

Registers of Scotland

RoS Board

25 February 2020

Invest in Our People Deep Dive

Purpose

1. This covering paper has been prepared to outline the approach of the Invest in Our People Deep Dive session with the Board. It includes an overview of the session structure, questions for the Board to consider in advance, and pre-reading material.
2. The Board are asked to read the pre-reading material attached and consider the questions detailed at paragraphs 12 and 13 in advance of the deep dive session.

Background

3. Investing in our people is an enabler to support the successful achievement of all our Corporate Plan objectives. Our People Strategy was launched in October 2019 and focuses on outcomes that will support colleagues to achieve their potential and deliver against our corporate objectives. The principles underlying the People Strategy (to create an inspiring organisation, to create a flourishing workforce and to nurture and develop thriving individuals) highlight the commitment from RoS to support our colleagues to deliver.
4. Insight from the Investors in People report and our annual Civil Service People Survey (CSPS) demonstrates an opportunity to consider how our values can be better understood and leveraged to create an inspiring organisation.
5. Organisational integrity, where the espoused and lived values of an organisation are aligned i.e. where there is no 'say – do' gap between stated values and observed behaviours, is critical to engagement as identified in the [MacLeod Report 'Engaging for Success'](#).
6. [Shein's](#) organisational culture research demonstrates that in order for a desired culture to be embedded, there needs to be alignment with espoused values and underlying assumptions (learned and accepted behaviours in an organisation).
7. [Heskett and Sasser](#) (Harvard Business School) found that Leaders are critical culture role models and must set the example by living the elements of culture: values, behaviours, measures, and actions.
8. Focussing on values is a key enabler to drive the culture of our organisation. We know that 'healthy' cultures are better performing and help organisations to adapt ([McKinsey](#)) therefore at RoS it's important to consider how our values translate into behaviours to identify opportunities to better align espoused and tacit values.

9. Additional information has been included in the annexes to provide further context in advance of the Invest in Our People Deep Dive session. Specifically:

- RoS Values (annex a)
- RoS People Strategy (annex b)
- RoS People Metrics (annex c)
- Investors in People 2019 Report (annex d)
- Wellbeing Survey 2019 (annex e)
- CSPS Results (annex f)

10. Work is ongoing to develop a one page dashboard to help more effectively understand and leverage people data and MI. While the Digital SaaS programme will enable more data to be captured and reported, current reporting is constrained by system limitations and inadequate information. A draft one page dashboard will be shared with the Board on 25th February to get initial feedback on the proposed format. However, the people metrics currently available are attached in annex c for the Board's reference.

CSPS

11. The 2019 CSPS results have been published and activity is ongoing to explore the findings, discuss the results and agree actions. The RoS wide results will be shared with the Board and proposed RoS actions discussed to ensure clarity on next steps and rationale for the focus. This short update will be a scene setting for the rest of the session.

Values

12. In order to leverage the board's experience of being part of organisations where espoused and lived values are closely aligned, the Invest in Our People Deep Dive session will discuss the following questions and it is requested that Board members consider these in advance:

- Tell us about your personal experiences of being an employee or a Non-Executive Director in an organisation where the espoused values and lived behaviours were closely aligned.
- Was this alignment organic or planned?
- If planned, how was the gap diagnosed? What actions were taken to understand and address the say-do gap?
- How did this alignment drive performance?

13. In addition insight on the Board's perspective of values at RoS will be explored to help better understand alternative perspectives on values alignment. Specifically the Board will be asked to consider:

- What do you see and experience at RoS regarding how our values impact behaviours?
- Imagine you are asked to articulate what you will advise RoS EMT to do to narrow the say-do gap of the espoused and lived values...

- What are the key recommendations based on your experience and observations and how they relate to RoS?
- Where do our efforts need to be focussed?

Conclusion

14. Board are requested to consider the questions and read the documentation in advance of the Invest in Our People Deep Dive session.

**Head of People and Change
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