

# **Registers of Scotland**

## **RoS Board**

**9-10 March 2021**

### **Engagement Analysis**

#### **Purpose**

1. The purpose of this paper is to update the Board on the findings from engagement activities such as the 2020 Civil Service People Survey (CSPS) and Investors in People (IiP) interim report.

#### **Background**

2. Improving overall employee engagement has been called out as a Key Performance Indicator (KPI) in our Corporate plan. As such RoS have run various engagement activities throughout the year to track engagement and gain feedback, to inform new initiatives with the aim of continuing to improve engagement within RoS.

3. RoS has been recognised as an Investor in People since 2000, and currently holds Silver accreditation however the aim is to achieve Gold accreditation during 2021. To reach Gold accreditation there is a requirement to meet all the criteria at the Developed and Established maturity level and at least 7 of the 9 Indicators at Advanced. As part of this process RoS elected to undertake our annual review during August/September 2020 where 50 colleagues were interviewed, in a virtual environment, by an IiP assessor.

4. RoS have taken part in the CSPS since 2009 and last year this ran in October 2020. The response rate was 83% response rate, (equating to 1,064 colleagues), which has exceeded any previous response rates to the CSPS. In addition to this RoS took up the offer of joining a cross government Covid-19 pulse survey which happened in May 2020 and saw 602 colleagues respond.

5. Running alongside the assessment activities RoS has also held Colleague Voice sessions twice during 2020 as well as gaining feedback from other engagement activities such as all colleague Webinars and Slido 'ask the Keeper' sessions.

6. Throughout 2020, based on this feedback, RoS has have created a robust wellbeing approach to support colleagues through the pandemic and have had an extensive communication strategy to ensure all colleagues are kept up-to-date and aware of the organisation's response to the pandemic and what this means for them.

7. During 2020 a number of colleagues were furloughed, put on paid special leave or used Covid related flexi-time codes when unable to work due to caring responsibilities or other Covid related impacts. The number of colleagues in these categories has at times fluctuated throughout the past year depending on Government guidelines. Colleagues who were unable to work were invited to participate in the CSPS survey and those who participated in the IiP assessment were a mix of colleagues who had worked throughout the pandemic and those who had just returned from furlough, ensuring that engagement results reflected the broad organisation.

8. The Trade Union representatives have had full access to the liP assessment feedback and the full CSPA results and comments with the aim of supporting partnership working and collaboration.

### Engagement analysis

9. The 2020 liP interim report highlighted significant progress towards achieving Gold accreditation. RoS saw improvements in the 'maturity' level across 7 out of the 9 indicators (see appendix 1). The two indicators that didn't see an improvement were 'Structuring work' and 'Delivering continuous improvement' where our 'maturity' remained static. The liP assessor highlighted four indicators which have not reached the Advanced maturity level. These are:

- a. Empowering and involving people - participating and collaborating
- b. Managing performance – setting objectives
- c. Recognising and rewarding high performance – recognising and rewarding people
- d. Structuring work – enabling collaborative working

10. From the CSPA 2020 results RoS saw an increase in our engagement index from 59% to 66%. This is a 7% increase and means RoS are in line with the engagement index of the Civil Service Benchmark. RoS saw an increase in all 5 questions that make up the engagement index when compared to the previous year, with the most significant change relating to 'I am proud to tell others that I work for RoS'.

11. When looking at the engagement index it was noted that the score for colleagues not of white ethnicity was 67%, which is slightly higher than those identifying as white Scottish/British who scored 66%. Colleagues who stated that they were Gay, Lesbian, Bi-sexual or other sexual orientation had a slightly higher, compared to RoS wide, engagement index at 67% while colleagues with disabilities were slightly less engaged (63%).

12. There were increases in RoS wide scores across all CSPA themes with 'leadership and managing change' and 'my manager' seeing the biggest increases in the percent positive (pp) by 15pp and 12pp respectively.

13. RoS has seen a decrease in colleagues responding yes or prefer not to say when asked if they were discriminated against at work. This has decreased from 16% to 9% when compared to the results from 2019. RoS has also seen a decrease in colleagues responding yes or prefer not to say when asked if they had been bullied and/or harassed at work in 2020. This has decreased from 15% to 9% when compared to the results from 2019.

14. From the liP findings and CSPA data four themes were identified, and it was recommended to the Executive management team (EMT) that RoS focused on these themes during 2021. These are:

- a. Visible, inspiring, values driven leadership (*same as last year*)
- b. Support career development within the Civil Service (*change from last year to include the Civil Service rather than just RoS*)

- c. Enable and drive a performance culture (*similar to last year*)
- d. Champion engagement (including colleague voice) and wellbeing activity across RoS (*new for 2021*)

Appendix 2 shows some of the data used to identify these themes. In a recent poll, 96% of colleagues confirmed that they agreed that these themes were the right ones to focus on for RoS.

15. The CSPS results include a civil service wide comparison and the majority of questions in the CSPS survey can be benchmarked with the 2019 RoS results, allowing access to more granular data at an organisation and functional level. The RoS CSPS results can separately be benchmarked at a theme level with other civil service organisations and to provide more meaningful insight, the RoS results were reviewed with other civil service organisations of a similar size (18 organisations in total). It was found that RoS are the highest scoring organisation for the Pay and Benefits theme and the lowest scoring for Learning and Development (see appendix 3).

16. Following publication of the RoS wide themes we have arranged Colleague Voice sessions week commencing 22<sup>nd</sup> February, providing colleagues the opportunity to discuss the themes in more depth in cross-RoS small groups. This provides additional opportunity to hear directly from colleagues and capture further insight, ensuring understanding. A RoS wide action plan will then be created which will be developed in light of colleague feedback and senior leadership input, with this action plan being shared with colleagues to ensure transparency and visibility.

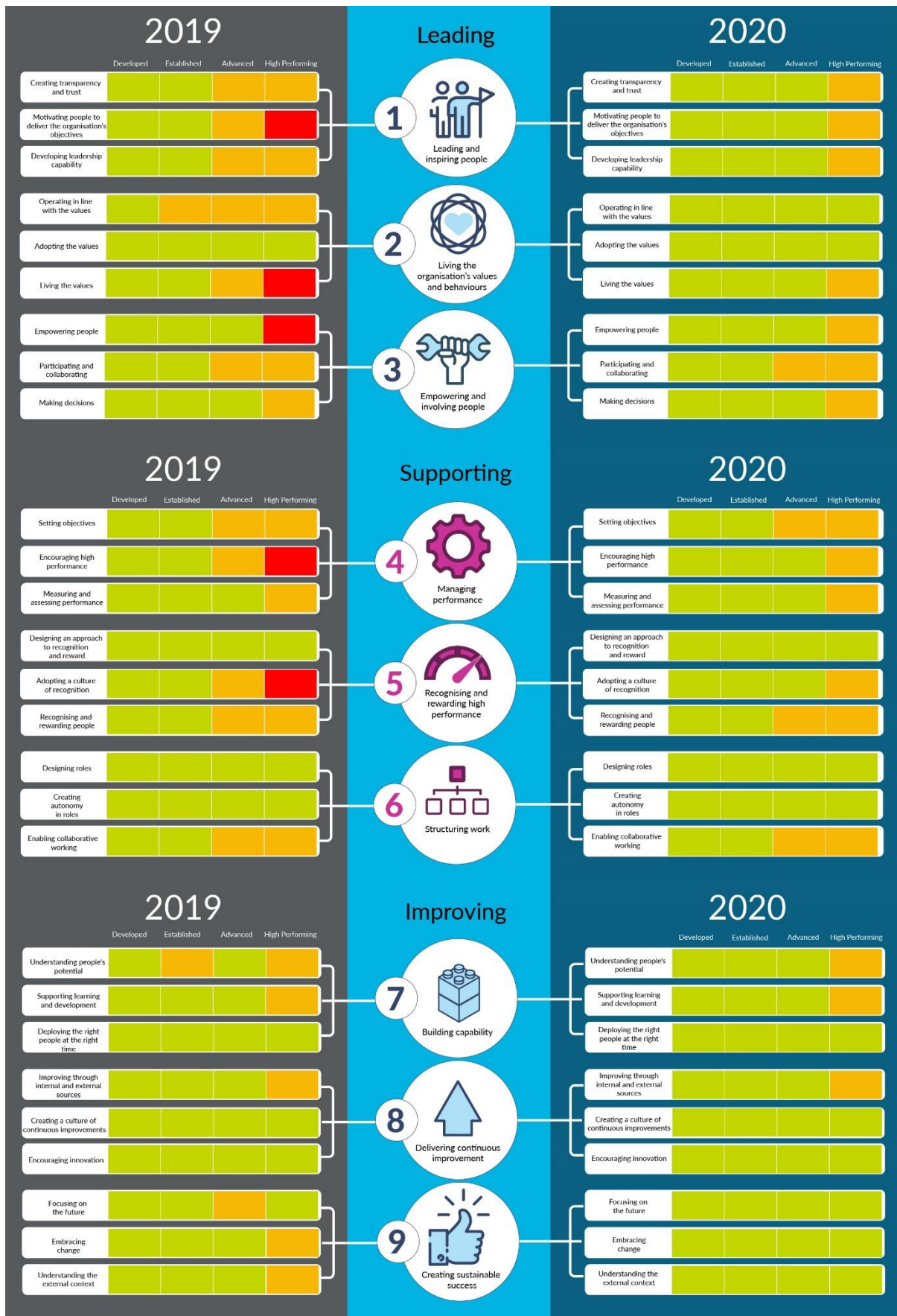
17. All managers have been asked to carry out action planning sessions with their teams to create local team action plans which should be revisited throughout the year. Guidance and support tools have been made available to managers to help deliver these sessions, with additional focus this year on managing these in a virtual context. Action plans will also be discussed at the quarterly review meeting with EMT and C band colleagues to ensure the regular cadence of engagement conversations.

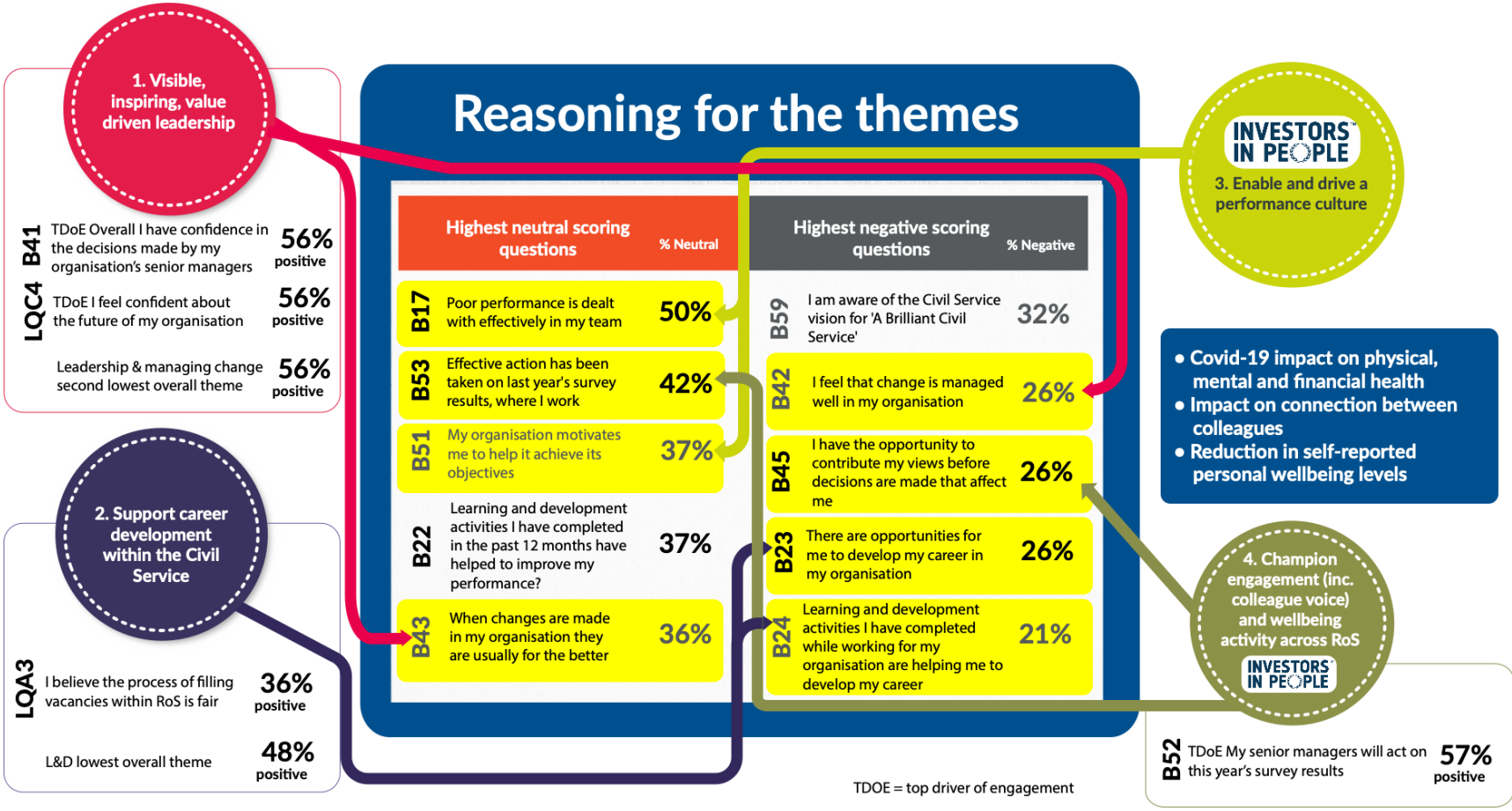
## **Conclusion**

18. The engagement data highlights some significant progress in how people experience working at RoS. There are opportunities for specific focus as will be explored in the RoS wide action plan. Board members are requested to consider the paper alongside the supporting documentation to support the people deep dive Board session.

**Colleague Experience Manager**  
**Corporate Directorate**  
**23/02/2021**

Appendix 1 – IIP Assessment





**INVESTORS IN PEOPLE**

3. Enable and drive a performance culture

- Covid-19 impact on physical, mental and financial health
- Impact on connection between colleagues
- Reduction in self-reported personal wellbeing levels

4. Champion engagement (inc. colleague voice) and wellbeing activity across RoS

**INVESTORS IN PEOPLE**

**B52** TDoE My senior managers will act on this year's survey results **57%** positive