

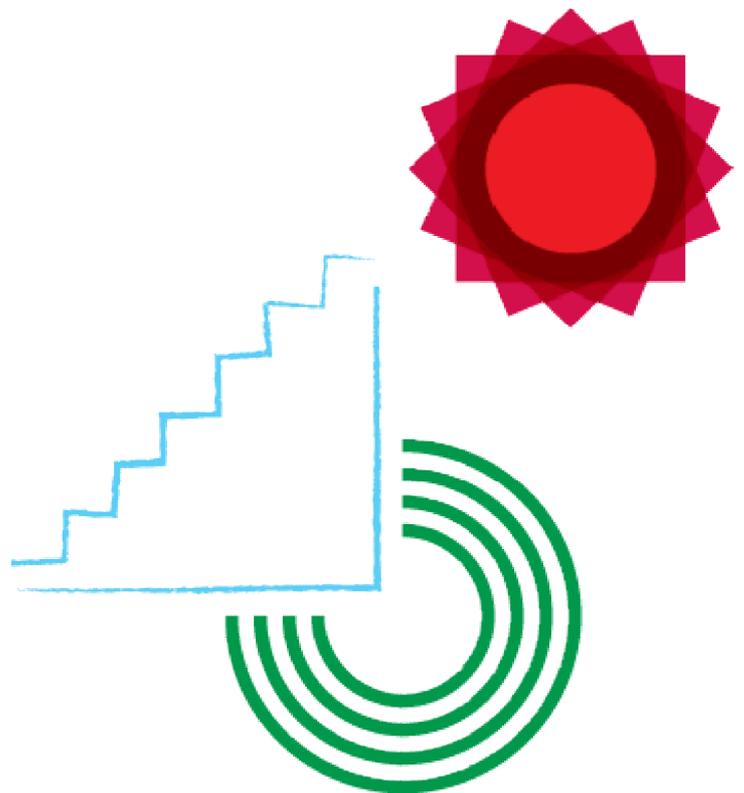


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# EMPLOYEE ENGAGEMENT – THE CICA Way

Case study



## EMPLOYEE ENGAGEMENT – THE CICA WAY

The Criminal Injuries Compensation Authority (CICA) – 350 staff, based in Glasgow, handling some 50,000 applications per year for compensation for injuries sustained by blameless victims of violent crime. CICA paid out £449m in compensation in 2011-12.



**Create a sense of urgency**



**The Challenge:** in December 2010 CICA was facing challenges on multiple fronts. Following major change in response to National Audit Office recommendations about reducing delays in casework and a high volume of outstanding claims, the Authority was facing technology and process changes, and a potentially testing exercise transferring staff from Scottish Government to the Ministry of Justice. Uncertainty about staff numbers and a lack of confidence in senior managers was reflected in the 2010 Staff Engagement Survey results showing an Engagement Index of 44%, with real deficits in the areas of leadership, management, change, and learning and development.

**The Promise:** the Chief Executive and CICA Board made it clear to CICA people that there was a real determination to listen to the survey results and respond to them in a meaningful way.



**Build guiding teams**



**The Diagnosis from Within:** in March 2011 the Board commissioned a cross CICA working group to perform a diagnosis and develop responses to the areas requiring improvement. This group was guided in its approach by David MacLeod and Nita Clarke's Engaging for Success report, and by looking at managing leadership and change effectively using John Kotter's eight step model of change (Leading Change). The working group became the CICA Challenge Team and through a process of investigation, diagnosis and learning identified the need to reach out to, and engage with, the key players within CICA - the Board and senior managers, middle managers and our staff engagement forum.



**Get the vision right & communicate**



**The Response from the Top:** while the Challenge Team work was progressing and informed by the challenge team considerations, the Board developed its business plan. As part of communicating the business plan across the organisation, CICA set out its vision for the future and a clear illustration of the shape of the organisation and the future staff profile. This was cascaded by senior managers to their teams. At the same time, the Board embarked on its single biggest communications drive for several years and introduced the Board walk rounds and supplemented this with a Chief Executive "back to the floor" programme.

**The Triangle of Trust:** in diagnosing the problems, it became clear that there were some tensions between operational teams, technology teams and programme management teams. In a determined effort to manage change more effectively the deputy chief executive engaged with all teams securing their co-operation and recognition of interdependence. The resulting 'triangle of trust' between the three teams showed the organisation that there was a well co-ordinated aligned management team.



**Results into Action:** by August 2011 CICA were in a very strong engaging mode. As well as developing its business plan it had, as a result of our challenge team work, published the CICA people learning and development plan. The Challenge Team presented a series of challenges to the key players across the organisation, charging them with what was to be their response to the staff engagement survey results. A real milestone in August 2011 was the response to a mini survey, which established that as a result of the efforts of the Challenge Team, managers and staff, CICA had gained or regained the trust of the organisation. The mini survey had an 80% turn out and big uplifts in the key challenge areas of leading change and my line manager. However, CICA acknowledged that there was still work to do on learning and development.



**The Improvement:** in October 2011 the green shoots of recovering trust grew more strongly with an 84% uptake for the main Civil Service staff engagement survey. Through October and November CICA continued to push forward its Challenge Team agenda. In December 2011 the publication of the Civil Service survey results showed a 9% point uplift overall and a commendable 20% point uplift on leadership and managing change placing CICA in a Civil Service high performing category. This achievement was recognised by the then Permanent Secretary of MoJ, Sir Suma Chakrabarti



**The Continuing Healthcheck:** between then and now CICA has continued very much in the same mode. While its 2011 survey results were very encouraging, it set up Challenge Team 2 (increased to provide for inclusion of front line managers and people) to add impetus to the early progress, particularly learning and development. CICA is delighted to report that its 2012 mini survey (July 2012) shows a further steep climb in the right direction and with a very notable 25% point uplift in learning and development.

**The Business Impact:** CICA believe that people engagement and business performance are two sides of the same coin. The endeavour was not for the sole purpose of improving employee engagement, but was for sound, people, operational and service reasons. In fact it could be said that engagement was an outcome instead of an input. Now the evidence shows.



- Reduced absenteeism (13.5 – 8.1 average working days lost)
- Increased productivity (record payout of over £400 million in year 2011/12; a falling timescale for both first and review decisions: respectively, from 8.5 months in 2009-10 to 7.8 months in 2011-12, and from 5.5 months to 5.2 months in 2011-12; a loss of 90 posts)
- Better customer service (85% - 98% of calls answered within one minute)
- Delivery of major projects- IT and structures (Electronic Case Management System introduced)

- A seamless completion of the transfer of staff (350 staff changed from Scottish Government to Ministry of Justice employment)

In summary CICA believes its experience has been rewarding and fulfilling and beneficial to CICA and its customers. It is confident that it will continue to grow and develop as an organisation, and is looking forward with anticipation to its 2012 Staff Engagement Survey results at the end of the year.

