

Registers of Scotland

RoS Board

8 June 2021

People Insight Report and People Dashboard June 2021

Purpose

1. The purpose of this paper is to present the Board with relevant people data and analysis in order to provide regular insight as to the composition, engagement, talent management and productivity of RoS' workforce.
2. Board members are asked to note the people dashboard and insight report.

Insight Report

3. We reflect a traditional hierarchical structure with associated linear line-management arrangements through directorates, functions and teams. The form of our organisation supports strong governance and consistent application of policy and process whilst agility and workforce flexibility are typically more challenging both structurally and culturally. In contrast, the introduction of the squads model for team working in Registration encourages the flattening of traditional grade structures and increased team autonomy with productivity understood by reference to flow efficiency. The People and Change delivery plan for 21/22 describes our intent to build on the squads model, aligning more HROD resource to support the expedition of new organisational design features within squads, moving to a structure that fundamentally shifts the line management and team makeup. While the people dashboard may not immediately evidence a flatter organisational design, the ability to re-allocate work to skilled colleagues in combination with the improved flow efficiency of the squads model, will be visible through an improvement in overall productivity.

4. Engagement levels have been increasing as evidenced through the improving engagement index score measured annually through the CSPA. We now benchmark favourably with the Civil Service average, yet we have a widening gap internally between overall engagement at RoS and the engagement of those working within the Registration function. Analysis via the Robertson Cooper Wellbeing diagnostic tool has indicated a priority focus on *purpose* and *mental wellbeing* in order to address this gap. Our OD programme seeks to respond to this through initiatives such as Mental Health Awareness training, a wellbeing support programme available digitally and the significant organisational change represented by the implementation of squads. The opportunities provided by a new organisational design within the registration function include the scope to work more intensively to develop and support practice in new leadership roles, operating with new performance management and development approaches. Health checks have been introduced for the squads so that they can reflect on the drivers of engagement and their own team effectiveness, with a maturity model developed to ensure relevant and timely development is implemented.

5. Transitioning from the initial impacts of the pandemic, we are now moving into the next stages of designing broader and enduring new ways of working across RoS; specifically, how we implement hybrid working. As part of this work there are a number of potential people implications which require robust consideration to mitigate risk, including new policies, leadership of hybrid teams and appropriate wellbeing support to reduce fatigue and burnout. Alongside this, there will be significant focus on leveraging opportunities to include a more diverse workforce, to retain key talent and improve collaboration. We have seen dramatic reductions in sickness absence over a year in which people have been working remotely. We hope that this represents an opportunity to maintain increased attendance once we introduce the enduring option of remote working within a hybrid model. In the meantime, we have sustained a focus on wellbeing and mental health awareness training in recognition of the increasingly significant proportion of working days lost to mental ill-health. We continue at present to have a high proportion of our people working on a full-time basis. Through the distributed working model and as a result of our intention to become a more inclusive organisation, we envisage that more varied contracts will be more prevalent in the future. The progress made in engaging our workforce is yet an important predictor of improving productivity. We now have the EDI Strategy to further mature our approach to engagement via the embedding of the strategic principles through the work led by the EDI forum. We also have new risks to sustaining engagement due to planned structural change within Registration this year and recognise that while significant change allows for quicker and more impactful outcomes, it can in the short-term result in lower levels of satisfaction and engagement and higher levels of absence and ER cases.

6. In 21/22 we will be building a strategic workforce plan to support delivery of our Corporate Plan. In the first year of that plan we are looking to consolidate ways of working and we have several new vacancies to recruit to, many of which are key enablers of technical and organisational developments that will unlock productivity and introduce greater efficiency in future years of the Corporate Plan. We expect to see the composition of our workforce shift so that we have a smaller overall workforce and a skew from the status quo to a greater proportion of senior professional roles, reflecting the technical advances that shift contribution towards that of knowledge workers and away from manual administration tasks. It may be worth noting that more varied contractual hours in contracts could increase our headcount even whilst we decrease the number of full-time equivalent employees at RoS over the Corporate Planning period.

7. Our substantive workforce is assisted by a significant compliment of contingent workers who are most frequently engaged to add technical expertise within IT, Product and Service Design disciplines. Our intent is to continue to withdraw from reliance on contractors through substantive recruitment alongside a Grow Our Own strategy (GOO) that will offer colleagues from across the organisation the opportunity to develop their skills in Digital and Data, Service Design and Product roles through structured training and support. By building on existing talent, we can provide colleagues with the skills and capabilities to progress their careers in line with the roles that we'll require in the future as identified through the Corporate Plan and strategic workforce planning activity. Our ability to attract and retain talent is something we expect to see escalating as the impacts of the pandemic on the economy provide an increasingly loose labour market and our distributed working model enables people to

contribute from a wider geographic area. The equal opportunities section of our dashboard indicates the advantage of internal candidates for vacancies, relating to high degrees of internal mobility for colleagues.

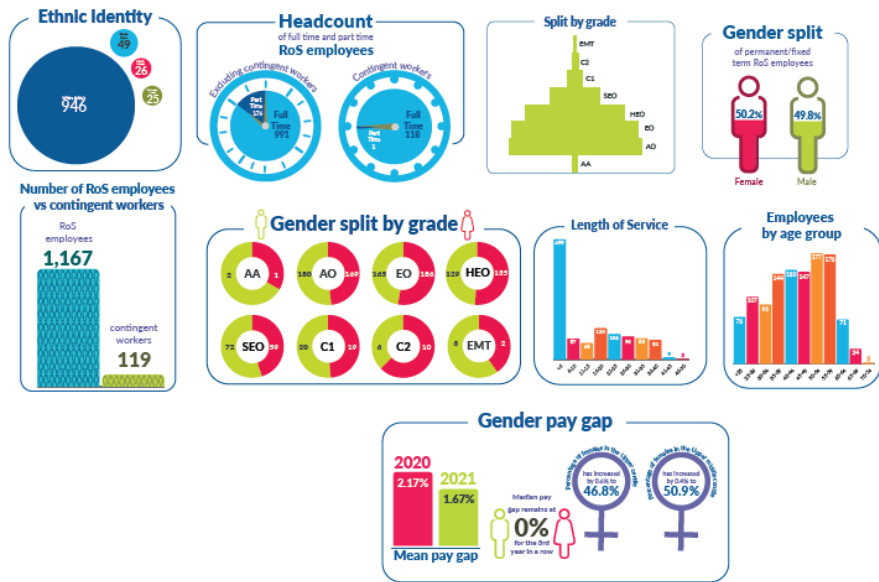
8. RoS offers a very secure employment offer as an organisation and within the wider Civil Service and this is reflected in longevity of service, with a mean of 14.6 years. However, a very significant proportion of the workforce have been with us for less than 6 years and this suggests a sizeable population with a psychological contract with RoS as an employer that is not deeply rooted in the organisation's history. The lack of incentive for individuals and the lack of mechanism for management to encourage more mobility of people through the organisation is reflected in a very low turnover rate and is a challenge to culture change, particularly around changing performance expectations. Through mechanisms such as the CSPS action plan themes, an Invest in our People development webinar and comprehensive engagements around GOO, we are communicating the change in the future workforce signalled by the Corporate Plan and actively encouraging people to consider their future and access opportunities to diversify their skill sets and experience. The People & Change goal tree prioritises performance with three key outcomes: Leaders & Managers prioritise performance management; the impact of our performance approach is continuously reviewed and improved, inclusively; and that performance standards and KPIs are in place. An outcome of these efforts may imply an increase in performance improvement plans over the coming year – now very low at four – and this is something that we would welcome.

9. We have a workforce that spans 4 generations and in which we have maintained a mean gender pay gap of 0% over the last 3 years. Our demographic data capture processes are not as robust as we would like. For example, where data around sex is *complete* in its reporting, there has not previously been an option for respondents to report their gender. We are also aware that we need to illuminate far more about the protected characteristics of the people within our existing workforce, for example by encouraging people to indicate their ethnicity and disability status and thereby reduce the high proportion of respondents who select to 'prefer not to say'. The equal opportunities section of our dashboard demonstrates that, for internal candidates, our processes do not diminish the chances of successful job application based on protected characteristics. However, the data also suggests that external candidates have a higher chance of success if they are white, female and/or have no disability. Given our intent for changes within the workforce, we anticipate that the vast majority of our resourcing needs over the next years will be achieved via internal redeployment and reskilling. This has implications for how much more diverse we are able to become. Engagement scores are slightly lower as determined by the responses of colleagues with a disability or long-term health condition, so this may be a valid focus of our efforts around inclusion at this time. The EDI Steering Group are interrogating the most suitable KPI and monitoring data to maintain focus on progress under the new strategy and towards the KPI.

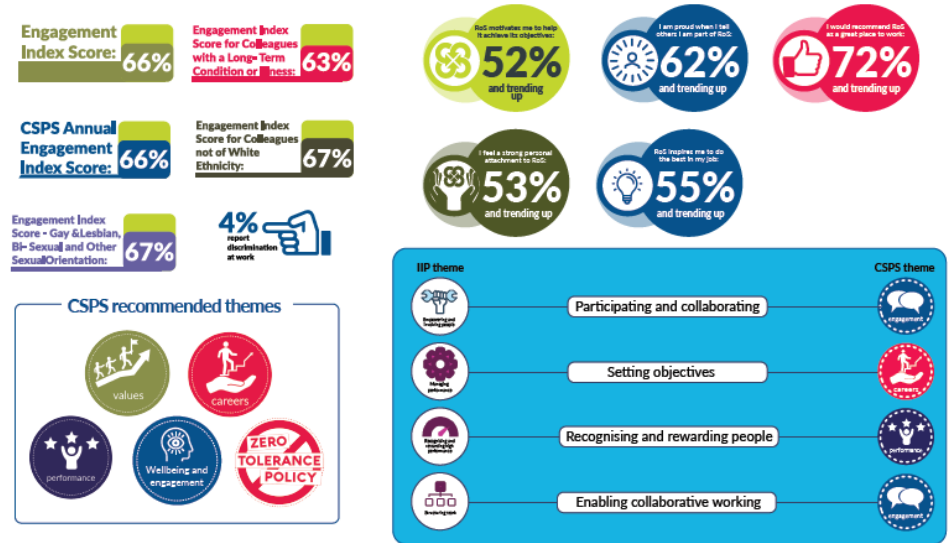
**Head of HR
People and Change
20/05/2021**

*live data **quarterly data ***annual data

Demographics*



Engagement



Talent Management



Productivity

