as 'business as usual' where mistakes are accepted and valued as an opportunity for learning and improvement
	<b>Understanding the external context</b>	Leaders have a clear understanding of who the stakeholders are in the communities and the markets the organisation serves	The workforce is diverse and reflects the communities and markets the organisation serves	People understand the relationship between the organisation and the wider community	The organisation has a positive impact on the communities and markets it serves

In spite of the concern about social capital being lost if large sections of people don't fully engage, most people still describe RoS as a great place to work and are committed to its future success:

*It's a good place to work because of the people*

*Huge sense of community*

*RoS is a really great place to work*

*It's a friendly and accepting place to work*

*Very welcoming*

*We're making sure everyone's included*

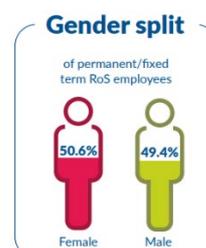
As would be expected, there are a small number of people who are either frustrated, or concerned:

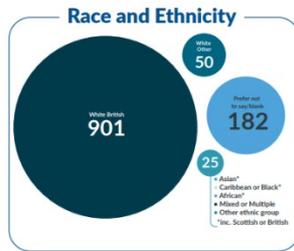
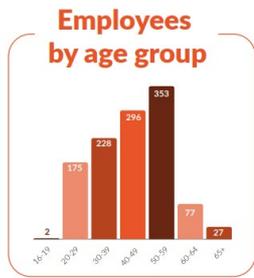
*There's knowledge in people's heads and we're in danger of losing it*

*I'll wait and see on hybrid working*

*I thought I was a RoS lifer, but there's a lot that's frustrating me now*

RoS has achieved an enviable position in terms of gender split and median pay gap, but for race, ethnicity, and young people there is still an opportunity to do more.





People I spoke to were keen to give personal experiences of the way that the organisation makes an effort to be inclusive, particularly around physical challenges that some colleagues face, and also as carers, where hybrid working has really helped.

You have a clear and comprehensive diversity and inclusion strategy and I feel confident that the diversity and inclusion picture will continue to improve over the next few years.

One area that can be

In a Financial Times article about her 2019 book, *Diversity, Inc.*, Pamela Newkirk wrote about the importance of measurement in driving change:



*Essential to the change were transparent metrics — a clear-eyed examination of salaries, positions, opportunities and bonuses across racial and gender lines. Only then could managers detect and disrupt patterns of bias that had metastasised in unequal pay, promotions, bonuses and hiring along racial and gender lines. There was also a system of accountability, in which a task force oversaw its efforts to improve diversity in nine key areas: performance management, staffing, compensation, education, equal employment opportunity, problem resolution, career development, succession planning and mentoring.*

This is not a push to rapid change, and jobs should always go to the person best qualified to do them. However, it is important to measure progress and understand the gap between the current situation and what the organisation would like to achieve, whether this is fair representation of different minorities within the organisation, or recognising equality of opportunity.

influenced relatively quickly is the demographic profile, and I look forward to working with you next year on Investors in Young People.

There is broad agreement on what makes an employer attractive to young people, who increasingly are socially conscious and wanting to make a positive impact:

- Having a purpose
- An organisation they can be proud of
- Learning and development
- Career progression opportunities
- Flexible working
- Frequent and timely constructive feedback
- A mentor who will guide and inspire them
- Positive corporate culture
- Being heard

# What's next?

Your Gold We Invest in People accreditation remains in place until your renewal in 2024. I will carry out another annual assessment next year.

We will begin We Invest in Wellbeing later this year, and then start Investors in Young People next year. This is an exciting time for the organisation, and for your workforce strategy, and I look forward to continuing to support you with these changes.

I hope that this report demonstrates the positive impressions that I formed when talking to your people. Once again, thank you for allowing me to work with your organisation, and please pass on my thanks to everyone who gave their time to talk to me.

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**INVESTORS IN PEOPLE™**  
We invest in people Practitioner  
We invest in wellbeing Practitioner

# Interim assessment results

1	Themes	<b>Developed</b>	<b>Established</b>	<b>Advanced</b>	<b>High Performing</b>
		<i>In place and understood</i>	<i>Engaging and activating</i>	<i>Creating positive outcomes</i>	<i>Embedded and always improving</i>
	<b>Creating Transparency and trust</b>	Leaders provide clarity around the organisation's purpose, vision and objectives	There is clear and regular two way communication between leaders and people at all levels	Leaders ensure that there is a consistent level of trust at all levels of the organisation	Leaders are active role models, leading by example and trusted by people in the organisation
	<b>Motivating people to deliver the organisation's objectives</b>	People understand the organisation's objectives	Line managers support people to deliver the organisation's objectives	Leaders are passionate about delivering the organisation's objectives and motivating people to deliver against them	Leaders motivate and inspire people to achieve results above and beyond what is expected of them
	<b>Developing leadership capability</b>	Line managers know what is expected of them to lead, manage and develop their people effectively	People know what to expect from their line manager and provide feedback on how they are managed and developed	People have confidence in the leadership and management capabilities within the organisation	Future leadership capabilities are defined in line with the organisation's values and leaders meet these challenges
2	Themes	<b>Developed</b>	<b>Established</b>	<b>Advanced</b>	<b>High Performing</b>
		<i>In place and understood</i>	<i>Engaging and activating</i>	<i>Creating positive outcomes</i>	<i>Embedded and always improving</i>
	<b>Operating in line with the values</b>	Leaders clearly communicate the organisation's core values and how they should be applied	People are led, managed and developed in line with the organisation's values	Leaders consciously consider, and act in line with, the organisation's values when making decisions	The organisation's values are at the heart of everything it does. They shape the way it operates at every level
	<b>Adopting the values</b>	People know and understand what the organisation's values are	People are personally motivated to behave in line with the organisation's values	People do the right thing in accordance with the values, not necessarily the easiest or most convenient thing	People make decisions based on values rather than self interest
	<b>Living the values</b>	People understand how to behave in line with the organisation's values	People are encouraged to demonstrate the organisation's values in the way they behave	Leaders create a culture of openness and trust where people consistently behave in line with the organisation's values	People feel comfortable challenging behaviours that are not in line with the organisation's values and people are held to account
3	Themes	<b>Developed</b>	<b>Established</b>	<b>Advanced</b>	<b>High Performing</b>
		<i>In place and understood</i>	<i>Engaging and activating</i>	<i>Creating positive outcomes</i>	<i>Embedded and always improving</i>
	<b>Empowering people</b>	People have access to the knowledge and information they need to do their job well	People feel empowered to identify ways to improve how they do their job	People are encouraged to take the lead and have the opportunity to develop their leadership skills	People use their initiative to lead and take ownership over delivering the organisation's objectives
	<b>Participating and collaborating</b>	People or their representatives are consulted about decisions which have an impact on them	People are involved in decisions that have an impact on them and feel their contribution makes a difference	People consistently participate in decisions and feel their contribution makes a difference	Participation, collaboration and teamwork are at the heart of the organisation's approach to decision-making
	<b>Making decisions</b>	Leaders trust and support people to make decisions in line with their level of responsibility	Leaders involve people when establishing their level of decision-making in line with their role	Leaders are open and transparent about sharing information which enables people to make and act on decisions themselves	People are empowered to challenge the status quo to improve the organisation's performance

4	<b>Themes</b>	<b>Developed</b>	<b>Established</b>	<b>Advanced</b>	<b>High Performing</b>
		<i>In place and understood</i>	<i>Engaging and activating</i>	<i>Creating positive outcomes</i>	<i>Embedded and always improving</i>
	<b>Setting objectives</b>	People know what is expected of them and understand how their individual objectives fit the organisation's objectives	Leaders involve people in setting clear and achievable objectives. People are regularly reviewed against those objectives	Stretching individual and team objectives are aligned to the organisation's objectives and performance measures. People take responsibility for monitoring their own performance	People take the lead in setting stretching objectives that support and respond to the organisation's goals and plans for change
	<b>Encouraging high performance</b>	Line managers invest time in managing performance and ensure people understand the performance process	Line managers have open and honest conversations with people about their performance	Line managers are highly effective and consistent at supporting high performance and addressing underperformance through effective, constructive and open dialogue	People are expected and actively supported to strive for high performance at all times
	<b>Measuring and assessing performance</b>	People's performance is regularly measured and assessed against objectives. People receive feedback on their performance	People's behaviours are assessed against the organisation's values	Performance data and evidence of behaviours are captured and used effectively to improve the performance of people and the organisation	Giving and seeking timely feedback on an informal basis, engaging in performance discussions and coaching are a core part of the day-to-day running of the organisation
5	<b>Themes</b>	<b>Developed</b>	<b>Established</b>	<b>Advanced</b>	<b>High Performing</b>
		<i>In place and understood</i>	<i>Engaging and activating</i>	<i>Creating positive outcomes</i>	<i>Embedded and always improving</i>
	<b>Designing an approach to recognition and reward</b>	The way the organisation recognises and rewards people supports its objectives	Leaders continually review how the organisation recognises and rewards its people	The approach taken to recognising and rewarding people is flexible and tailored to meet individual motivations	People are involved in designing the organisation's approach to recognising and rewarding people
	<b>Adopting a culture of recognition</b>	The organisation has an appropriate and clear approach to recognition and reward	Individual and team achievements are rewarded and celebrated with financial or non-financial benefits	People feel confident that individual and team achievements are consistently recognised and encouraged across the organisation	There is a culture of appreciation where people feel valued and are recognised for their efforts and performance
	<b>Recognising and rewarding people</b>	People know how they are recognised and rewarded and criteria have been clearly communicated	People are recognised for their behaviour as well as their performance on a formal and informal basis	People are motivated to perform at their best as a result of the approach to recognition and reward	High performing people and teams receive greater financial or non-financial recognition and rewards
6	<b>Themes</b>	<b>Developed</b>	<b>Established</b>	<b>Advanced</b>	<b>High Performing</b>
		<i>In place and understood</i>	<i>Engaging and activating</i>	<i>Creating positive outcomes</i>	<i>Embedded and always improving</i>
	<b>Designing roles</b>	Roles are designed to deliver organisational goals by creating clear accountability and avoiding duplication of effort across teams	Roles are designed to create interesting work for people, with skills and capabilities for each role clearly defined	Roles are designed to help people develop the skills and capabilities needed for progression	Roles are designed in order to meet the changing needs of communities, markets, organisational strategy and employees
	<b>Creating autonomy in roles</b>	Each role is designed with clear decision-making authority	Policies and practices across the organisation support people to make the decisions required in their specific roles	Policies and practices are aligned to help people take individual ownership and act quickly and effectively	Policies and practices are regularly reviewed and improved to speed up decision-making and increase individual ownership
	<b>Enabling collaborative working</b>	It is clear how roles enable people to work together to achieve the organisation's objectives	People are encouraged to work across the organisation to share information and experience	Open communication and flexible work practices make collaboration across the organisation easy and effective	The organisation's structure encourages people to create formal and informal networks to maximise collaboration

7	<b>Themes</b>	<b>Developed</b> <i>In place and understood</i>	<b>Established</b> <i>Engaging and activating</i>	<b>Advanced</b> <i>Creating positive outcomes</i>	<b>High Performing</b> <i>Embedded and always improving</i>
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	<b>Supporting learning and development</b>	Development advice and guidance is well communicated throughout the organisation	People have the opportunity and support to put new skills and knowledge into practice	Investment in learning and development is evaluated to understand the impact on people's progression opportunities	Continuous learning is part of the culture of the organisation
	<b>Deploying the right people at the right time</b>	Recruitment and selection is fair, efficient and effective and fits with the organisation's objectives	Resource planning is actively managed to support the organisation's objectives	The organisation uses succession planning to ensure critical roles are filled and people can progress	Leaders continually look to the future to identify and plan the capabilities people will need to deliver success
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	<b>Understanding the external context</b>	Leaders have a clear understanding of who the stakeholders are in the communities and the markets the organisation serves	The workforce is diverse and reflects the communities and markets the organisation serves	People understand the relationship between the organisation and the wider community	The organisation has a positive impact on the communities and markets it serves

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