

Registers of Scotland

RoS Board

13th December 2022

Engagement and Wellbeing data collection overview

Purpose

1. The purpose of this paper is to update RoS Board on the various data collection exercises we have carried out to gauge the wellbeing and engagement of colleagues as well as measure progress against our people and change initiatives. This paper, where possible, provides an initial overview of findings and outlines next steps for data analysis, interpretation, and action planning.

Recommendation

2. The Board are invited to review this paper and to provide feedback on the available results pertinent to considerations around organisational performance and the future of RoS which can be incorporated into people-oriented action plans.

Background

3. Improving overall employee engagement is a Key Performance Indicator (KPI) in our corporate plan. As such we have run engagement activities throughout the year to track engagement and gain feedback including, We Invest in People (WIIP) and the annual Civil Service People Survey (CSPS). We have also initiated a We Invest in Wellbeing (WIIW) assessment and a Wellbeing survey in partnership with Hive, to gather further insight into colleagues' wellbeing. Analysis of the data and findings will be used to inform business-focused initiatives that drive performance and provide assurance that the work we are doing is continuing to improve engagement and wellbeing at RoS.

4. We have been recognised as an Investor in People (IIP) since 2000, achieving Gold accreditation in 2021. The Board were informed in March 2022 about the introduction of new accreditations through the IIP framework which includes the We Invest in Wellbeing (launched in November 2022) and Investors in Young People (launching April 2023).

5. We have participated in the CSPS since it began in 2009. The most recent survey concluded last month with a response rate of 81%, which was higher than the response rate in 2021 and exceeds the 71% KPI set in the Corporate Plan.

6. PCS are actively involved in all these initiatives and will be given full access to the WIIP and WIIW assessment feedback and the CSPS and Wellbeing survey results and comments with the aim of supporting effective partnership working and collaboration.

CSPS overview 2021

7. A RoS-wide action plan was created based on the CSPS 2021 results, and other data sets. A reminder of this action plan can be found at **appendix 2**. Activities focused on three specific themes identified, which were: “Enable and drive a performance culture”, “Support career development within the Civil Service” and “Embed activities to support a culture where colleagues can thrive”. These themes were identified after analysing different data sets to understand what areas needed specific action to support delivery of the corporate plan. A summary of some of the activities can be found at **appendix 3**.

8. The CSPS 2022 results will be analysed by the Colleague Experience team to review where progress has been made and where there are opportunities for continued or additional focus. The analysis will also seek to identify any emerging risks that may adversely impact our performance and organisational wellbeing.

9. The 2022 CSPS ran between 20 September and 31 October. The results were released to RoS (Survey Managers and Senior Leaders only) on 6 December. The results can be found in **appendix 1**.

We Invest in People (WIIP) and We Invest in Wellbeing (WIIW) overview

10. Whilst we achieved the WIIP Gold standard in 2021, several recommendations were proposed to support our development through the IIP framework. These recommendations were themed under:

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

11. The WIIP interim assessment in May this year highlighted that we had made some progress specifically around adopting a culture of recognition and overall RoS is still meeting the Gold level of accreditation. The assessor also stated that they would expect to see further improvements based on current ongoing initiatives such as our changes to performance management. A summary of the WIIP progress against the nine themes can be found at **appendix 4**.

12. The WIIW accreditation began in November with 47 colleagues interviewed, and group discussions held with EMT and PCS respectively. We will receive the full report from the assessor in mid-December which will be shared with the Board.

13. The assessor has provided some initial insights following the interviews. Feedback is positive with the assessor noting strengths in the support RoS provides for the physical wellbeing of colleagues e.g., support with setting up remote working stations, the ease of ordering equipment and the flexibility of where to work. Other strengths include the use of networks, reshaping the office environment to support collaborative working and social discussions and colleagues feeling supported and safe in the workplace. Other feedback gives regard to potential development areas including team cohesion and the capacity of people managers to support colleagues

consistently in hybrid ways of working. Fuller details will be contained within the report, including confirmation of the accreditation result.

Wellbeing survey (supported by Hive)

14. In 2019 we conducted a Wellbeing survey supported by Robertson Cooper (wellbeing specialists and business psychologists). During November we ran a follow-up survey using Hive as the independent external supplier. The aim of the survey is to benchmark our wellbeing status since 2019, and how we can support wellbeing in a hybrid working environment to enable colleagues to provide effective service.

15. The 2019 wellbeing survey highlighted challenges around psychological health and wellbeing, sense of purpose and engagement. In their report, Robertson Cooper cautioned that there was a feeling “the environment is dull and repetitive, and people are struggling to connect their work to a purpose”. Changes to job design, the introduction of service teams and learning and development opportunities such as the Grow our Own programme are examples of some of the actions designed and implemented to increase organisational capability and to mitigate the risk of “rust out” by providing more interesting work and career opportunities for colleagues.

16. The Hive survey closed on 22 November with a 49% response rate. The results will be analysed by Hive’s business psychologists, with a report pack expected on 20 December outlining the main findings, insights, and recommendations. Hive will deliver a presentation to EMT on 11 January to discuss the results and next steps.

17. Initial indications from Hive are that the following survey questions are the five biggest drivers of engagement i.e., the factors included in the survey that are most strongly associated with feelings of colleague engagement:

Ranking	Question	Currently doing well, or need to develop?
1st	I feel like I truly belong here	Develop
2nd	I enjoy my job	Well
3rd	I feel positive about my future at RoS	Develop
4th	I can take regular breaks to rest and refocus throughout the working day	Well
5th	For me, the number of communication channels we have at RoS is manageable	Develop

18. The report from Hive will include organisational headlines, driver analysis, an exploration of emergent key themes, thematic analysis of the free-text question comments at organisational level, additional insight relating to mental wellness across the organisation, as well as an exploration of colleague contact/social connectedness/isolation.

Next steps

19. Critical analysis of the CSPS results will commence upon receipt of the results. The data will be analysed in conjunction with other data sets including the WIIP report,

the WIIW report and Wellbeing survey report all due mid-December. Trends and themes will be identified through the analysis of the data collected in 2022 and by examining changes from previous years.

20. Professional insights from the consultants at both IIP and Hive will help us gauge the wellbeing and engagement of our colleagues as well as measure progress against our people initiatives. The analysis and insight will also help identify risks and opportunities associated with our people strategy and delivery of our strategic objectives. Our action plan will be reviewed and updated to ensure that people initiatives are designed and implemented to drive organisational health and capability to achieve the aims of the corporate plan.

Conclusion

21. The Board are invited to review this paper and to provide feedback on the available results pertinent to considerations around the future of RoS which can be incorporated into specific actions to support effective corporate plan delivery.

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Corporate Directorate
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