

Registers of Scotland

RoS Board

8th March 2022

CSPS/liP action planning deep dive

Purpose

1. The purpose of this paper is to update RoS Board on the findings from the Civil Service People Survey (CSPS) and Investors in People (liP) report and give RoS Board an overview of the RoS wide action plan and next steps. This paper is complementary to the People and Change paper, with insights outlined in this paper used to inform priority activities in the 2022-23 People and Change roadmap and critical path.

Recommendation

2. The Board are invited to review this paper and to provide feedback and/or insights into proposed RoS wide CSPS action plan and IIP next steps outlined in this paper.

Background

3. Improving overall employee engagement has been called out as a Key Performance Indicator (KPI) in our corporate plan. As such RoS have run engagement activities throughout the year to track engagement and gain feedback including liP assessment and CSPS. The data has been used to inform new initiatives and as assurance that the work we are doing is continuing to improve engagement within RoS.

4. RoS has been recognised as an Investor in People since 2000, gaining Gold accreditation in 2021.

5. liP is a nationally recognised accreditation that is known widely by external stakeholders including potential candidates. From research and discussions, we have not found another accreditation which would give us the same thorough overview and provide assurance that the approaches and interventions we put in place are delivering desired outcomes.

6. RoS have taken part in the CSPS since 2009 (participation is mandated within the Civil Service). The most recent survey ran in October 2021 with a response rate of 69% (884 colleagues), which was lower than the 83% response rate in 2020. Some of the reasoning for this change was a significant reduction in the number of contractors who completed the survey in 2021 predominantly in the Digital area.

7. 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.

liP & CSPA action planning deep dive

8. While RoS achieved Gold liP standard in 2021, a number of recommendations were proposed to support our development through the liP framework. These recommendations were themed under:

- a. Performance
- b. Leadership
- c. Recognition
- d. Colleague Voice

9. The 2021 CSPA Engagement Index (EI) result remained static at 66%. RoS is in line with the EI of the Civil Service Benchmark (66%). Across all the core themes RoS saw small changes to scores with either a slightly higher or lower positive response and none of the changes were deemed statistically significant as can be seen in the below table.

Core theme	CSPA 2021 result	Difference from 2020
My Work	77%	-2
Organisation objectives and purpose	87%	-1
My manager	74%	0
My team	84%	-3
Learning and development	51%	+3
Inclusion and fair treatment	86%	+1
Resources and workload	82%	+1
Pay and benefits	59%	-3
Leadership and managing change	55%	-1

10. RoS have recently received the Benchmarking data from Cabinet Office. This data is currently being reviewed. However, the table below shows our ranking among the 101 participating departments. It shows that we have continued to perform well in a number of areas, notably 'Pay and Benefits', 'Resources and Workload' and 'Inclusion and Fair Treatment'.

	Our Ranking	Number of departments with lower score than RoS
Engagement Index	45 th =	48
My Work	68 th =	27
Organisational Objectives and Purpose	30 th =	63
My Manager	53 rd =	41
My Team	48 th =	44
Learning and Development	75 th =	23
Inclusion and Fair Treatment	14 th =	78

Resources and Workload	10 th =	89
Pay and Benefits	8 th	94
Leadership and Managing Change	58 th =	41

11. When looking at the EI, the data shows that the level of engagement is overall lowest within the Registration Directorate (62%). In addition, the EI score reduces with increasing length of service (74% for under 1 year versus 62% for over 20 years' service). There were differences based on demographic data:

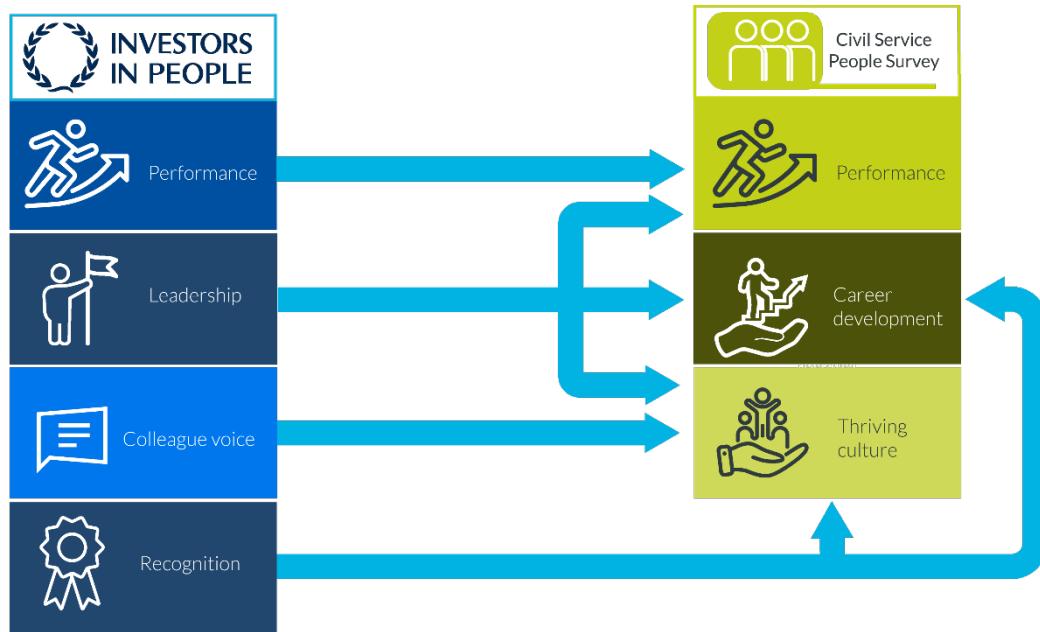
- a. EI for colleagues not of white ethnicity was higher than those identifying as white Scottish/British (70% versus 66%)
- b. Colleagues who stated that they were Gay, Lesbian, Bi-sexual or other sexual orientation had a higher EI (72%)
- c. Colleagues with disabilities were less engaged (60%).
- d. People with carer responsibilities had a lower EI than those who don't (65% versus 67%).
- e. People managers had a higher EI (75%)
- f. Full time have higher EI than others (66% v's 62%).

12. Currently we cannot tell if any of these differences are deemed statistically significant.

13. From the liP findings and CSPS data, including the CSPS comments, three themes were identified, and it was recommended to the Executive management team (EMT) that RoS focused on supporting the following themes during 2022:

- a. Performance
- b. Career Development
- c. Thriving Culture

14. The below image shows how the liP recommendations link to the RoS wide themes.



15. In a recent poll, 91% of colleagues confirmed that they agreed that these themes were the right ones to focus on for RoS. Appendix 1 shows the proposed RoS wide action plan based on these three themes. The action plan has less actions than previous years and this is so RoS can concentrate on critical areas such as performance, development, hybrid working and equality, diversity and inclusion agenda to make sure these are embedded within the organisation.

New Investors in People opportunities

16. Historically RoS has chosen to increase the number of IIP colleague interviews to ensure a broader range of colleague voice is heard, from 50 to 100 per year. Two new additional accreditations have been agreed that would allow us to use the 100 interviews to retain robust Investors in People assessment while extending to participate in 2 other accreditations under the IIP umbrella at no additional cost or capacity - Investors in Young People and the We Invest in Wellbeing accreditation - which both align with other key outcomes on our HROD critical path.

17. Appendix 2 includes additional information on both accreditations. These accreditations allow for assessment of our current approaches as well as recognition of the focus RoS has prioritised in these areas linking with important elements of our Employee Value Proposition.

18. EMT also agreed that RoS would strive for platinum accreditation, which is only held by 2% of organisations such as Companies House, for the overall IIP award by May 2024. It was agreed that the work already being planned through the HROD critical path and internal communication plans, see appendix 3, would naturally support RoS aiming for platinum. The table in appendix 3, which also has a few recommended extra activities, has been shared with our new IIP assessor who has stated that the activities outlined 'look excellent and really fit the bill' when looking at what was recommended in last year's IIP report.




19. Appendix 4 outlines where RoS have been assessed as amber under high performing which means there is some evidence but not currently embedded. RoS would have to be assessed as green under 7 out of the 9 indicators to gain platinum in May 2024.

Conclusion

20. The Board are invited to review this paper and to provide feedback and/or insights into proposed RoS wide CSPS action plan and IIP next steps outlined in this paper.

Colleague Experience Manager
Corporate Directorate
14 February 2022

Appendix 1: RoS wide action plan

RoS Wide theme	Action
	<ul style="list-style-type: none"> • Performance management approach review including new objective setting & check-ins rolled out and embedded across RoS
	<ul style="list-style-type: none"> • Grow our Own opportunities • Leadership and management development • Personal Development Plans (PDPs) campaign and support – ownership for own career in or outside RoS
	<ul style="list-style-type: none"> • Embed Be ROS • EDI action plan execution • Hybrid working support • Recognition approaches embedded • Colleague voice channels extended • Employee Value Proposition cascade

Appendix 2: Summary of Investors in Young People and We Invest in Wellbeing accreditations

Both accreditations run similar to the overall Investors in People accreditation where they run over a 3 year cycle.

Investors in Young People

What is Investors in Young People?

Investors in Young People (IYYP) is a good practice framework, designed to support employers, to develop their Youth Employment practices around the attraction, recruitment, development, and retention of Young People.

Who is it for?

Employers who employ or are considering employing Young People and are looking to develop high performing Youth Employment practices and for those looking for recognition for demonstrating best practice. This could help inform practices that link into the Young Persons Guarantee which we have signed.

Why engage with this framework?

- An external assessment to achieve accreditation and recommendations to further develop Youth Employment practices
- Youth Employment consultancy to achieve competitive advantage and recognition as an Employer of Choice for young people seeking employment
- A Health Check to assess the effectiveness of current youth employment practices and an action plan for development

We invest in Wellbeing

We invest in wellbeing is an accreditation for organisations that are developing and nurturing a culture of wellbeing.

Through this accreditation we would:

- Gain feedback directly from your people through our survey and interviews
- Detailed feedback report based on our analysis (qualitative and quantitative)
- An action plan designed to support the evolution of our wellbeing strategy

Areas covered in the We invest in Wellbeing accreditation are:

- Social: social wellbeing refers to reward and recognition, employee voice, inclusion, diversity, community activities and family-friendly policies
- Physical: physical wellbeing refers to anything and everything that affects your people's physical health
- Psychological: Psychological wellbeing refers to mental health, sleep, rest or financial wellbeing.

Appendix 3 – liP Journey to Platinum

liP recommendation	liP themes not at platinum that relate to recommendation	Planned activity – already resourced/budgeted for	Recommended activity – extra resource/budget
<p><u>Leadership</u> Redefine what is expected of leaders and support them to move from control to facilitative leadership approach, embed psychological safety and develop leadership behaviours through emotional intelligence and a growth mindset.</p>	<ul style="list-style-type: none"> - Motivating people to deliver the organisation’s objectives - Developing leadership capability. - Improving through internal and external sources 	<p>Leadership Development Programme</p> <p>Y1 21/22 leadership fundamentals (EI, growth mindset, psychological safety & performance) – with development of leadership lounge</p> <p>Y2 22/23 leadership growth (ongoing skills development, talent & succession planning)</p>	
<p><u>Performance reviews</u> Review the performance management approach and transition to a ‘My Contribution’ approach where feedback is more regular, objectives are more meaningful, and progress is more transparent.</p>	<ul style="list-style-type: none"> - Setting objectives - Measuring and assessing performance - Enabling collaborative working - Understanding people’s potential - Supporting learning and development - Living the values 	<p>Performance management approach review (inc. objective setting, feedback and progress review) and implementation – timescales still TBC</p> <p>Management toolkits developed to support performance management – timescales still TBC</p>	<p>Management Essentials evolution – approach to be scoped in 22/23</p>

<p><u>Recognition</u> Increase peer to peer recognition and congratulating people when things are done well to motivate and engage colleagues.</p>	<ul style="list-style-type: none"> - Adopting a culture of recognition - Recognising and rewarding people 	<p>Performance management approach review will enable increased recognition & feedback between manager and team members - timescales still TBC</p> <p>Benefit platform overview and retender by March 2023</p>	<p>Employee Value Proposition (EVP) overview & strategy – re prioritise to start in 2022/23</p> <p>Recognition overview – how to encourage peer to peer recognition – trial integrated platform (e.g. HIVE) - trial during 2022/23</p>
<p><u>Colleague voice</u> Share more 'you said...we did' communications to help colleagues better connect the link between their feedback and meaningful organisational action</p>	<ul style="list-style-type: none"> - Empowering people. - Participating and collaborating. - Making decisions. 	<p>Embed actions following Communication Team review including colleague newsletter and RoSNet update during Q4 2021/22</p> <p>Internal Communications are looking to introduce engagement tools to make webinars/meetings more interactive 2022/23</p>	<p>Pulse survey approach rolled-out to enable real time feedback and employee voice - trial integrated platform (e.g. HIVE) - trial during 2022/23</p>

Appendix 4: liP Platinum level heatmap

Indicators	Themes	High performing
1. Leading and inspiring people	Creating transparency and trust	Green
	Motivating people to deliver the organisation's objectives	Yellow
	Developing leadership capability	Yellow
2. Living the organisation's values and behaviours	Operating in line with the values	Green
	Adopting the values	Green
	Living the values	Yellow
3. Empowering and involving people	Empowering people	Yellow
	Participating and collaborating	*
	Making decisions	Yellow
4. Managing performance	Setting objectives	*
	Encouraging high performance	Green
	Measuring and assessing performance	Yellow
5. Recognising and rewarding high performance	Designing an approach to recognition and reward	Green
	Adopting a culture of recognition	Yellow
	Recognising and rewarding people	Yellow
6. Structuring work	Designing roles	Green
	Creating autonomy in roles	Green
	Enabling collaborative working	Yellow
7. Building capability	Understanding people's potential	Yellow
	Supporting learning and development	Yellow
	Deploying the right people at the right time	Green
8. Delivering continuous improvement	Improving through internal and external sources	Yellow
	Creating a culture of continuous improvements	Green
	Encouraging innovation	Green
9. Creating sustainable success	Focusing on the future	Green
	Embracing change	Green
	Understanding the external context	Green

* Would require to also meet the Advanced level