



CROWN OFFICE
& PROCURATOR
FISCAL SERVICE

SCOTLAND'S PROSECUTION SERVICE

EMPLOYEE ENGAGEMENT STRATEGY

2020 - 2023

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1. Introduction

The purpose of the Employee Engagement Strategy is to ensure that COPFS employees are motivated to achieve our organisational objectives.

Engaged employees are proven to be more productive and efficient, take fewer sick days and have reduced employee turnover. Most importantly, engaged employees are happier – both at work and in their lives.

The Employee Engagement Strategy contributes to the overall objectives of the COPFS strategic plan 2020-2023 to ‘support our people’, ‘improve our service’ and ‘deliver high quality casework’.

The Employee Engagement Strategy complements the other COPFS corporate strategies: Finance, Workforce Planning, Learning and Development, Wellbeing, Digital, Estates, and Procurement.

2. Principles of effective engagement within COPFS

RATIONALE

The principles of effective employee engagement within COPFS are based on the ‘engaging for success’ model.

‘Engaging for Success: enhancing performance through employee engagement’ was a report to Government written by David MacLeod and Nita Clark in 2009.

The report found that high performing organisations were more likely to demonstrate what MacLeod and Clark called the “four enablers of employee engagement”: a strong strategic narrative, engaging managers, employee voice and organisational integrity.

OUR ENGAGEMENT PRINCIPLES

Strategic narrative

We will have a strong strategic narrative which explains our goals and what we need to do to achieve them.

Our corporate communications will feed directly from our overall organisational strategy. We will value consistency in our internal messages at all levels of our organisation.

Our leaders will take the time to explain purpose and goals to our employees. Teams and individuals will understand how their work fits into our strategic goals. We will recognise that our employees work better when they understand how what they do helps us to meet our goals.

Engaging managers

Our managers will focus on their people and help them to improve and grow – treating them as individuals and coaching and stretching them to achieve their best.

Our managers will own corporate messages with authenticity.

Our managers will lead change effectively, act with integrity and be honest, creating a positive, trusting environment for their employees.

Employee voice

Our employees will have a voice in our organisation. We will invite feedback from everyone and when we receive feedback we will listen and act upon it.

We will view our employees as central to our organisational improvement and the achievement of the objectives in our strategic plan. We want them to be involved, listened to, and invited to contribute their experience, expertise and ideas.

Integrity

Our values of being professional and showing respect will be reflected in the actions of all our employees.

We will be honest and open in our approach to organisational communications. We will provide opportunities to involve colleagues in change at an early stage. We will communicate changes effectively. We will take time to understand the effect our projects will have on employees.

Corporate communications that support effective employee engagement

We will keep communications simple. We recognise that our employees are busy and have many competing priorities so our communications will give them the information that is relevant to them.

We will communicate clearly. We will use plain English and explain concepts, requirements and actions in a way that makes sense to our employees.

We will communicate using an appropriate channel for the message and we will take advantage of available technology to get our message across.

Our communications will look and sound professional. We will use consistent corporate branding and language across all our internal communications.

3. Roles and responsibilities

Everyone

- Reflect our organisational values of 'being professional' and 'showing respect' in all that we do.
- Be honest and open when we communicate with those inside and outside our organisation.
- Take responsibility for our own communications, ensuring they are clear and concise. Know where to get help or advice and ask for it when it is needed.

- Participate in workplace communications and initiatives. Give feedback where required. Share successes and ideas for improvements with our colleagues.
- Take time to read and understand the strategic plan. Ask questions to make sure we each understand how we fit into it.
- Embrace digital tools to help get our message across.

Leaders and managers

- Model communications and engagement best practice by setting a clear strategic narrative. Clearly communicate that you support the direction of travel of COPFS and explain how your team's goals and objectives fit into the strategic plan.
- Celebrate success with your team and promote your team's successes to the wider organisation.
- Take on feedback and make necessary changes as a result. Be honest and open in explaining decision-making.
- Regularly update your team on progress against the goals in our strategic plan and other changes in the organisation. Seek views of your team and provide opportunities for employees to feedback through meetings, catch-ups and quarterly conversations.
- Promote inclusivity in your team and encourage participation and feedback from all.
- Give your team the support they need to engage in the wider organisation, for example participating in consultations.

Teams

- Ensure the policies and processes that your team owns are clear, easy to understand and follow.
- Communicate any changes your team is making and do so early in the process, then check back in regularly.
- Ensure inclusivity in team policies, processes and changes.

Corporate communications

- Work with ISD to put in place tools and technologies that help employees connect and communicate across the organisation.
- Show and tell people what best practice is. Advise and support anyone who is interested in improving their individual, team or function's comms.

- Work in a consultancy capacity – providing expert advice for projects, events and announcements to ensure that the message is delivered in the most effective way to our employees.
- Each year, run internal campaigns that directly contribute to meeting our organisational goals.
- Support business units and project teams to plan and deliver internal communications campaigns.
- Manage COPFS’s corporate intranet– ensuring it meets the communications and support needs of employees and business units.
- Own and manage the COPFS brand by maintaining brand guidelines and providing templates and formatting guides for staff. Work towards ensuring consistency of voice and message across all internal channels.
- Regularly evaluate the effectiveness of this strategy. Use a data-driven approach to continually improve communications.

4. Delivery plan

This strategy will be realised through a delivery plan each year.

The delivery plan will help COPFS to translate the guiding principles of effective employee communication and engagement into practice across our organisation.

5. Evaluation

Reporting

Regular reports will be sent to SET detailing progress against the delivery plan and outcomes.

Outcomes

Realising this strategy will achieve the following outcomes:

- Improved employee engagement as measured through the nine drivers of engagement identified within the Civil Service People Survey. We aim to improve our overall Civil Service People Survey employee engagement index score to better than the civil service average by 2022.
- Improved engagement with organisational news and campaigns as measured through views and interactions with communications through our owned channels.