

Feedback Report

Investors in Young People

Scottish Social Services Council

Award Level: Working with (not yet met)

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On behalf of Remarkable

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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 are recognized as an Investor in People.

Context

As part of your intentions to meet your corporate social responsibilities you support young people into employment and meet your corporate parenting duties through supporting the Scottish Government's youth employment agenda. You provide work and student placements, graduate internships, a trainee solicitor pathway and Modern Apprenticeship employment opportunities for young people and support them in their learning and development, making sure that they have fair access to job opportunities in your organisation. You feel that you possibly have some work to do to meet the IYP Standard, however given the access to the Scottish Government funding subsidy, you felt this would be the ideal opportunity to see where you land and be benchmarked against the IYP Standard.

Methodology

I selected a 43% sample size and this is in line with the IYP required sample size of between 25 – 45%. 12 Young People were seen in two groups of six and a further 10 one-to-one discussions covering both Young People and a number of line managers and influencers of Young People took place.

2. Summary Findings

As the National body responsible for the care sector where you are expecting the care workforce to be qualified it is right that you have made a commitment to the modern apprenticeship programme within your own workforce. I am impressed with the wide range of opportunities that you provide to Young People from internships, trainee solicitor programme as well as helping those with barriers to work. With a well-regarded progression pathway in Registration, this has provided the stepping stone to other roles in different departments. You can demonstrate the sustained employment of Young People and I heard how shadowing and being supported to apply for other positions across the organisation is encouraged – it is a great selling point and could be promoted more to help attract Young People to your organisation. Going forward, I would suggest setting up an internal review process for your Youth Employment Strategy and implementation action plan and include Young People in this so that there is a co-design element to improving how you recruit, develop and retain Young People. Young People have some good ideas and well worth tapping into.

Feedback from the Young People I spoke to was generally positive – having an effective line manager and a supportive team around them is critical. Young People value your working conditions (especially flexi) and the good practice around accommodating their personal ambitions such as flexibility around hours of work to allow for university attendance. There is scope to ensure at least a minimum level of line manager consistency – there is some very good practice and some not so however this is a wider issue in your organisation than just line managing Young People. This is an area to work on if you are to fully achieve IYP accreditation.

3. Outcome

Having carried out this assessment in accordance with the guidelines provided by Remarkable, you do not yet fully meet the requirements of the Investors in Young People Award.

The full details of the Indicators and Themes met are provided at Appendix 1.

4. Good Practice and Recommendations

- Most Young People are experiencing good levels of support from their line manager and team, this includes effective 1:1's (supervisions) as well as examples of managers accommodating people's personal ambitions such as flexibility around hours of work to allow University attendance.....*"I think managers and seniors have got a really good approach to supporting work-life balance – you get your work done and you manage your own time"....."it's good getting feedback, everyone is giving each other praise and we pass on good feedback"....."my supervisions have gone well"....."successes are put out there in the iBulletin"....."I've just done my SVQ and my manager and manager above are always encouraging me to do more training".*
- You have developed structured development plans for Young People for example within Fitness to Practice (trainee solicitors) and Registration, with the progression pathway in this department well established taking registration assistants through to senior registration assistants and providing shadowing and development to help gain an understanding of what the more senior role entails....*"we are giving people the opportunity to shadow so they can perform better at in interview for a promoted post"..."we have a development plan for new registration assistants and for MA's that plan was extended to support them such as adjusting to the working environment".*
- Young People have been able to develop skills and experience to apply and be selected for job roles within other departments. This is one of the great selling points I would suggest for attracting Young People to your organisation given the variety of work across the whole organisation....*"you can move between different teams and I think that is especially good for young people. I've seen lots do it".*
- You are an SVQ accredited assessment centre and as such offer administration and customer service SVQ's to those interested. Young People spoke about having protected time each week to work on their qualification.....*"even when you are busy you are given the time".* Within Registration, Young People spoke of receiving an hour on a Wednesday morning for development activity.
- Quality assurance protocols provide regular feedback and are ongoing once department induction training plans are completed.....*"on the QA I like the language, it says achieved or not achieved and they changed from using a red pen!* A number of Young People spoke about providing feedback on their respective induction programmes within their teams resulting in improvements e.g. increasing the pace of learning. Having a buddy when first starting is particularly helpful for Young People and I heard about the good practice in some teams whereby.....*"we have a team meeting when someone new starts and we discuss how we are going to support that new person and who will be their buddy".*
- Young People have opportunities just as everyone else in their respective teams to input their ideas and suggestions – at team meetings, development afternoons, away days, 'cultural meetings and supervisions.
- You use a competency-based interview process and where line managers had been involved in the recruitment process of a Young Person, they described how they had tailored their approach to

accommodate interviewing a younger person for example analogies to school experiences or hobbies and personal interests rather than in-work experiences. Young People fed back to me that they had a good interview experience....*"the interview took on a conversational style"....."the interview was relaxed and I came away thinking I had done my best"*.

- Where teams have provided work placement opportunities for Young People with barriers to work (e.g. through Helm and the certificate of work readiness) I heard great examples of the levels of support provided by managers and team members through a coaching and mentoring approach along with encouragement to apply for vacancies.....*"we had a Helm placement who got a full time role in our hearings team"*.

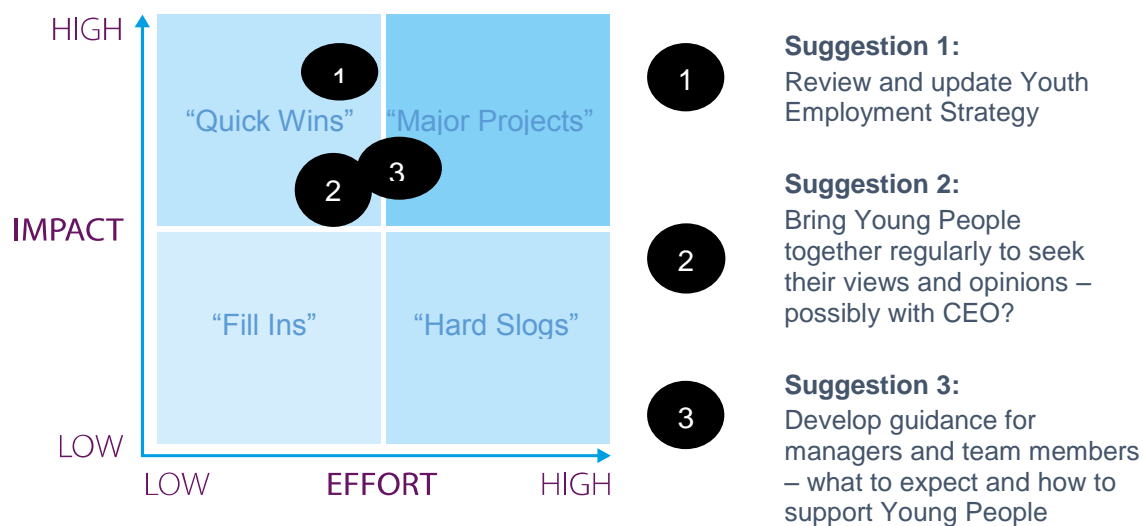
Recommendations

- Your Youth Employment Strategy is dated 2015. **There is no evidence that the Strategy has been reviewed within this 3-year period to ensure that it is up-to-date and meeting SSSC needs.** Consider including in your Strategy, specific measures of success / performance indicators for the recruitment and retention of Young People given that the intention of the Strategy is to meet SSSC corporate social responsibilities and corporate parenting duties - how do you know you are making an impact?
- With due regard to Appendix 1 in your Strategy, **develop some guidance for line managers of Young People to ensure at least a minimum level of consistency in how Young People should be led, managed and developed.....***"I don't feel I am respected, I get spoken to like a child"*. Co-designing line manager guidance with Young People can be a good way forward, ensuring needs and expectations are met.
- You could consider on your website **outlining the benefits of working for SSSC** – what makes you attractive as an employer of Young People and what can Young People expect? Perhaps include a 'talking heads' Youtube video? – the breadth of experience that is available working in your organisation and feeling engaged, developed and supported as a member of staff are real strengths and could be promoted more....*"it's a good support network in here, but I didn't know before I started working here".....* See Appendix 2.
- Help managers who are conducting Development Discussions to **guide and advise on career development opportunities** (and how to access) within SSC.
- **Review the corporate induction process** to ensure this is engaging and meets the needs of Young People.....*"I didn't come away any the wiser"*.
- Some Young People found **completing your job application form difficult**, indeed some felt initially put off from applying. There is potential to make this more tailored so that Young People are able to articulate their skills and abilities – again perhaps using a co-design approach with Young People could be a way forward.
- **Consider developing learning objectives with interns**
- You could consider **establishing a Young People forum**, giving the opportunity for input into internal OD policy review from a Young Person's perspective.

5. Next Steps

We shall arrange to meet and review my feedback and also start the process of “action planning for further improvement.” Following this I can assist you with advice and support to implement further improvements.

An effective way to prioritise actions is to consider the IMPACT to the business verses the EFFORT required to achieve. I have started to use this technique in the example below.



The new 2nd Generation of IIYP does require formal activity on an annual basis and future diary dates are:

Accreditation	12-Month Review	24-Month Review	Accreditation Expiry
28/11/2018	28/11/2019	28/11/2020	28/11/2021

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Remarkable

Appendix 1: Level of Maturity Achieved

Indicators	Themes	Maturity Levels		
		Understood	Embedded	Lived
1. Strategy	Rationale and Influence			
	Alignment to Organisational Strategy			
2. Attraction and Recruitment	Attraction and Recruitment Strategy			
	Recruitment Process			
	Engagement with Youth Employment Organisations			
	Engagement with Education Providers			
3. Developing Young People	Learning and Development Strategy for Young People			
	Appropriate Resources Are Available			
4. Leading Young People	Defining Capability			
	Building Capability			
5. Transition to work	Introduction to Work			
	Introduction to Job			
	Introduction to Learning			
6. Support and Guidance	Effective and Regular feedback			
	Role Models			
	Involvement and Participation			
7. Effective Learning and Development	Developing Young People's Careers			
	Managing Talent			
	Impact of Learning & Development			
8. Impact on the Organisation's Strategy	Impact of Performance			
9. Impact on Young People	Sustained Employment			
	Progression			
10. Continuous Improvement	Involving Young People			
	Actions for Improvement			

Appendix 2: Checklist for attracting Young People

Attraction Strategies

Online presence

Key issues	Y/N	Required actions
Does your organisation have an eye-catching, engaging recruitment website or career portal? Tip: <i>look at your competitors' websites, trial your own website</i>		
Does your organisation have an online job application process which is responsive and easy to use? Tip: <i>ask candidates for feedback on your existing processes</i>		
Does your organisation have a presence on internet job boards?		
Does your organisation have a presence on prominent social networking sites?		
Can candidates get information about your organisation via a range of two-way communication methods? <i>e.g. email, blog, web-chats, podcasts</i>		

Corporate Social Responsibility (CSR)

Key issues	Y/N	Required actions
Does your organisation have a clear, well established CSR agenda? Tip: <i>develop a set of policies which outline your organisation's commitment to social and environmental issues</i>		
Does your organisation have a range of CSR policies? <i>e.g. recycling, reducing carbon footprint, volunteering, car sharing etc..</i>		
Does your organisation publicise its CSR activity and achievements? Tip: <i>raise profile of CSR activity in annual reports, external publications, media coverage and online</i>		

Brand positioning

Key issues	Y/N	Required actions
Does your brand differentiate your organisation from its competitors? Tip: <i>are your mission statement and corporate values clear?</i>		
Does your organisation have an online job application process which is responsive and easy to use? Tip: <i>ask candidates for feedback on your existing processes</i>		
Does your organisation's brand portray an exciting, reputable and energetic working environment?		
Does your brand reach its target audience and other workforce stakeholders (e.g. parents) effectively? <i>e.g. advertising to schools, universities, colleges at recruitment fairs and via online advertisements.</i>		

Career development opportunities

Key issues	Y/N	Required actions
Does your organisation provide support for a range of development activities? <i>e.g. reimbursing professional membership and course fees, providing in-house training, secondments and job shadowing</i>		
Are career development activities well publicised? Tip: <i>raise profile in recruitment literature, on social networking sites, in career blogs and during the selection process</i>		

Pay and benefits

Key issues	Y/N	Required actions
Does your organisation offer competitive salaries? Tip: <i>research and benchmark salaries against competitors and job adverts</i>		
Is a range of flexible financial and non-financial benefits available? Tip: <i>consider benefits such as gym membership, subsidised health and childcare, additional annual leave and staff discounts</i>		
Can individuals customise their benefits package?		