



Feedback Report

Investors in People

Scottish Social Services Council

Undertaken By: Ruth Hewitt
On behalf of Remarkable – the home for Investors in People in
Scotland

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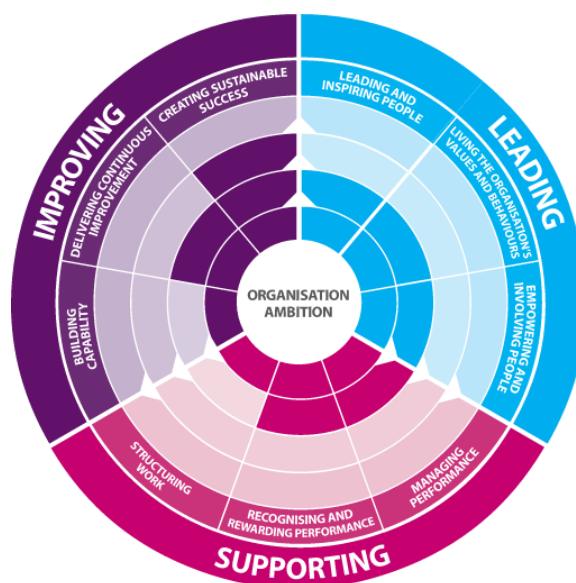
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1. Introduction

Background

You are a non-departmental public body established through The Regulation of Care (Scotland) Act 2001. Your overarching aims are; to protect people who use care services; to raise standards of practice and to strengthen and support the professionalism of the workforce. You do this by registering people who work in social work, social care and early education and childcare in Scotland and by working in partnership with stakeholders to develop and innovative and progressive approach to both professional and everyday workplace learning.

You first achieved Investors in People recognition in 2006. At your last full IIP assessment in November 2015 your achieved SILVER accreditation status under the Generation 6 IIP Framework. The heat map below details where you landed. The aim is to strive towards GOLD by 2021.



Context

As part of a rolling review strategy, you were assessed against the framework in June 2017 using half the employee sample size required. This visit was the final visit whereby the remaining half of the sample size was assessed aiming to establish an up-to-date position and completing the three-year accreditation cycle (2015 – 2018).

At your interim assessment in June 2017, your Specialist, Alison Ballantyne, confirmed that you were on track to maintain your SILVER accreditation status. The findings from the 2017 visit were banked and used to help determine your current IIP accreditation status.

The IIP online assessment (staff survey), was sent to all employees and gave everyone the opportunity to take part in the IIP process. The response rate was 59% making it *valid* for assessment purposes.

A formal context meeting took place with your CEO along with your Interim Head of HR. We discussed current priorities, future ambitions and the people challenges around these. By 2020 you will have finished the registration of all the different groups of social service workers. This will be a key event in that you will have moved from the growth phase to one of stability. You now have 120,000 people on the register. The final group – support workers in care at home and housing support are now going through the registration process and this is one of the most challenging groups to gear up to manage through registration and also dealing

with complaints. You are in the throws of a digital transformation programme which is helping you to manage growth and deliver efficiencies (e.g. online registration, fully connected 'My SSSC' portal and website as well as a new case management system) and making better use of people's time and skills, particularly at an admin level.

Since the assessment visit last year, you have had a change at Chief Executive level, with Lorraine Gray promoted to this post. Lorraine's vision for the wider team is to make sure that there are no barriers that get in the way of team members doing the best job they can each day – ensuring that staff feel supported through having the right tools, equipment, environment and resources to be able to make a difference to people who use your services.

You have achieved 'Committed to Excellence' with the aim of achieving 'Recognised for Excellence in the next few years. You have been awarded the Healthy Working Lives (HWL) Bronze accreditation. HWL's staff surveys have been instrumental in supporting the decisions around the re-structure in March which has seen Hearings and Corporate Governance separated out into two different departments, with Hearings now sitting within the remit of a new Directorate of Regulation. Fitness to Practice and Registration have also been brought into Regulation. The other two Directorates are Strategy & Performance and Development & Innovation. HR and Finance sit within a Shared Services model with the Care Inspectorate. There is still a challenge here in terms of ensuring expectations are met and you are getting what you need. You are however working on an improved service level agreement. You have recently pulled IT out of the shared services approach.

Methodology

I met with 20 people (7%) from a cross section of roles and departments and this is in line with National sampling guidelines. Most discussions were held on a 1:1 basis, 6 people were seen in pairs. Below is an illustration of the activity I undertook:



- IIP on line assessment deployment to all employees in advance of onsite activity



- One to one and paired interviews
- Open discussion and semi structured interview questions used
- Interviews lasted around 60 minutes



- General observations & time spent in Digital Transformation hub



- HWL Silver action plan; Development Discussion Process/guidance; L&M competencies; Performance Indicators; Corporate Plan; 2017 – 2020 People Strategy; EFQM People Criteria Feedback (external assessment)

Summary Findings

Thank you for the opportunity to hold discussions with some of your employees. I believe that everyone was honest and open in their views. This was the second half of a rolling review process and I am delighted to be able to confirm that you have maintained your SILVER accreditation status. In June 2017, Alison reported her welcomed response to previous IIP Assessor comments about some good intentions which haven't quite made it into practice at subsequent review visits and I am pleased to confirm Alison's findings that there continues to be a strong drive now see things 'over the hill' and driven by a sharper focus on performance improvement.

I found evidence of really good practice, from the methodology used to select your new CEO, some effective training pathways, the use of 'cultural meetings' to using internally some of the great practice that you have developed for the sector. Mentioned positively a number of times was Lorraine's increasing visibility amongst employees. I would suggest there are opportunities for senior leaders to do the same.

The plans and work streams you have in place such as talent mapping and its potential impact, embedding the Development Discussion process, future plans for leadership and management development and eliminating a number of the frustrations and barriers that digital transformation will overcome should see you move up through the IIP Framework maturity levels – quantifiable through improving people, customer, society and business results. There are some issues that need to be tackled though. Your People Strategy includes implementing 'the SSSC way' and organisation values underpin this – culture manifests itself through language, decision making, symbols, 'stories and legends' and daily work practices. You do have pockets where leadership and management behaviour can at times be inconsistent with your values – there can be some micro-management and trust issues however I would suggest that a priority action is to challenge what amounts to less than respectful behaviour towards other employees by some. It is a real shame that this is occurring because I heard some great feedback around leaders and managers role modelling expectations well and this enables and motivates people to try and be the best they can.

From a people results perspective, your IIP online assessment score of 663 out of 900 benchmarks you below both the UK wide IIP and industry sector averages. There are certainly opportunities available to improve your scoring around developing great leaders as well as turning nearly a third of respondents to the IIP on-line assessment who responded negatively to the statement 'people are selected for roles based on their skills and abilities' into positive territory. Here you can think about whether introducing a probationary period as well as making more use of an assessment centre approach would augment your recruitment process as well as how you can provide employees with greater clarity on your approach towards talent management.

Benchmark



* This reveals the average IIP Benchmark for all organisations who have undertaken the survey.

The online survey results broken down by department have already been provided and I would recommend that individual departments review their findings and action plan for improvement where relevant. You have some departments with over 50% negative responses to some of the survey questions and these should be explored more fully.

Headline On-line assessment results

The results from the online assessment have been aggregated below to give a measure of alignment against the Investors in People Standard, per framework indicator. Alignment is measured on a scale of 0–7. The highest measure of alignment against the Standard is 7, whereby an organisation demonstrates complete alignment with the Standard, according to the responses collected.

Indicator summary

		Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree	Average Indicator Score	Difference from IIP Average
INDICATOR 1										
Leading and inspiring people	✓	12.2%	34.0%	21.5%	13.0%	8.2%	7.1%	4.0%	4.9	-0.7
INDICATOR 2										
Living the organisation's values and behaviours	✓	19.1%	43.5%	17.3%	11.6%	4.3%	2.9%	1.1%	5.5	-0.4
INDICATOR 3										
Empowering and involving people	✓	14.1%	38.6%	21.0%	6.2%	10.6%	6.2%	3.3%	5.1	-0.7
INDICATOR 4										
Managing performance	✓	22.8%	44.5%	13.4%	7.4%	2.7%	5.7%	3.5%	5.5	-0.3
INDICATOR 5										
Recognising and rewarding high performance	✓	11.1%	23.3%	19.9%	19.0%	10.3%	10.0%	6.5%	4.5	-0.6
INDICATOR 6										
Structuring work	✓	17.4%	42.2%	22.2%	7.9%	4.0%	4.1%	2.2%	5.4	-0.5
INDICATOR 7										
Building capability	✓	11.4%	34.2%	22.0%	15.6%	8.2%	4.7%	3.9%	5	-0.5
INDICATOR 8										
Delivering continuous improvement	✓	14.1%	38.0%	22.5%	14.7%	3.6%	4.9%	2.2%	5.2	-0.4
INDICATOR 9										
Creating sustainable success	✓	17.2%	40.7%	21.2%	11.6%	4.9%	2.7%	1.7%	5.4	-0.4

Themes (Highs and lows)

	Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree	Average Score	Difference from IIP Average
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Highs

Understanding the external context <small>INDICATOR 9: Creating sustainable success</small>	24.7%	44.9%	19.0%	9.5%	1.3%	0.0%	0.6%	5.8	-0.1
Enabling collaborative working <small>INDICATOR 6: Structuring work</small>	22.2%	49.4%	19.0%	3.8%	1.9%	3.8%	0.0%	5.8	-0.1
Measuring and assessing performance <small>INDICATOR 4: Managing performance</small>	29.7%	46.8%	10.8%	3.8%	1.9%	3.8%	3.2%	5.8	+0.1
Adopting the values <small>INDICATOR 2: Living the organisation's values and behaviours</small>	24.4%	48.4%	13.6%	6.3%	4.1%	2.8%	0.3%	5.7	-0.3
Improving through internal and external sources <small>INDICATOR 8: Delivering continuous improvement</small>	20.3%	45.6%	21.5%	7.6%	1.3%	3.8%	0.0%	5.7	-0.2

Lows

Participating and collaborating <small>INDICATOR 3: Empowering and involving people</small>	9.5%	26.6%	23.4%	9.5%	13.9%	12.0%	5.1%	4.5	-1.0
Recognising and rewarding people <small>INDICATOR 5: Recognising and rewarding high performance</small>	10.4%	25.0%	19.0%	18.0%	11.1%	11.1%	5.4%	4.5	-0.5
Deploying the right people at the right time <small>INDICATOR 7: Building capability</small>	5.7%	31.6%	14.6%	15.2%	17.1%	6.3%	9.5%	4.4	-0.9
Developing leadership capability <small>INDICATOR 1: Leading and inspiring people</small>	5.1%	19.0%	21.5%	25.9%	12.0%	8.9%	7.6%	4.2	-1.0
Designing an approach to recognition and reward <small>INDICATOR 5: Recognising and rewarding high performance</small>	5.1%	19.0%	16.5%	29.1%	10.1%	12.0%	8.2%	4.1	-0.9

This table shows the measure of alignment to the IIP Standard and the **difference from your industry average** (public administration & defence)

Indicator summary

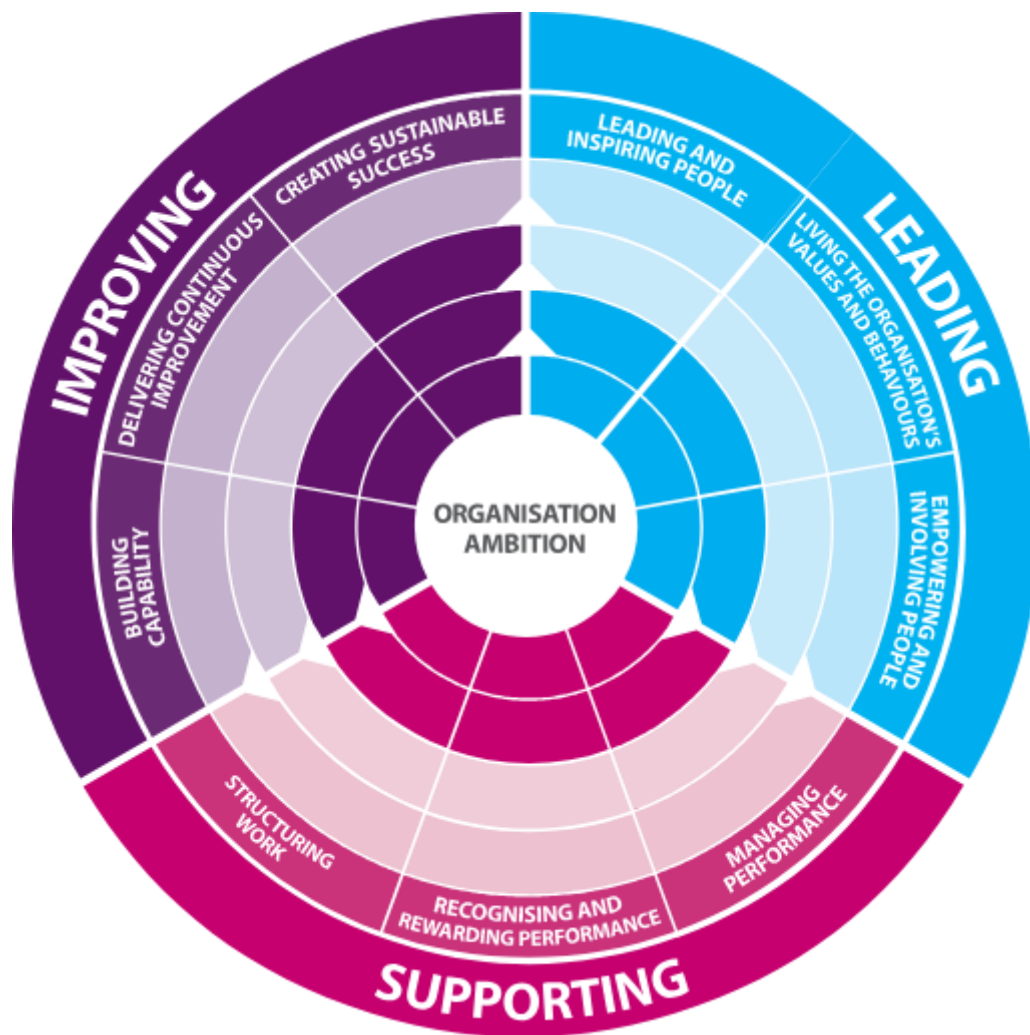


		Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree	Average Indicator Score	Industry
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INDICATOR 5										
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INDICATOR 9										
Creating sustainable success	▼	17.2%	40.7%	21.2%	11.6%	4.9%	2.7%	1.7%	5.4	-0.0

3. Outcome

Having carried out this assessment in accordance with the guidelines provided by Investors in People, I am satisfied that you continue meet the Investors in People Standard.

In addition, I congratulate you on maintaining your SILVER accreditation status.



4. Findings and Recommendations

Findings and Recommendations against your People Strategy (strategic aims) - direct quotes from employees are in *italics*

Your People Strategy supports your organisation and employees to achieve your strategic priorities set out in your Strategic Plan. It is part of a wider programme of work to become an excellent organisation with the aim of achieving EFQM recognition. The IIP on-line assessment provides you with useful baseline data to support the 'people' essential criteria within the EFQM framework. To structure this report, I have taken the four strategic aims of your People Strategy and aligned a number of the IIP on-line survey results to these with supporting narrative.

Develop – We must continue to develop our workforce capabilities, skills and competencies to create a sustainable, successful organisation. This enhances employee engagement and helps drive high performance levels and supports us to meet our Strategic Plan



You are putting in place the organisational conditions to nurture and support development of talent at all levels. This includes developing a talent management strategy, with a skills and qualifications assessment of your employees currently underway. This will enable you to identify skills gaps and to take action to ensure the right learning is provided.

You may find the following resource useful to support you in developing, deploying and evaluating talent with SSSC and includes case studies of interesting practice in talent management from across the public and

private sectors. A talent management checklist is included in the Appendix of this report. <http://www.improvementservice.org.uk/documents/research/talent-management-final-report.pdf>

Learning and development planning and execution is devolved to individual departments and I heard many examples of how employees are receiving effective training and development through a variety of off and on-the-job training, support for qualifications, Modern Apprenticeships, traineeships with training plans linked to pay increments, development days as well as sharing knowledge and collaborating to name a few.....*“Our department has improved – every time they take staff on they improve the training and everyone gets offered a refresher”.....“training will happen if you need it for your role”.....“there are lots of different roles in this organisation so you can move about”.* Your Learning and Development team have developed some innovative resources for the care sector and it is good practice to see that these are being shared with other departments to support SSSC organisational development. 79% of respondents to the online assessment agreed to varying extents that they have opportunities to learn at work, although nearly 26% of respondents neither agreed nor disagreed that they make use of the organisation’s learning and development opportunities. For some this is about finding the time for development as well as availability of opportunities for example, as an SQA accredited centre, SVQ’s are on offer although a number of people spoke about how there is a long waiting list for these qualifications. You have taken on a part time internal verifier allowing for dedicated resource and employees should be seeing a difference to timescales.

It is early days for the six-monthly Development Discussions however feedback I received was in the main positive from those that have so far had the opportunity to experience the process.....*“it is more informal and is about how you are getting on and what your plans are”.....“I like that it has a development section [that’s forwarded to HR] so that it doesn’t get lost”.* There is some training required to help everyone gain an understanding of the aims of the discussion process – some are still in the mindset of the PDRS approach....*“my manager asked me to cut and paste something she had written, I was not impressed and I found the focus on statistics demotivating”.*

	Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
My manager thinks it is important that I develop my skills	19.0%	41.1%	20.3%	12.0%	3.2%	2.5%	1.9%
I am motivated to develop my skills to reach my full potential	14.6%	34.2%	22.2%	15.2%	3.2%	7.0%	3.8%
I have opportunities to learn at work	16.5%	34.8%	27.8%	7.0%	7.6%	3.8%	2.5%
I make use of my organisation's learning and development opportunities	8.9%	34.2%	21.5%	25.9%	4.4%	4.4%	0.6%

Whilst around 80% of respondents to the online assessment agree to varying extents that their manager thinks it is important that they develop their skills, there are opportunities to better equip some line managers on what career progression options and/or personal development opportunities could be available to employees. Whilst there is an expectation that people will be taking some responsibility for their own learning and development, managers too have a role to play in thinking creatively, nurturing, motivating and guiding staff towards their aspirations.....*“I have had a discussion about my career but I don’t know how to get there”.*

	Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
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Base Questions

I am able to develop the skills I need to progress	10.1%	34.8%	25.9%	14.6%	3.8%	7.0%	3.8%
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A third of respondents to the online assessment disagreed that people are selected for roles based on their skills and experience. Feedback I heard not only related this finding to recruitment decisions...*"[manager] didn't show the management behaviours"....."in my area, a person who seems to have more skills and abilities applies for a job but doesn't get it and the new person that is recruited then has to be helped by that person. You see that quite a lot"..... "is it about the recruitment decision – our last manager really didn't fit the leadership competencies"* but also some employees might perceive that they are more competent at their role than they are given credit for and could have opportunities to take on a bit more responsibility for decision-making.

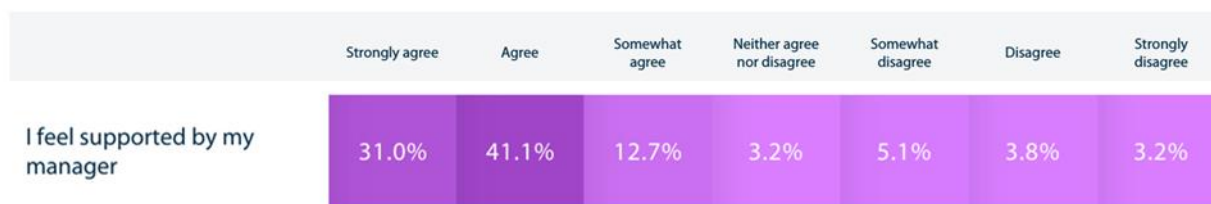
	Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
People are selected for roles based on their skills and abilities	5.7%	31.6%	14.6%	15.2%	17.1%	6.3%	9.5%

In your organisation there are opportunities for progression and indeed, several people I spoke to described how they had been encouraged to apply for roles in other departments and/or promotions. Given the variety of work that you do, opportunities for gaining experience and progressing in different areas makes you attractive as an employer. There is a piece of work to do however to try to get to the bottom of a slight undercurrent of perception by some employees that it's *"if your face fits"* to be successful in role moves.....*"on the whole we are open and transparent but sometimes in selection decisions sometimes the post is not advertised so it could be more transparent. Every so often someone is put into a seconded post"....."some have tried to get into a senior post but told that they haven't got enough experience and were not even offered an interview"*. There does appear to be a lack of clarity for some on your organisation's approach towards talent management.

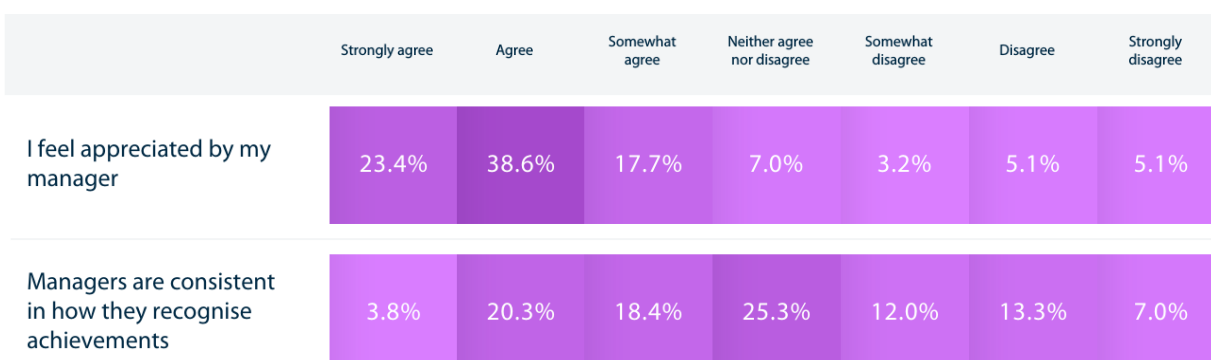
You do not operate a probationary period for new employees. In an ideal world, anyone who manages people would see motivating and developing their staff to create a high performing team as an important part of their job and would be providing ongoing constructive feedback unprompted. In this imperfect world, one comes across people who have been promoted into management positions for their technical skills and who see themselves as primarily managing a process whilst also having to manage people that can sometimes 'get in the way' of doing their job. For these managers, the probationary period can serve to direct their attention to constantly evaluating performance (including cultural fit) with regular feedback, continuous improvement planning and support.

Retain – We want to create an environment in which our staff can grow and succeed and where they can see an alignment between their overall contribution and the Strategic Plan for the SSSC

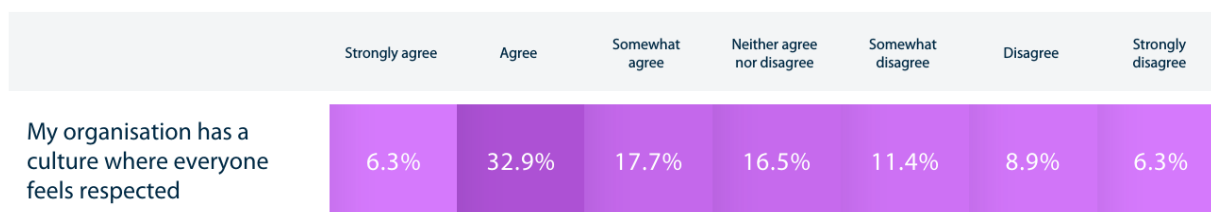
In all my years of experience working with organisations of all shapes and sizes one thing that is consistent is that generally people want to come in and do a good job and having the right environment to make that happen is indeed a key aspiration for your CEO. For many people, yours is a good place to work.....*“this is the best culture of anywhere I have worked”*. Line managers play a key role and you have some good online assessment results here with at least 85% of respondents agreeing to varying extents that they feel supported by their manager:



There are some good examples of managers tapping into individual motivations such as accommodating personal ambitions with flexibility around hours to allow university attendance as well as being proactive in supporting ‘stretch in role’. One of your leadership and management competencies is to lead self and others and a relatively straightforward way of helping all managers is for them to ask their employees at a supervision “when at work, what motivates you to do a good job and what can I do to support this?” Some managers could be more consistent in recognising when employees feel they have gone above and beyond and/or exceeded expectations – sometimes just a thank you would suffice! What does seem to make a difference is if recognition also comes from higher management levels – I heard good examples of this, and some ‘in-the-moment’ recognition as well but there could be more of it. On numerous occasions I heard how people have felt they are appreciated by their immediate managers but have no idea what those above them think. You have a Values in Practice (VIP) award system which is well regarded by some. However, a number of people I spoke had not heard of this award - its use is inconsistent by managers.



Just over half of all respondents answered in the positive to the ‘everyone feels respected’ question in the online assessment. A quarter responded negatively:



A previous survey of your people by Unison had reported some evidence of bullying. At this review I explored this using the 'feeling respected' question and found that some managers are not always displaying the values and behaviours you require of them. This can impact on employee retention.....*"You can be made to feel stupid as you can get asked a trick question"....."My manager talks down to me but not to others on my team" "I get respect wherever I am but I know of some others who are not respected"..... "I do think some people get treated like children – it is a bit patronising. I've walked passed staff where a manager has spoken to them like a child, but I have not experienced that myself"..... "some people think they are above other people"..... "It's not that you're not respected it is just the way messages are delivered. Some people are not people persons but in our team it is generally OK"..... "I've seen people moving department to get away from their manager [and] I've seen bullying take place".* Feeling respected is often synonymous with having the right level of autonomy in a role and for some people they perceive that their decision-making ability is set at a lower level than they believe their competence to be.

You have mandatory training – data protection, equality and health & safety. Perhaps there is a need to consider whether Dignity at Work needs a greater focus? Clearly re-iteration by your CEO and the rest of the EMT in terms of expectations and accountability for individual behaviours needs to take place. On a positive note it is good practice that exit interviews are now being undertaken in a systematic way and you will be able to determine whether manager behaviours have contributed to an employee's decision to leave, and if action to address this needs to be taken as appropriate.

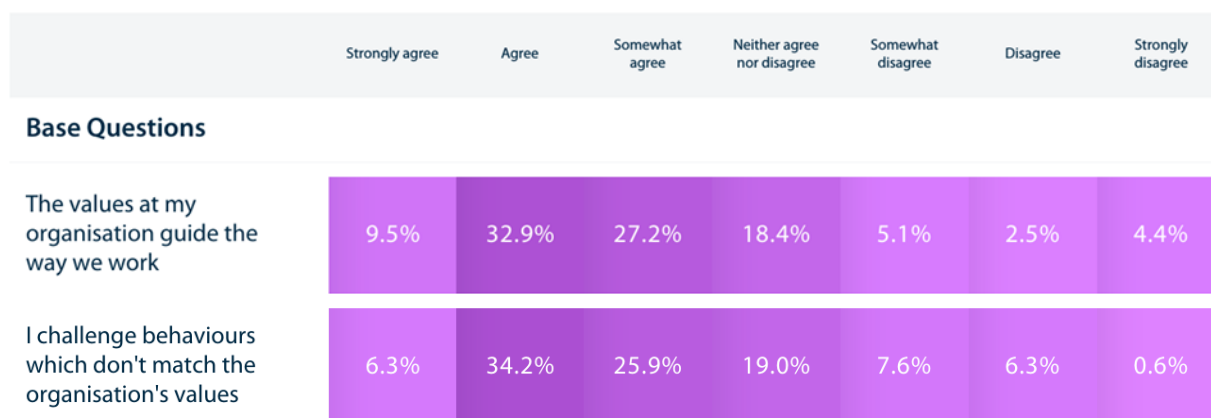
Most people have regular supervisions, there can be some slippage and sometimes this is about line managers finding the time. Feedback is crucial if your employees are to grow and succeed and I heard a lot of positive feedback around this.....*"in Registration, all our work gets QA'd and it is good to get the feedback"..... "we give each other praise and we pass on good feedback"..... "giving feedback has improved, in the past if you had an error you felt terrible but now they are more constructive and advise you on what to do to get better"..... "we use positive language – goals not targets"..... "we've got a culture of feedback and there is a lot of collaboration".* 82% of respondents to the online assessment agree to varying extents that they feel encouraged to perform to the best of their abilities and also believe that the feedback their manager gives them is helpful.

	Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
My manager helps me improve my performance	18.4%	40.5%	16.5%	13.3%	1.9%	5.7%	3.8%
I feel encouraged to perform to the best of my abilities	22.2%	44.3%	15.8%	5.1%	3.2%	6.3%	3.2%
Optional Questions							
The feedback my manager gives me is helpful	21.5%	39.9%	20.3%	12.0%	2.5%	2.5%	1.3%
At my organisation, poor performance is addressed by managers	1.3%	33.5%	24.7%	21.5%	8.9%	6.3%	3.8%

Employees I spoke to were able to articulate the work they do within the context of what SSSC is here to do.



This was explored during my discussions around your values. Your customer experience value came through strongly - a lot of what digital transformation is all about is customer excellence and making it easy for the Scottish workforce to deal with you, whatever the interaction. Work continues to thoroughly embed your values and I would suggest that a key measure to track will be the statement 'the values at my organisation guide the way we work.....' *"for us, customer experience is very important and we are good at this as a team"... "customer experience jumps out [as our most obvious value], I see it all the time, the way we engage with applicants and how we are when we are on the phone to them"..... "we have time limits where we need to be sending out letters and updating these and we try and push forward the ones that have a real urgency to their case"..... "we talk about the values at reviews".* Be mindful to articulate to employees how you have consciously considered your values when making decisions.



Shared Services have benefited from development provided through the Care Inspectorate and you could consider whether some of the good practice in place around respectful challenge should be introduced within SSSC – courageous conversation training has been provided for your managers but with some issues arising around having a culture of respect, employee development in respectful challenge might be a way forward..... *"In Finance we have culture meetings, the Head of Finance started it. It is about if you had a disagreement with anyone, you can squash it there and then rather than going to a manager. It encourages you to have a voice and go over and speak to someone".*

Excellence in leadership and management – How we relate our purpose, visions and plans to our leaders and how this translates to the wider organisation, how we support our leaders to deliver this and to build capability across the wider leadership team

Your CEO has a vision of what a great leader and manager looks like in your organisation and through actions and communications is making those expectations clear. Only 58% of respondents to the IIP online assessment agreed to varying extents that 'our senior team are role models for the values'. For a number of people, they just do not know.....*"there could be more communication about what they are doing. I think they are competent but I don't know what they are doing"*. Making the effort to increase EMT visibility across the organisation would support this section of your People Strategy. The survey results also highlighted that you have a couple of departments whereby there was a higher than average negative response to the senior team role modelling your values and I think that you could explore this finding further.

During my discussions, more people made positive remarks about their immediate manager than those who didn't. Where experiences were not as good as they could have been this can be summarised as micromanagement issues, lack of recognition and not being treated with respect by some. As you can see from the responses to the IIP online assessment dotted around this report, it paints a picture of some pockets of management inconsistency and this was reflected in my discussions as well. You have plans for 360 degree roll out and coaching and the idea of mirroring the sector and requiring managers to undertake SVQ management qualifications will be an effective way forward. You have developed a set of leadership and management competencies and these now need to be brought alive. To illustrate this, I heard some good practice whereby a manager had taken part in 360-degree leadership feedback and shared the findings with the team. I also spoke with at least one line manager who had little awareness of your management competencies.

I would suggest that there are two parts to developing leadership and management capability to consider – those already in role (you have plans for this) and your future people managers. Going forward and as part of a talent management strategy, you could think about taking an assessment centre approach for employees that have management aspirations – feedback from this exercise would support them in their personal development planning.

	Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
Base Questions							
I trust the leaders of my organisation	8.9%	42.4%	20.3%	8.2%	9.5%	7.0%	3.8%
Management communicates the organisation's ambition	11.4%	39.2%	27.8%	7.0%	6.3%	7.0%	1.3%
My manager motivates me to achieve my best	23.4%	35.4%	16.5%	10.8%	5.1%	5.7%	3.2%
My organisation develops great leaders	5.1%	19.0%	21.5%	25.9%	12.0%	8.9%	7.6%

Examples of some of the many positive comments I heard:

“leaders should be approachable, help you if you’ve made a mistake and help you learn from that – our managers are good for that”.....“my manager will come over on a Friday and say thank you for doing a good job”.....“I expect my manager to have good listening skills, to be fair with everybody and be consistent and giving you feedback and she is good at that”.....“there are some really good supportive managers who are good for their teams”.....“my senior is very friendly and supportive and lets me know what is expected of me, even the Head of Department gives me constructive feedback”.....“manager takes an active interest in what I have learnt”.....“I had asked for more support and my manager very quickly set this up with more regular catch-ups”

And not so positive:

“my team manager has dual standards”.....“people have raised issues about manager before but not sure if anything has been done – I’ve not seen any changes”.....“sometimes there is inconsistency in how policies are applied, others get treated differently to me and are able to take flexi even if it hasn’t been banked”.....“There can be a lot of micro-management – managers will say that they let people get on with it but they don’t. We are quite capable of getting jobs done and we could do without the mico-management. Have they [managers] got too much time on their hands?”.....“What people hear more loudly is ‘we are not quite sure what your contribution to the organisation is’. Where does this critical tone come from? Is it because over the years we have been siloed in departments?”.....“I feel there is a lot of new work at the moment and we don’t always get the acknowledgement for what we are doing”.

Collaborative and healthy working environment – We recognise that the workplace should be a healthy, stimulating and a rewarding place to be. We wish to develop a culture where employees wellbeing is supported by our leaders and which supports our organisational resilience

The digital transformation programme, albeit with a moving implementation date, is very much welcomed by employees and I heard good feedback around the way people are being kept informed and how the change process is being managed. There were some good examples of change being managed well, for example within Registration there is a change protocol for procedural/process changes. I did hear about occasions where people have felt they could have been communicated with a bit more and change handled better.....*“I wasn’t in the loop at all”....“there are changes in teams that are not handled to well, but again it’s about communication”.....“sometimes change is managed really well and there is a clear process from beginning to end and staff suggestions are run through the chain of command, but sometimes changes get rushed through too quickly”.....* and this can be one of the reasons why 30% of respondents to the online assessment disagreed with the statement ‘I have a say in decisions that affect my role’.

	Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
I have a say in decisions that affect my role	9.5%	26.6%	23.4%	9.5%	13.9%	12.0%	5.1%
My organisation embraces change	13.9%	36.7%	24.7%	11.4%	8.2%	3.2%	1.9%

90% of respondents to the online assessment agreed to varying extents that their role enables them to work well with others and changes to the organisational structure over the years has facilitated this. Whilst I heard some great examples of collaboration between departments - there could also be more joined up working across teams making sure touch points and impacts are clear. An example of where communication appeared to have broken down was when a bulk email to registrants who required PVQ updating was sent out and resulted in an upsurge in registrant calls into the enquiries team who were unaware of the email and so the impact on an already busy team. In hindsight, a more phased approach might have been better....*"the only real barrier is effective communication between departments. We need a more joined up approach and people should be considering the impact on enquiries on sending out newsletters and emails"....."I don't think they learn – the impact of sending out 500 emails at once, it has been happening since I have been here, it's the culture".*

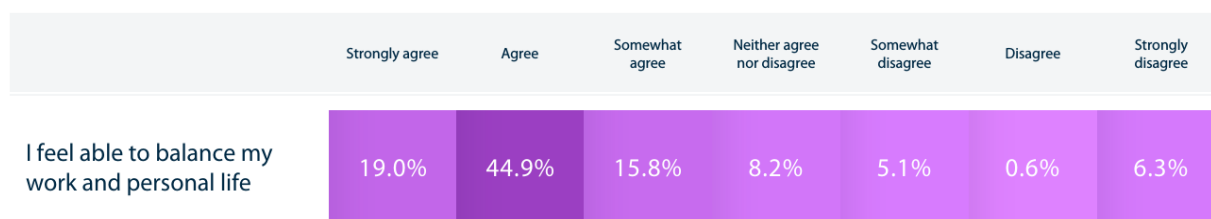
	Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
My role enables me to work well with others	22.2%	49.4%	19.0%	3.8%	1.9%	3.8%	0.0%

There is a strong drive for continuous improvement and since your last accreditation full review in 2015 you have introduced a Head of Performance and Improvement role and this has ensured a focus on using performance data and systems thinking to support continuous improvement – using EFQM as a framework is a good example of this. Delivering Continuous Improvement is one of your stronger IIP Indicators.

	Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
I look for improvement ideas from my colleagues	20.3%	45.6%	21.5%	7.6%	1.3%	3.8%	0.0%
I am not blamed if I make an honest mistake	17.1%	43.7%	12.0%	17.1%	4.4%	3.2%	2.5%

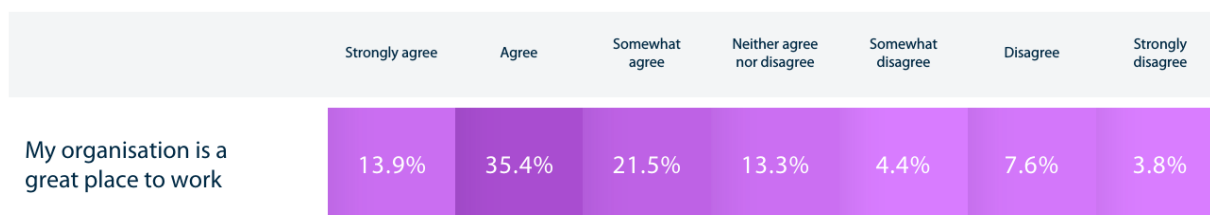
You encourage your employees to be involved in improvement activities and I heard many examples where people have had some part to play in particularly within teams to try and make ways of working better.....*"within the immediacy of our team there is a huge opportunity do be involved and express your views"....."At the end of our team meetings we go around the table and everyone has their opportunity to have a say"....."we've had team days out...."I can put my views across, my opinion counts"....."it's up to people to engage in decision-making – there are working groups set up that you can be involved in"....."we are encouraged to put our opinion in"....."Bright Ideas was a good place to put ideas in – looking at what we do and how we can make it better from an enquiries point of view".* I believe there is a genuine interest from many employees in wanting to make SSSC the best it can be. Sometimes there can be frustrations and often this is about communication and following things up.....*"at team meetings we discuss issues but then you don't hear about it again. We don't get an update on what is happening – so we don't know if anyone is dealing with them".*

It was very clear from my discussions that your employees really value the policies you have in place to help make yours a great place to work and employee benefits, particularly flexible working is very well regarded and supported by managers. Around 80% of respondents to the online assessment to varying extents agree that they feel able to balance their work and personal life.....*“the benefits are really good, great holidays, flexi leave and the work-life balance”.... “seniors will tell you to use the flexi time you have built up – it shows respect and support for work-life balance”..... “we have the employee assistance programme”..... “good working patterns here to meet family and caring responsibilities”..... “working from home has been supported and our improving IT supports this..... “flexible working is very easy to do here. There is a culture of facilitating and not making things harder for people. We try to work together and that is helpful”... “the balance I get is right, I see my self working here for a long time”..... “supervisions have changed and there is a question about life outside work”.*



There is a commitment and plans are in place to enable the achievement of Silver Healthy Working Lives. You might want to consider thinking about your strategy for supporting social wellbeing – this does tie in to with the HWL campaign activity, however could more be done?.....*“not sure how social this organisation is – we have a break out area but the space is so small, there aren’t many opportunities to mix with other teams, people are at their desks, Yammer is not working for everyone so some people are missing out if there are social things going on”.* You might find the following articles helpful: <https://www.forbes.com/sites/alankohl/2018/01/31/5-ways-social-connections-can-enhance-your-employee-wellness-program/#7401dfb2527c> <https://risepeople.com/blog/social-wellbeing-workplace-wellness/> When I discussed corporate social responsibility with employees, what came across was an understanding that your organisation is very supportive of employee led activity within departments such as fundraising – shoe boxes, bakes sales, supporting food banks and so on. Whilst some mentioned becoming more paper-light with the digital transformation as well as recycling and cycle to work, you do actually do a lot more (e.g. providing free accommodation for children’s hearings, supporting work placements for Young People with barriers to work). You could promote more what you do around CSR and developing a strategy here (with linkages into HWL) can help provide a framework for evaluation (EFQM).

A number of people spoke about the high workload that their team/department currently has and there is acknowledgement that the restructure along with some staff turnover has impacted here. Addressing the issues particularly around developing a culture where everyone feels respected as well as improvements in communication – whether this is around people feeling that they have a say in decisions that affect their role or indeed teams understanding the touch points and impacts that operational decisions have on others should see the ‘great place to work’ responses move more strongly towards the left. At present 49% either agree or strongly agree that yours is a great place to work. Consider setting a target for this measure.



Summary of Recommendations

- Continue with your plans for developing people managers at all levels – for example, 360 degree feedback, coaching and a move towards vocational management qualifications....*"I have seen managers who have not evolved as the organisation has. It is just not good enough, they need to develop their skills more – there is a lot of complacency"*
- Explore why a third of respondents to the IIP survey disagreed that people are selected for roles based on their skills and abilities. Things to think about are:
 - Reviewing your recruitment and selection process (would an assessment centre approach support selection decisions? Do managers involved in recruitment require further development? Would a probation period provide a focus for managers to be more consistent in providing ongoing constructive feedback and improvement planning to new starts);
 - Giving employees a better understanding of SSSC approach toward talent management
 - Do some employees feel that their skills and abilities are not being fully recognised? – there are some issues with micro-management and how long it can take to sign off as competent to make decisions
- Consider if your 'Dignity at Work' policy needs further emphasis in terms of employee training – e.g. could this be included as a mandatory training refresher? Things to consider include reinforcement of expectations by EMT; developing all employees in 'respectful challenge' and perhaps looking at some good practice you have already in SSSC i.e. in Finance cultural meetings provide a safe space for staff to talk about issues
- Where the IIP survey has highlighted higher than average disagreements to specific questions within departments this needs to be further explored with employees and action plan for improvement where appropriate
- Your Development Discussion has the potential to be a very powerful tool, particularly as you have built in conversations around all roles having the opportunity to develop leadership competencies. Key to the success of the process is the quality of the conversation being had as well as follow-up. Think about how you can ensure that everyone is on board with the new approach and what they need to do to make it successful for themselves. I also feel that you could better equip some line managers on helping people action plan their career progression options and/or personal development opportunities
- Make clear to everyone your employee recognition strategy. Why are some managers not engaged with Values in Practice when it is supposed to be a whole organisation approach?
- Increase visibility of EMT - follow Lorraine's lead. Help employees feel valued and recognised by higher levels of management
- Consider why 30% of respondents to the online assessment disagreed with the statement 'I have a say in decisions that affect my role'. For some this is about how well some change decisions are communicated and just not feeling that they are *"kept in the loop"....."with the role change, I have had no say what so ever in the new tasks passed to me"...."my manager tends to run away with things and forgets to consult"*. Ensure change management is included in management training being planned.
- Make touch points and impacts between teams clear e.g. the communications that go out to registrants and how this may impact on work-planning in the enquiries team

- Consider developing a CSR strategy to pull all your (and staff led) initiatives together and should support impact evaluation as well as becoming part of your attraction and recruitment strategy – which can be particularly relevant to Young People

5. Next Steps

We will meet to review my feedback and discuss what recommendations you may wish to take forward in an action plan and start planning for the next accreditation cycle.

Accreditation	12-Month Review	24-Month Review	Accreditation Expiry
22 nd November 2018	22 nd November 2019	22 nd November 2020	22 nd November 2021

Ruth Hewitt
Investors in People Specialist
Telephone 0131 625 0155



Remarkable is a not for profit organisation owned by Scottish Enterprise and Highlands & Islands Enterprise. Remarkable is the exclusive delivery partner for Investors in People in Scotland, and has been since 1991.

Since 1991 Investors in People has set the standard for better people management and is an internationally recognised standard held by 14,000 organisations across the world. The standard defines what is required to lead, manage and support people in order to demonstrate sustainable results.

We strive to deliver value from this assessment but if you are unhappy with any aspect of the service you have received please feedback the details in the questionnaire you will be invited to complete. Alternatively you can feedback to the Remarkable Quality Manager, Alan Gebbie, who presides over Investors in People. His email address is alan.gebbie@thisisremarkable.com

Appendix 1: Evidence Matrix

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

Appendix 2: Benchmarking

Your survey's benchmark score of 663 place you at 23rd out of the 58 organisations in your industry sector (and with the size band 250 – 4999 employees) who have completed a survey in the UK, including those who have done so outside of an IIP Assessment.

Benchmark

Position	IIP Benchmark	Organisation	Public Administration and Defence	Number of Employees
1	874	d8be4072-1784-e811-813d-02164e45f277	Public Administration and Defence	300
⋮				
19	678	4c65d50c-71fb-e311-93f6-005056a15fdf	Public Administration and Defence	4500
20	672	eab70bd0-25fb-e311-93f6-005056a15fdf	Public Administration and Defence	462
21	668	4485cd40-71fb-e311-93f6-005056a15fdf	Public Administration and Defence	3405
22	664	de2cd3c9-14fb-e311-93f6-005056a15fdf	Public Administration and Defence	460
23	663	Scottish Social Services Council	Public Administration and Defence	277
24	662	7da86d2f-45b4-e311-93f6-005056a15fdf	Public Administration and Defence	260
25	662	5f59dbd6-45b4-e311-93f6-005056a15fdf	Public Administration and Defence	2105
26	657	a9d28ab8-c5b8-e311-93f6-005056a15fdf	Public Administration and Defence	535
27	655	00507a94-c49a-e511-9411-005056a15fdf	Public Administration and Defence	889
⋮				
58	510	db158daa-7bf7-e611-8132-065fc2470553	Public Administration and Defence	400

Your survey's benchmark score of 663 place you at 482nd out of the 683 organisations within the size band 250 – 4999 employees who have completed a survey in the UK, including those who have done so outside of an IIP Assessment.

Benchmark

Position	IIP Benchmark	Organisation	Industry Group	Number of Employees
1	874	d8be4072-1784-e811-813d-02164e45f277	Public Administration and Defence	300
⋮				
478	663	24486a27-1dfb-e311-93f6-005056a15fdf	Manufacturing (other)	280
479	663	5e64b569-fbfa-e311-93f6-005056a15fdf	Wholesale and Retail Trade incl. Repair of Motor Vehicles	629
480	663	9e97fb20-d752-e511-940f-005056a15fdf	Transportation and Storage	282
481	663	f775d86a-cab8-e311-93f6-005056a15fdf	Construction	277
482	663	Scottish Social Services Council	Public Administration and Defence	277
483	663	e5158daa-7bf7-e611-8132-065fc2470553	Residential Care Activities	500
484	662	7da86d2f-45b4-e311-93f6-005056a15fdf	Public Administration and Defence	260
485	662	5f59dbd6-45b4-e311-93f6-005056a15fdf	Public Administration and Defence	2105
486	662	d99f8c22-73fb-e311-93f6-005056a15fdf	Accommodation	404
⋮				
683	508	a6f15668-85b9-e311-93f6-005056a15fdf	Other Professional, Scientific and Technical Activities	624

Appendix 3: Survey Data

Overall you had a **59% response rate** to the online assessment which is above the average response rate of 48.5% for organisations with 250+ employees.

The following survey results provide the global results for your organisation. A spreadsheet has been sent separately detailing a breakdown of responses by departments where 7 or more employees per department responded to the survey. This number of responses is the minimum amount required to ensure anonymity. The departments detailed in the spreadsheet are (response rate in brackets):

- Communications (89%)
- Learning & Development (70%)
- Shared Service: Finance (67%) and HR (60%)
- Strategy & Performance: Performance Improvement (63%) and Legal & Governance (83%)
- Registration (60%)
- Fitness to Practice (51%)
- Hearings (47%)

The Leading Indicators explore the clarity of vision and purpose and how well leaders in your organisation inspire people to perform

The following tables provide the IIP online assessment response breakdowns for the first three Indicators:

Indicator 1: Leading and inspiring people

	Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
Base Questions							
I trust the leaders of my organisation	8.9%	42.4%	20.3%	8.2%	9.5%	7.0%	3.8%
Management communicates the organisation's ambition	11.4%	39.2%	27.8%	7.0%	6.3%	7.0%	1.3%
My manager motivates me to achieve my best	23.4%	35.4%	16.5%	10.8%	5.1%	5.7%	3.2%
My organisation develops great leaders	5.1%	19.0%	21.5%	25.9%	12.0%	8.9%	7.6%
Optional Questions							
I trust my manager	30.4%	38.0%	13.3%	7.0%	4.4%	4.4%	2.5%

Indicator 2: Living the organisation's values and behaviours

	Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
Base Questions							
The values at my organisation guide the way we work	9.5%	32.9%	27.2%	18.4%	5.1%	2.5%	4.4%
My organisation has clear values	24.7%	44.3%	13.9%	5.7%	7.0%	3.8%	0.6%
I share my organisation's values	24.1%	52.5%	13.3%	7.0%	1.3%	1.9%	0.0%
I challenge behaviours which don't match the organisation's values	6.3%	34.2%	25.9%	19.0%	7.6%	6.3%	0.6%
My behaviour reflects the organisation's values	31.0%	53.8%	6.3%	8.2%	0.6%	0.0%	0.0%
Optional Questions							
Our senior team are role models for the organisation's values	7.0%	29.7%	21.5%	20.3%	10.1%	8.2%	3.2%

Indicator 3: Empowering and involving people

	Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
Base Questions							
I have all the information I need to do my job well	8.9%	41.8%	22.8%	8.9%	10.8%	4.4%	2.5%
I am encouraged to use initiative in my role	21.5%	42.4%	17.7%	3.2%	9.5%	2.5%	3.2%
I have a say in decisions that affect my role	9.5%	26.6%	23.4%	9.5%	13.9%	12.0%	5.1%
I am trusted to make decisions in my role	16.5%	43.7%	20.3%	3.2%	8.2%	5.7%	2.5%
Optional Questions							
I feel supported by my manager	31.0%	41.1%	12.7%	3.2%	5.1%	3.8%	3.2%
I understand what is expected of me in my role	20.9%	52.5%	17.1%	3.8%	3.8%	0.6%	1.3%

The Supporting Indicators explore the way in which people are supported to perform such as how performance is managed, the way recognition is structured and autonomy in decision-making

The following tables provide the IIP online assessment response breakdowns for the second three Indicators:

Indicator 4: Managing performance

	Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
Base Questions							
I have discussed my performance with my manager in the last 6 months	29.7%	46.8%	10.8%	3.8%	1.9%	3.8%	3.2%
My manager helps me improve my performance	18.4%	40.5%	16.5%	13.3%	1.9%	5.7%	3.8%
I have agreed my objectives with my line manager within the last 12 months	20.9%	46.2%	10.8%	7.6%	3.8%	7.0%	3.8%
I feel encouraged to perform to the best of my abilities	22.2%	44.3%	15.8%	5.1%	3.2%	6.3%	3.2%
Optional Questions							
The feedback my manager gives me is helpful	21.5%	39.9%	20.3%	12.0%	2.5%	2.5%	1.3%
At my organisation, poor performance is addressed by managers	1.3%	33.5%	24.7%	21.5%	8.9%	6.3%	3.8%

Indicator 5: Recognising and rewarding high performance

	Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
Base Questions							
I am rewarded in ways that match my motivations	5.1%	19.0%	16.5%	29.1%	10.1%	12.0%	8.2%
I feel appreciated for the work I do	18.4%	24.1%	25.3%	10.8%	8.9%	5.7%	7.0%
I am consistently recognised when I exceed expectations	10.1%	22.2%	22.2%	17.7%	8.2%	13.9%	5.7%
I get appropriate recognition for the work I do	10.8%	27.8%	15.8%	18.4%	13.9%	8.2%	5.1%
Optional Questions							
I feel appreciated by my manager	23.4%	38.6%	17.7%	7.0%	3.2%	5.1%	5.1%
Managers are consistent in how they recognise achievements	3.8%	20.3%	18.4%	25.3%	12.0%	13.3%	7.0%

Indicator 6: Structuring work

	Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
Base Questions							
I am able to develop the skills I need to progress	10.1%	34.8%	25.9%	14.6%	3.8%	7.0%	3.8%
My work is interesting	22.8%	34.8%	23.4%	10.1%	3.2%	3.2%	2.5%
I have the right level of responsibility to do my job effectively	14.6%	50.0%	20.3%	3.2%	7.0%	2.5%	2.5%
My role enables me to work well with others	22.2%	49.4%	19.0%	3.8%	1.9%	3.8%	0.0%

The Improving Indicators explore how constant adaptation, developing capabilities, flexibility and continuous improvement feature heavily in the creating sustainable success

The following tables provide the IIP online assessment response breakdowns for the final three Indicators:

Indicator 7: Building capability

	Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
Base Questions							
I have opportunities to learn at work	16.5%	34.8%	27.8%	7.0%	7.6%	3.8%	2.5%
I make use of my organisation's learning and development opportunities	8.9%	34.2%	21.5%	25.9%	4.4%	4.4%	0.6%
I know how my organisation invests in learning and development	7.0%	29.1%	25.9%	17.7%	8.9%	6.3%	5.1%
My manager thinks it is important that I develop my skills	19.0%	41.1%	20.3%	12.0%	3.2%	2.5%	1.9%
People are selected for roles based on their skills and abilities	5.7%	31.6%	14.6%	15.2%	17.1%	6.3%	9.5%
Optional Questions							
I am motivated to develop my skills to reach my full potential	14.6%	34.2%	22.2%	15.2%	3.2%	7.0%	3.8%

Indicator 8: Delivering continuous improvement

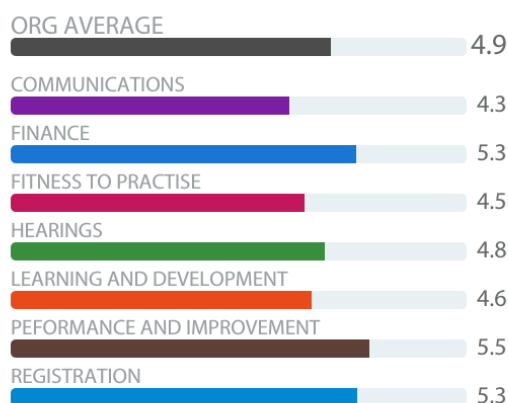
	Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
Base Questions							
I look for improvement ideas from my colleagues	20.3%	45.6%	21.5%	7.6%	1.3%	3.8%	0.0%
I am trusted to try new approaches in the way I work	12.7%	36.7%	19.0%	17.7%	4.4%	6.3%	3.2%
I am responsible for improving the way we do things	9.5%	32.3%	24.1%	17.7%	6.3%	6.3%	3.8%
I am encouraged to improve the way I do things	13.9%	37.3%	25.3%	15.8%	2.5%	3.2%	1.9%
Optional Questions							
I am not blamed if I make an honest mistake	17.1%	43.7%	12.0%	17.1%	4.4%	3.2%	2.5%

Indicator 9: Creating sustainable success

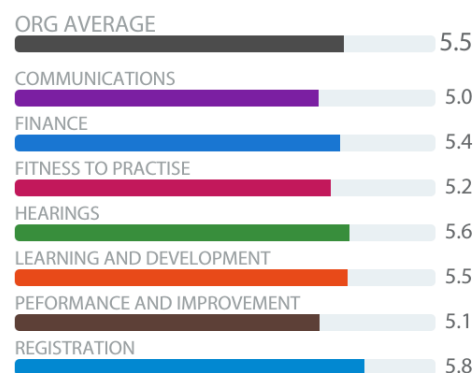
	Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
Base Questions							
My organisation is a great place to work	13.9%	35.4%	21.5%	13.3%	4.4%	7.6%	3.8%
My organisation has a plan for the future	16.5%	45.6%	19.6%	12.0%	5.7%	0.0%	0.6%
My organisation has a positive impact on society	24.7%	44.9%	19.0%	9.5%	1.3%	0.0%	0.6%
My organisation embraces change	13.9%	36.7%	24.7%	11.4%	8.2%	3.2%	1.9%

Departments with more than 7 responses – Indicator Averages

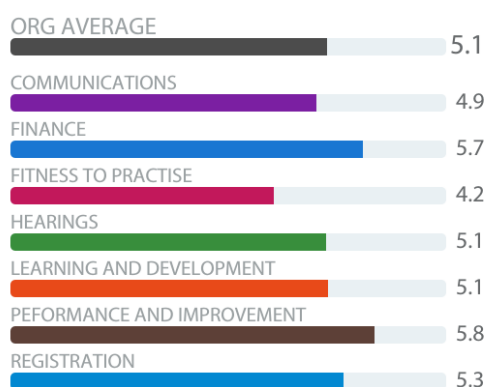
Indicator 1: Leading and inspiring people



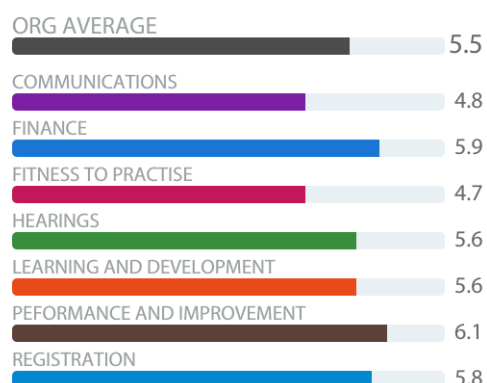
Indicator 2: Living the organisation's values and behaviours



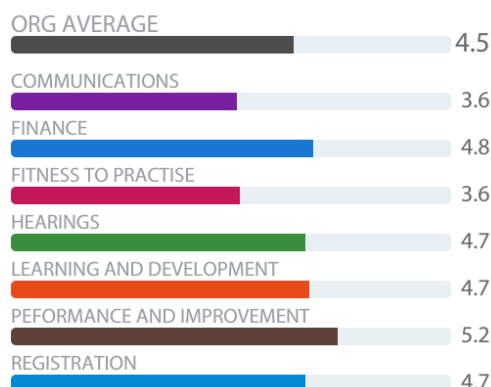
Indicator 3: Empowering and involving people



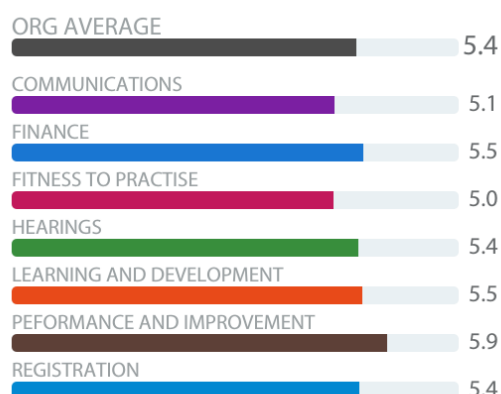
Indicator 4: Managing performance



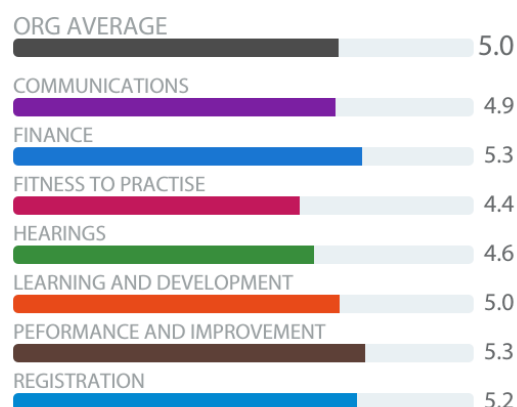
Indicator 5: Recognising and rewarding high performance



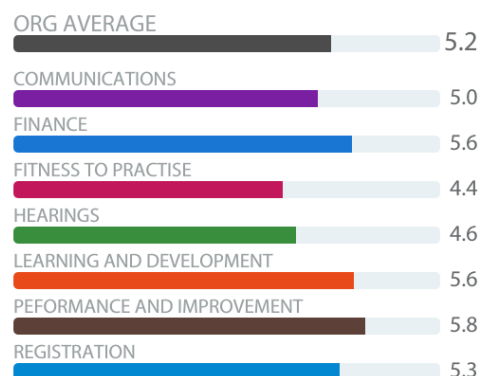
Indicator 6: Structuring work



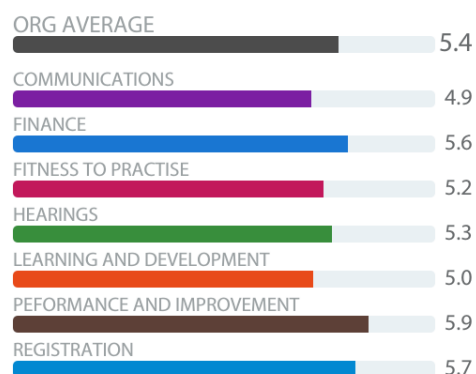
Indicator 7: Building capability



Indicator 8: Delivering continuous improvement



Indicator 9: Creating sustainable success



Appendix 4: Talent Management Checklist

extract from Talent Management in Public Services Scotland

<http://www.improvementservice.org.uk/documents/research/talent-management-final-report.pdf>

Question	Comment	Actions
Link to Strategic Direction		
1. What is the purpose of our TM strategy?		
2. How does our TM strategy support the strategic objectives of the organisation, particularly around public service reform, integration, community empowerment, moving to prevention, tackling inequalities, etc.?		
3. How does our TM strategy relate to our approach to workforce planning?		
4. How do we define talent in our organisation?		
5. Which posts are we particularly targeting and why?		
6. What roles in our organisation are most difficult to fill?		
7. Which posts contribute most to fulfilling our strategic objectives? (e.g. consider roles which tackle inequalities, support prevention, early intervention and community participation)		
8. What new and emerging skills are required in our organisation <ul style="list-style-type: none"> • At practitioner level? • At middle manager level? • At senior leadership level? 		
9. What is our TM strategy specifically seeking to address? (e.g. issues with recruitment, retention, deployment, development)		
Identifying Talent		
10. What frameworks do we have in place to identify talent?		
11. How do we identify talent at all levels of our organisation?		

Question	Comment	Actions
12. How do we use the outputs from the appraisal system to feed into a TM strategy?		
13. How well understood and supported is our approach to TM throughout the organisation, including buy-in from <ul style="list-style-type: none"> • Senior leaders? • Middle managers? • Practitioners? 		
Developing Talent		
14. How do we develop and offer opportunities for staff at all levels of the organisation?		
15. Thinking about our organisational culture, what organisational conditions are in place to nurture and support the development of talent at all levels?		
16. What is our specific development offer to <ul style="list-style-type: none"> • Senior leaders? • Middle managers? • Practitioners? 		
Deploying Talent		
17. How do we use TM to help deploy staff more effectively?		
18. What opportunities does TM offer in relation to wider understanding of the organisation as a whole?		
Evaluating Talent		
19. How do we know that our TM approach is successful?		
20. What have the results of our TM approach meant for the organisation?		
21. What have the results of our TM approach meant for individuals?		
22. What are the costs of our TM approach and are these good value?		