

The Road Safety Authority: Organisational Culture Review

Management Report Pack

17 January 2024

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01 Introduction

01. Introduction

1.1 Context

The Road Safety Authority (RSA) are the leading voice for road safety in Ireland, with a mission to make Irish roads safer for everyone. In order to demonstrate a commitment to supporting their workforce to realise their full potential, the Road Safety Authority (RSA) developed its 'One RSA – Our RSA' People Strategy 2023-2025. This was developed to complement the Corporate Plan, outlining the approach it would take to achieve all people-related objectives. The People Strategy demonstrates a commitment by the RSA to achieve a strong and positive workplace culture; one which promotes well-being, inclusivity and engagement whilst aligning closely to the organisation's overall strategy.

The RSA People Strategy places focus on three pillars – which each have specific goals and objectives and these are: 'People', 'Development' and 'Culture'. The first action identified to support the third pillar 'Culture' was to *“Establish a current view of organisational culture which can be used as a baseline to measure the impact of strategic objectives”*. In September 2023, the RSA engaged KPMG to conduct an Organisational Culture Review with a targeted completion date of December 2023.

1.2 Purpose of this document

The purpose of this document is to present a summary of the approach to and findings of the Road Safety Authority's organisational culture review.

1.3 Legal considerations

- This report and the information contained herein (the Information”) has been produced by KPMG on behalf of the Road Safety Authority (“RSA”) and has been produced solely for the use and benefit of the RSA and cannot be relied on or distributed, in whole or in part, in any format by any other party. The Information is accurate only as of 17 January 2024, the date it was first presented to the RSA Project Manager, and we cannot provide any guarantee of assurance that it will continue to be accurate in the future. This Final Report is dated 17 January 2024 as it was first presented to the RSA Project Manager on this date. KPMG accepts no liability for and has not undertaken work in respect of any event subsequent to that date which may affect the report.
- The Information has been provided solely for the benefit of the parties identified in the engagement letter 23 March 2023 and are not to be copied, quoted, or referred to in whole or in part without KPMG's prior written consent.
- Responsibility for the security of any electronic distribution of the Information remains the responsibility of the RSA and KPMG accepts no liability if the Information is or has been altered in any way by any person.
- Please note that the survey data referenced in the information was based on the input by RSA employees directly into the Denison tool and the outputs have been provided directly to KPMG from Denison. KPMG have not sought to independently verify those sources unless otherwise noted within the in this pack.
- The role of Denison in this engagement was limited to the provision of their Culture Survey Tool to the RSA participants, and they did not operate in an advisory capacity to support with interpretation or communication of the results or findings of the survey.

01. Introduction

1.

[Ireland Economy, Politics and GDP Growth Summary - The Economist Intelligence Unit \(eiu.com\)](#)

2.

[Ukrainian Driving Licenses Information- Поради для українських водіїв \(rsa.ie\)](#)

3.

[gov - Brexit and Transport - what you need to know \(www.gov.ie\)](#)

4.

[Ireland 2023: The Year in Numbers - Central Statistics Office](#)

5.

[Public Service Agreement 2024- 2026 281869_83d6e1fd-0d09-47f9-bfab-80845b01d71f.pdf](#)

6.

[national-skills-bulletin-2023.pdf \(solas.ie\)](#)

7.

[2023-10-05_housing-affordability-for-private-household-buyers-in-ireland_en.pdf \(oireachtas.ie\)](#)

8.

[HOUSING AFFORDABILITY: IRELAND IN A CROSS-COUNTRY CONTEXT \(esri.ie\)](#)

9.

[HR practices in Ireland 2023: Survey report \(cipd.org\)](#)

1.4 The RSA results in context

The RSA as a public service body, is impacted more than most organisations by the external environment in which it operates. In order to add context to the results documented in this report, it is important to appreciate the context and environment within which the RSA works, as there are a range of external factors that will impact people; both RSA employees and customers. A ‘Political, Economic, Social, Technological, Legal and Environmental’ (PESTLE) analysis is a commonly used framework to conduct this assessment and it should be reviewed regularly as part of any planned activities undertaken by the RSA in the employee space.

 Political	 Economic	 Social
• The Irish political environment is somewhat stable, however the current coalition may not see its full term (Feb 2025) and opposition parties are strong in recent opinion polls⁽¹⁾. • There is a great deal of departmental oversight into the RSA. This means that agenda/priorities may change based on other policy or societal priorities present. Agility is important for the RSA. • Conflicting priorities for different government parties may result in a lack of co-ordinated responses to road safety challenges i.e. funding/resources, and a conservative approach to allocating budget. • International political unrest e.g. Ukraine, has impacted BAU in the RSA e.g. issuance of licenses / Certificates of Professional Competence, resulting in unanticipated effort outside of BAU and planned projects ⁽²⁾. • The ongoing impact and nuances of Brexit should be monitored by the RSA which may similarly influence Licensing / Certificates of Professional Competence ⁽³⁾. • Work underway by the Department of Transport regarding the “Road Safety Authority Act 2006” could impact how data is shared with other agencies.	• The Irish economy remains strong with the Modified Domestic Demand measure unchanged in Q3 2023. The estimated labour market participation rate for persons aged 15 and over in Q3 2023 was 65.8%, the highest rate recorded since Q3 2008⁽⁴⁾. • Over the course of 2023, the Consumer Price Index (CPI) fell from 8.5% in February to 3.9% in November. However, cost of living concerns remain high for employees following the consistently high inflation rates ~7% observed throughout 2022 ⁽⁴⁾. • The Public Sector Pay Deal will help alleviate some of the cost of living concerns for employees, however, salary band limitations will continue to make it difficult for Public Services Organisations to compete for specialist skills in the market given the strong job market throughout the country ⁽⁵⁾⁽⁶⁾⁽⁹⁾. • There is currently a housing crisis, with demand outstripping supply, causing affordability issues especially in the Greater Dublin Area ⁽⁷⁾⁽⁸⁾. This might impact any future plans urging staff back to the office full time and remains a factor in employee compensation.	• COVID-19 changed the way we work and hybrid/flexible work arrangements have become the norm. In many organisations, culture is in need of a reset in 2023, and greater focus is due to be placed on the employee experience, use of social gatherings and anchor days as tools to address this ⁽⁹⁾. • There is currently a growing Irish population. The number of immigrants, or those entering the State in the year to April 2023, was estimated to have grown by 31% from 107,800 in 2022 to 141,600 in 2023. This trend may impact the demand for RSA services and the nature of the services demanded ⁽⁴⁾. • Staff wellbeing, DEI and ESG are no longer “nice to haves” and employees expect their employers to have strong policies and practices in place and organisations must be prepared to be flexible to retain staff ⁽⁹⁾. • 90% of businesses are facing skills shortages, up from 85% reported last year, for skills related to operations/frontline, IT, Project Management and Finance. Across all sectors, the Public sector in Ireland reported the second highest skill shortage levels in the last 12 months at 40% ⁽⁹⁾.

01. Introduction

1.4 The RSA results in context (continued)

10.

gov - Connecting Government 2030: A Digital and ICT Strategy for Ireland's Public Service ([www.gov.ie](#))

11.

Digitalisation trends for 2023 - Customer experience - KPMG Ireland

12.

gov - Harnessing Digital - The Digital Ireland Framework ([www.gov.ie](#))

13.

gov - Data Strategy 2024 ([www.gov.ie](#))

14.

National Data Infrastructure Champions Group - CSO - Central Statistics Office

15.

Future of work - AI - Artificial Intelligence - KPMG Ireland

16.

Blended Working Policy Framework for Civil Service Organisations ([www.gov.ie](#))

17.

A quick guide to the CSRD - Sustainability reporting - KPMG Ireland

18.

gov - Data Protection and the General Data Protection Regulation (GDPR) ([www.gov.ie](#))

19.

gov - Ireland's new Sustainable Mobility Policy is a Priority in our Climate and Energy Use Plans For the Future ([www.gov.ie](#))

20.

(PDF) Challenges Caused by Increased Use of E-Powered Personal Mobility Vehicles in European Cities ([researchgate.net](#))

21.

Powered personal transportation ([rsa.ie](#))

22.

[https://www.gov.ie/en/campaigns/2f87c-climate-action-plan-2021](#)

23.

gov - National Development Plan 2021-2030 ([www.gov.ie](#))

Technological	Legal	Environmental
• Ongoing advances in technology have provided opportunities to deliver services in a more integrated, digital and user friendly way ⁽¹⁰⁾. People no longer want to travel to collect licences or fill out documents in person and customers expect to be able to self serve digitally ⁽¹¹⁾. • Movement towards a Digital Government, connecting policy makers, people and businesses, will influence how the RSA operates ⁽¹⁰⁾⁽¹²⁾. • Changes to the National Data Infrastructure policy may impact how the RSA can access and share data ⁽¹³⁾⁽¹⁴⁾. • The RSA service delivery model is being transformed through a digital first strategy. An outcome of this will be the creation of capacity which can be re-allocated to other strategic priorities. However, the RSA will need to ensure accessibility of any offerings ensuring inclusivity across all demographics. • Utilising automation and AI will likely enable the development of other efficiency solutions in the future ⁽¹⁵⁾.	• The RSA will have to comply with the Civil Service Blended Working Policy Framework which aims to enable increased levels of remote working in the public sector ⁽¹⁶⁾. • The RSA is a unionised environment and unions must be consulted on recruitment plans, particularly those related to specialist roles which are not sourced from panels. • The RSA utilise Office of Government Procurement (OGP) resourcing frameworks in order to procure people related services (e.g. training). This will necessitate ongoing robust contract management. • In line with new government directives, the RSA has made a commitment to report on standards included in the Corporate Sustainability Reporting Directive, such as inclusivity, gender pay gaps and other ESG (Environment, Social and Governance) metrics. This emphasises RSA's awareness and commitment to the ESG and the SDG's (Sustainable Development Goals) ⁽¹⁷⁾. • The RSA will have to continuously monitor evolving Data Protection requirements to ensure adherence ⁽¹⁸⁾.	• Ireland is committed to transitioning to a resilient, biodiversity rich, environmentally sustainable, and climate neutral economy. Growing concern regarding climate change and carbon footprints will influence mobility behaviours – less people may chose to drive cars in the future ⁽¹⁹⁾. • Consumer preference for climate-friendly transport options continued strongly in 2023 with the data indicating that almost half (45%) of all new private cars licensed were electric, plug-in hybrid, or hybrid, up to October 2023 ⁽⁴⁾. The Government has committed to increasing Ireland's electric vehicle fleet and improving required infrastructure. • The unprecedented increase in the use of powered personal transporters and mechanically propelled vehicles will continue to result in new policy and operational challenges for the RSA ⁽²⁰⁾⁽²¹⁾. • The RSA has made a number of commitments to meaningful change in terms of climate change initiatives that align with guiding policy documents such as the government's Climate Action Plan 2021 and the National Development Plan 2021-2030 ⁽²²⁾⁽²³⁾.

02 Executive Summary

02. Executive Summary

2.1 Executive Summary Overview

In September 2023, the RSA conducted an **Organisational Culture Review**

In 2023 the RSA made a commitment as part of their Corporate Plan and People Strategy to build an engaging and **inclusive culture** that places **equality, diversity and wellbeing** at the forefront.

Approach

The **Denison Culture Survey Tool** was selected to assess the RSA's Culture. The tool consists of 48 questions, and rates culture across 4 areas: Mission, Adaptability, Involvement and Consistency.

Data Gathering: A desktop analysis was undertaken, a culture assessment completed, focus groups delivered and the Corporate Leadership Team (CLT) engaged, in order to develop a view of the RSA's culture.

Data Analysis: A full thematic analysis of all collated data was conducted in order to identify key themes.

Recommendations: Recommendations were developed and aligned to the RSA's Corporate Plan.

Results

- Denison Culture Survey:** The Denison survey results indicated that the RSA, as an organisation, is **more stable than flexible** and that there is a general balance between its focus on internal operations and its ability to meet the demands of the external environment. The RSA's staff appear to have a **clear understanding of customer wants and needs**, and they have an understanding on the **strategic direction** of the organisation.
- Focus group results:** Insights included the fact that the staff at the RSA are hardworking and passionate about reducing road deaths. Again, there was a sense of understanding of what customers need, however sometimes workload was perceived to be a barrier to focus on this.
- Thematic Analysis:** Based on the analysis of results and insights – **8 key themes emerged**, these are listed to the right-hand side. Recommendations were developed based on these themes and were **aligned to the organisation's Corporate plan**.

Recommendations



- Following analysis, **41 actions** were recommended and these were grouped across the **8 key themes** (listed to the right). These were based on the survey results, focus group outputs and the CLT session insights. Implementation of these recommendations should help to build a more engaging and inclusive culture in the RSA.
- Each recommended action was categorised in terms of the time, effort, value & external support required to implement (across the short, medium and longer term). Quick wins have also been identified.

Conclusion

The main opportunities identified to support the development of an **engaging and inclusive culture** were; to reconnect staff to the RSA's vision and values, address staff shortages and burn out, support the development of management and leadership capabilities, provide staff with the time to upskill and train, to further improve the customer experience by enhancing customer satisfaction and service in every interaction, and encouraging teamwork and bonding to boost morale.

Going forward, the RSA should continue to focus on transparency, listening, recognising the employee's voice and implementing specific interventions which will make a **positive impact on culture development**.

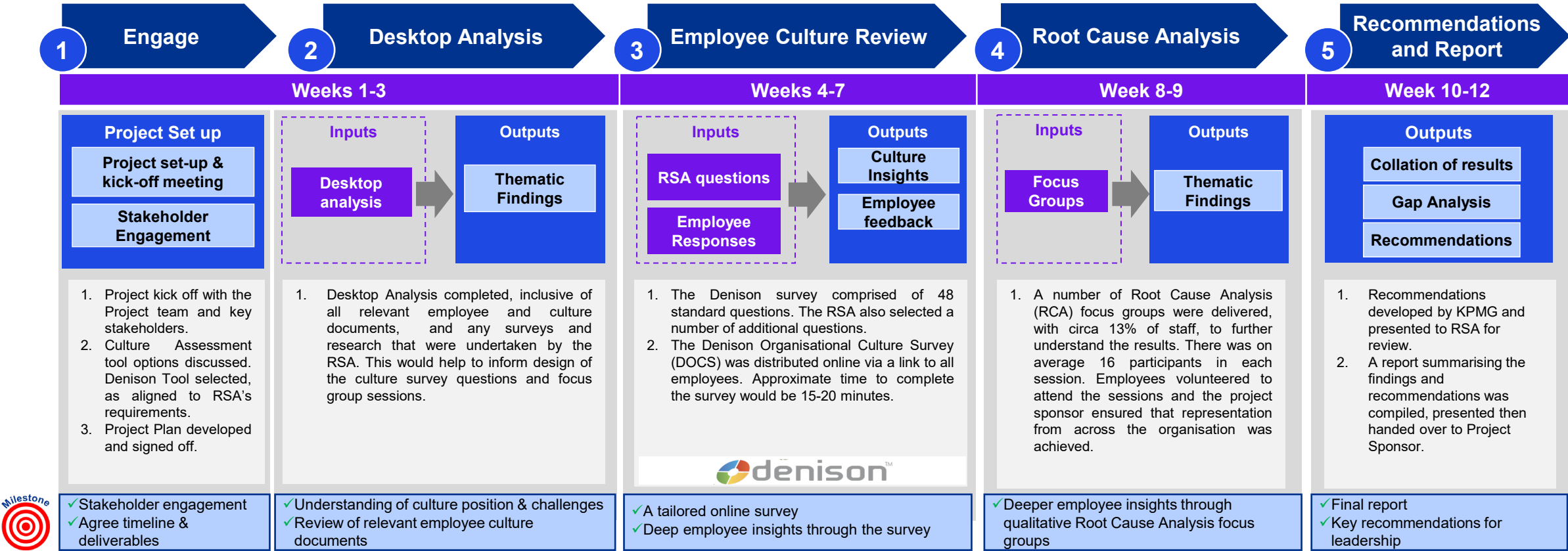
Key Theme	Sample Recommended Actions
Leadership & Management	Continue to build leadership capacity and capability development through coaching, mentoring and development, expand on this to include innovation training.
RSA's Vision	Build staff awareness about the Vision Zero Strategy. Reinstate the difference between the strategy and the RSA's mission and vision.
Customer Focus	Ensure resourcing needs are met in order to provide for and meet customer demands and needs.
Creating Change	Develop a robust change management approach, including communications to ensure all staff are aware and informed of incoming changes. Ensure that staff are considered at the start of a project. Improve culture of seeking staff views and integrate the customer voice to drive change, ahead of implementing changes
RSA's Values	Values Re-Run: Values Week, leverage the newsletter to highlight those living the values, discussion at yearly reviews and recognising employee behaviour alignment to the values.
Collaboration & Teamwork	Increase knowledge sharing, the newsletter could be leveraged to share "what's my role" to highlight what is being done across the organisation.
Employee Wellbeing	Introduce employee recognition awards in teams e.g. praise box / sound hour or similar.
Staff Development	Provide time for training for all staff. Ensure this is a priority from the Top-Down.

03 Approach and Methodology

03. Approach and Methodology

3.1 Approach

This project was delivered over five distinct stages, as illustrated below;



Milestone

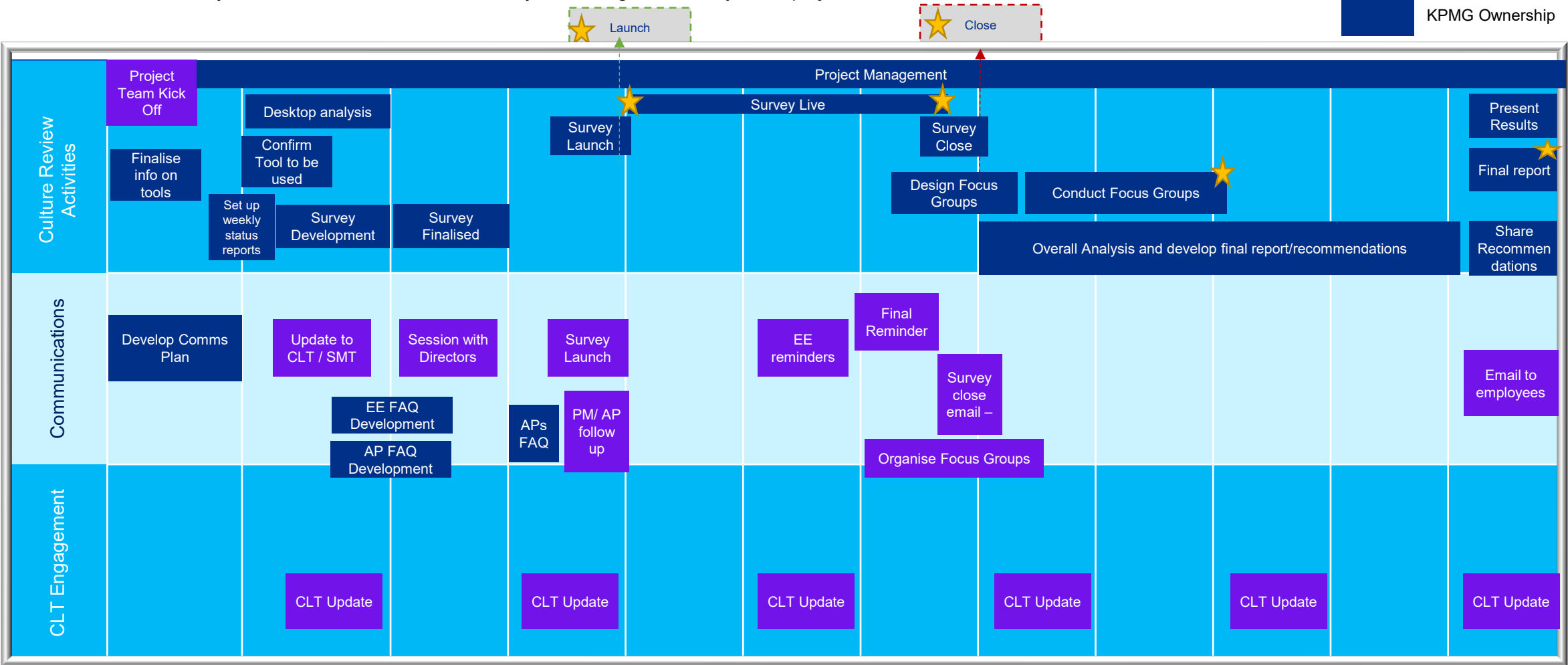
03. Approach and Methodology

3.2 Project Plan

The following outlines the project plan that was used to manage the project. Updates were given weekly to the RSA project team to update on progress being made and it is note worthy that all milestones were successfully met throughout delivery of the project.

RSA Ownership

KPMG Ownership



03. Approach and Methodology

3.3 Data Sources

Several sources were used to gather information about the culture of the RSA. These included the following.

3.3.1 A desktop Analysis

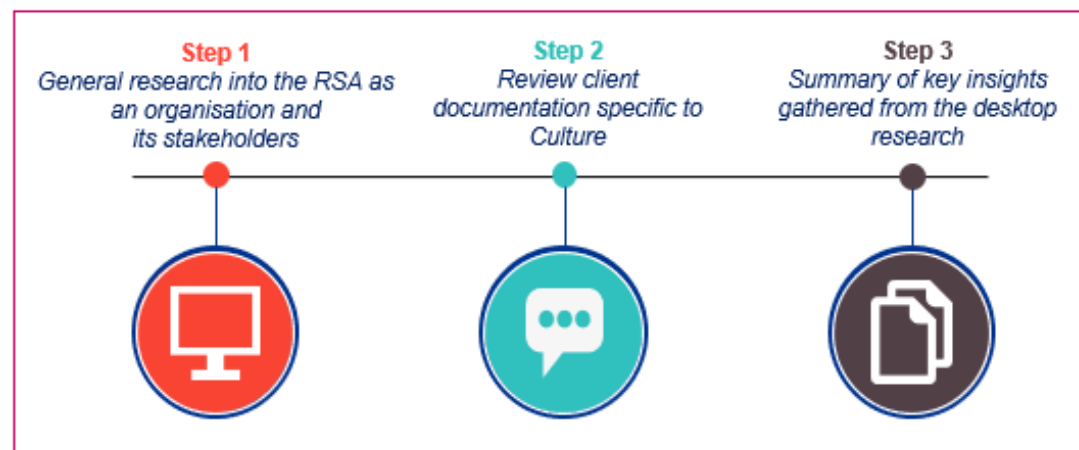
The desktop analysis focused on an analysis of relevant RSA documentation, inclusive of all relevant employee and culture documents. The purpose of the desktop analysis was to build an understanding of the RSA's current culture position and any challenges/gaps being faced – which would then help support the design of survey questions and focus group content and to inform the development of suitable recommendations. A review of the following documents was undertaken:

- People Strategy (2024 – 2026) 
- Our Values – Behaviour Library 
- RSA Gender Pay Gap Reporting Dec 2023 
- Corporate Plan 2022 – 2025
- www.rsa.ie
- Blended working Review 2023

Approach

A three step approach was undertaken to conduct this desktop analysis.

- Firstly, general research was undertaken into the RSA, its structure, and relevant stakeholders. The purpose of this was to help develop a view of the organisation – as a basis on which to deliver this project.
- Step Two, was a more detailed analysis of all culture-specific documentation provided by the RSA. This was completed in order to develop a picture of the as-is culture position and to initiate the process of forming draft recommendations.
- Step Three, involved the compilation of all key findings into this report



03. Approach and Methodology

3.3 Data Sources (continued)

3.3.2 Use of a culture survey tool

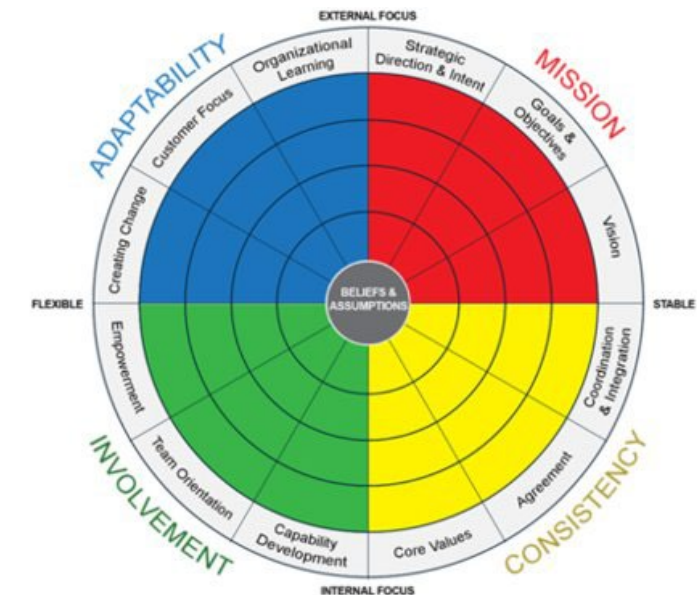
There are several cultural assessment tools available on the market. Having reviewed a number of models, the RSA selected the Denison Model as being the most appropriate to fulfil their needs in relation to assessing the current culture. The Denison Model is based on over two decades of research linking culture to bottom-line performance. The Denison Model answers four key questions about an organisation:

- **Mission:** Do we know where we are going?
- **Adaptability:** Are we listening to the marketplace?
- **Involvement:** Are our people aligned, engaged, and capable?
- **Consistency:** Do we have the values, systems and processes in place to execute?

Results are divided into these four segments (Mission, Adaptability, Involvement and Consistency). The scores are represented as percentiles. Percentiles enable the comparison of the RSA's performance to the other organisations in the Denison global benchmarking database. For example, within the 'Mission' quadrant, 'Strategic Direction and Intent' scored 45. This means that RSA staff have more clarity and alignment on the long-term purpose and direction of the organisation, than 45% of organisations on Denison's global database (also meaning that 55% of the other organisations in the database scored higher than the RSA for this particular index). To complete the assessment, respondents were asked to rate the extent to which they agreed or disagreed with 48 individual statements on a scale from 1-5.

Example statements:

- **Mission:** There is a clear strategy for the future.
- **Consistency:** Our approach to doing business is very consistent and predictable.
- **Involvement:** Authority is delegated so that people can act on their own.
- **Adaptability:** All staff have a deep understanding of customer wants and needs.



03. Approach and Methodology

3.3 Data Sources (continued)

3.3.2 Use of a culture survey tool

Analysing the results from the Denison survey tool

The Denison Model is based on over two decades of research linking culture to bottom-line performance. At the centre of the model are 'Beliefs and Assumptions'. Each member of staff at the RSA has deeply held beliefs about the organisation, their co-workers, customers, competitors, and the wider industry within which the RSA operates. These beliefs and assumptions, and their associated behaviours, determine the culture of the RSA. The Denison Model and survey therefore allows the identification of the underlying beliefs and assumptions in the RSA's culture by clarifying and measuring the behaviours that they produce. The scores are represented as percentiles. Percentiles enable the comparison of the RSA's performance to the other organisations in the Denison global benchmarking database.

Understanding Normative Scoring

Results from the Denison Model are shared as percentiles and benchmarks.

- A benchmark is a standard or point of comparison used to evaluate the performance of an organisation, industry, or process. The value of a benchmark lies in its ability to provide organisations with a point of reference for evaluating their own performance and identifying areas for improvement. The Denison Benchmark can help an organisation to understand how their scores compare to those of their competitors and identify areas where they need to improve to stay competitive.
- Percentiles in a distribution refer to the values (mean scores) that divide a dataset into 100 equal parts or 'percentiles'. The value of a dataset at a given percentile represents the point at which a certain percentage of the data falls below that value. For example, a mean score value at the 50th percentile is the value that separates the lowest 50% of the benchmarked organisations from the highest 50%. The value at the 50th percentile is also known as the median. Similarly, the value at the 75th percentile represents the point at which 75% of the data falls below that value. Thus, a percentile score of 75 means the client is scoring higher than 75% of organisations in the benchmark. Percentiles are used to measure the performance of an individual organisation in comparison to a group of organisations in the benchmark. This is like a standardised test score.
- A normative dataset is used to calculate organisational performance benchmarks for the Denison Organisational Culture Survey (DOCS). There are over a thousand organisations in this normative dataset, representing a variety of industries and sectors including manufacturing, professional services, retail, financial services, healthcare, educational institutions, and for-profit, non-profit, and government organisations.
- It is important to note that results presented in the circumplex are benchmarked, individual line items are also benchmarked, meaning the individual line items within it are not averages but distinct entities contributing to the overall circumplex results.

03. Approach and Methodology

3.3 Data Sources (continued)

3.3.2 Use of a culture survey tool

Thematic analysis

A thematic analysis of the data available was undertaken and a high level view was established before focusing on more detailed elements. The following steps were taken.

High level view: Focusing on the circumplex view (the circle):

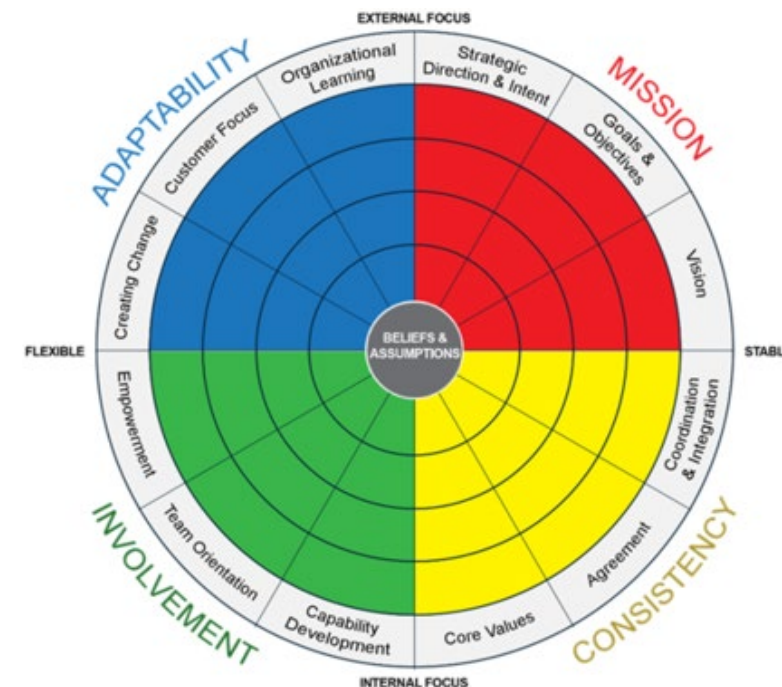
- What were the areas of strength? These were the areas with more colour.
- Which areas suggested possible challenges? These were the areas with less colour.
- Where there basic patterns or clusters?
- Balance - Flexible vs. Stable, External Focus vs. Internal Focus?
- Were there strengths across all four traits (Involvement, Consistency, Adaptability and Mission) or where there obvious areas of weakness (gaps)?

Detailed review of the twelve Indexes (i.e. Creating Change, Empowerment, Vision, etc.):

- Which indexes were the strongest and lowest?
- Which were the most important indexes to achieving RSA's current business objectives?
- Was there a pattern (relationship) among the areas of strength and weakness?

Detailed review of each of the line items (the 48 survey question responses):

- Where there additional insights about the RSA's strengths/development areas that could be gained from reviewing responses to each of the line items?
- What where the top and lowest five line item responses and what insights did these provide?
- Was there a pattern among the line item strengths/development areas?



03. Approach and Methodology

3.3 Data Sources (continued)

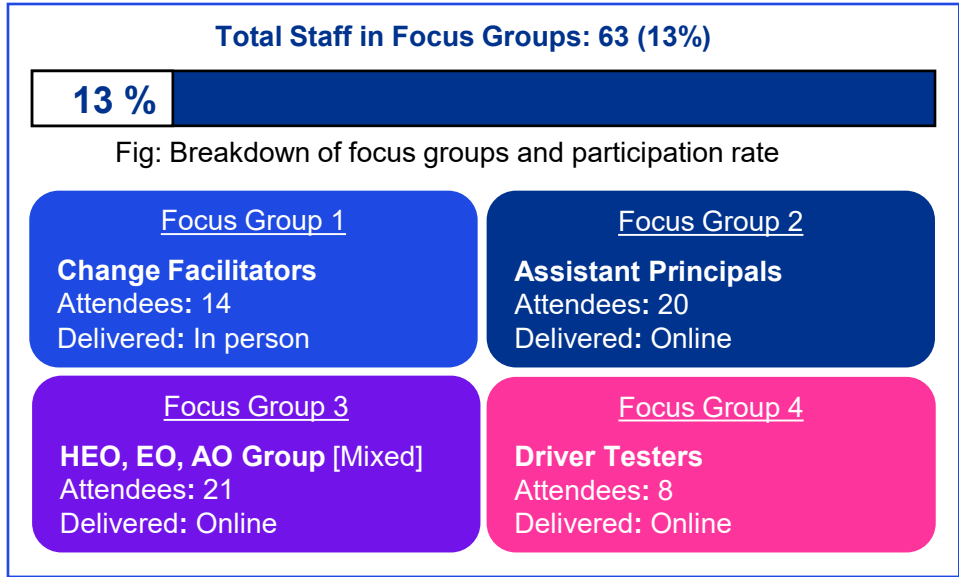
3.3.2 Use of a culture survey tool

Thematic analysis

Synthesized the data, summarising the insights and the development of themes:

- Strengths: What did the data indicate as the RSA’s strengths?
- Challenges: What did the data indicate as the RSA’s areas for development?
- Linking the two: Often, strengths turn into weaknesses when they are overused. For example, organisations that prize competitive focus can skimp on collaboration; groups that are strong in participatory collaboration can be slow to execute. How might the emerging strengths and challenges relate to one another?

3.3.3 Design and delivery of Root Cause Analysis (Focus Group) sessions



Four focus groups were delivered, each with attendees from across **different levels and Directorates** including a **mix of genders**. Three of the four focus groups were conducted online using the **Mentimeter** software, with one in-person session conducted. 63 staff members attended in total, representing **13% of the staff base**.

3.4 Survey Launch and Engagement

To encourage RSA staff to complete this survey it was launched by the Head of People, Development and Culture directorate on the 13th of October. The RSA issued two reminders on separate occasions to all RSA staff members, and the Heads of Directorates were asked to promote this within their teams to ensure as many staff responded to the survey.

The RSA set a target for a response rate of 75%. At survey close, it was calculated that 60% (283 staff members) of the RSA responded to the survey. This would be considered an average response rate.

04 Results



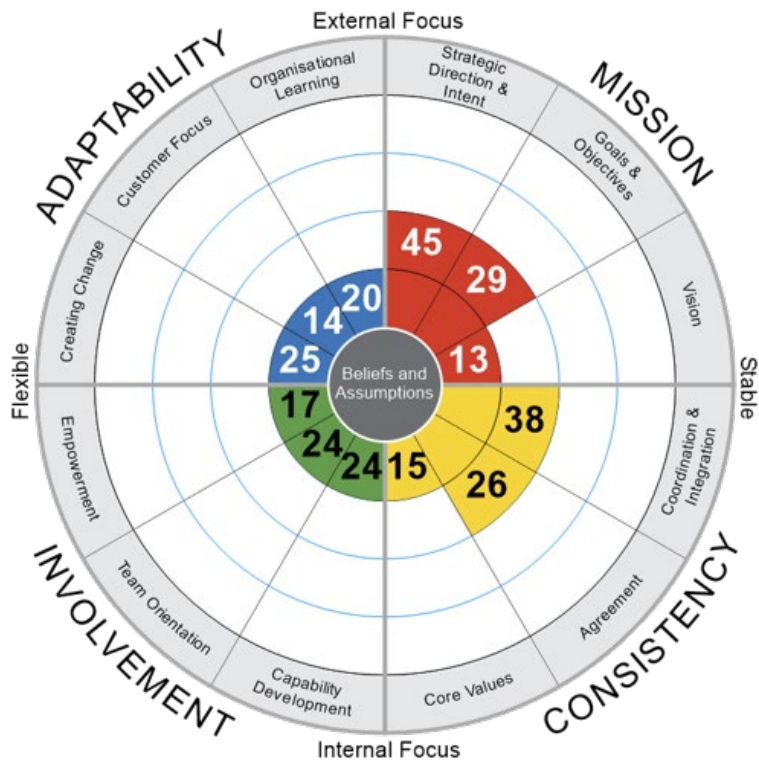
04. Results

4.1 Survey Results Overview

The overall results of the RSA’s current organisational culture is illustrated in the Denison ‘wheel’ below. To the right-hand-side, a list of the highest and lowest scoring items are also highlighted. These scores represent the views of 283 employees (60%) who responded to the survey. Some of the key themes arising from this survey data were discussed and validated in focus groups with a representative sample from across the RSA workforce. Denison uses normative scoring or “benchmarking” to display survey results. The results are displayed as a percentile in relation to Denison’s global database. The percentiles allow the RSA to compare against other organisations. For example, within the ‘Mission’ quadrant, ‘Strategic Direction and Intent’ scored 45. This means that RSA staff have more clarity and alignment on the long-term purpose and direction of the organisation, than 45% of organisations on Denison's global database (also meaning that 55% of the other organisations in the database scored higher than the RSA for this particular index). Within the ‘Vision’ index, RSA staff indicated having more clarity and alignment on the organisation's vision than 13% of other organisations on the Denison global database, meaning that 87% of organisations in Denison's global database scored higher than the RSA.

A well-rounded organisation will have lots of colour in the wheel and balance across the four quadrants.

The RSA demonstrates a good level of balance between external focus (top half of the wheel) and internal focus (bottom half of the wheel). The organisation shows a tendency to be more stable (the right hand side of the wheel) than flexible (the left hand side of the wheel) – which can be indicative of a Public Sector Body.



✓

Highest Scores

64

All staff have a deep understanding of customer wants and needs.

56

There is a clear strategy for the future.

49

Authority is delegated so that people can act on their own.

47

We continuously track our progress against our stated goals.

44

There is a long-term purpose and direction.

💡

Lowest Scores

7

Our vision creates excitement and motivation for our employees.

7

Customer comments and recommendations often lead to changes.

8

Leaders set goals that are ambitious, but realistic.

9

Customer input directly influences our decisions.

10

We encourage direct contact with customers by our people.

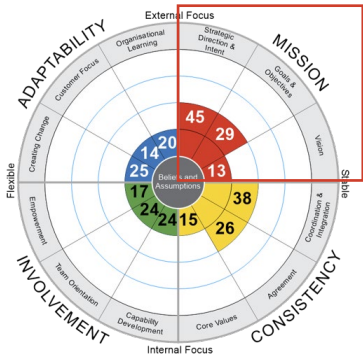
04. Results

4.1 Survey Results Overview

Overall results from the Mission quadrant

Denison uses normative scoring or “benchmarking” to display survey results. The results are displayed as a percentile in relation to the global database. The percentiles allow the RSA to compare against other organisations.

For example, within the Strategic Direction and Intent section – the first question ‘There is a long-term purpose and direction’ – the RSA scored 44. This means that RSA staff have more clarity and alignment on the long-term purpose and direction of the organisation, than 44% of organisations on the global database.



- Staff understand the long term purpose and mission and want to achieve it.

- Vision was the lowest scoring item in this quadrant – which may concern the RSA given their focus on attainment of this.
- Staff exhibited an understanding of the strategic direction of the RSA – however there appeared to be a gap in linking this to the vision and how their objectives and goals align to this.
- Employees expressed a challenge to meet short term demands without compromising long term vision.

Strategic Direction & Intent

There is a long-term purpose and direction. +

Our strategy leads other organisations and members of the public to change their behaviours. 33

There is a clear mission that gives meaning and direction to our work. 41

There is a clear strategy for the future. + 56

Goals & Objectives

There is widespread agreement about goals. 28

Leaders set goals that are ambitious, but realistic. - 8

The leadership has clearly stated the objectives we are trying to meet. 38

We continuously track our progress against our stated goals. + 47

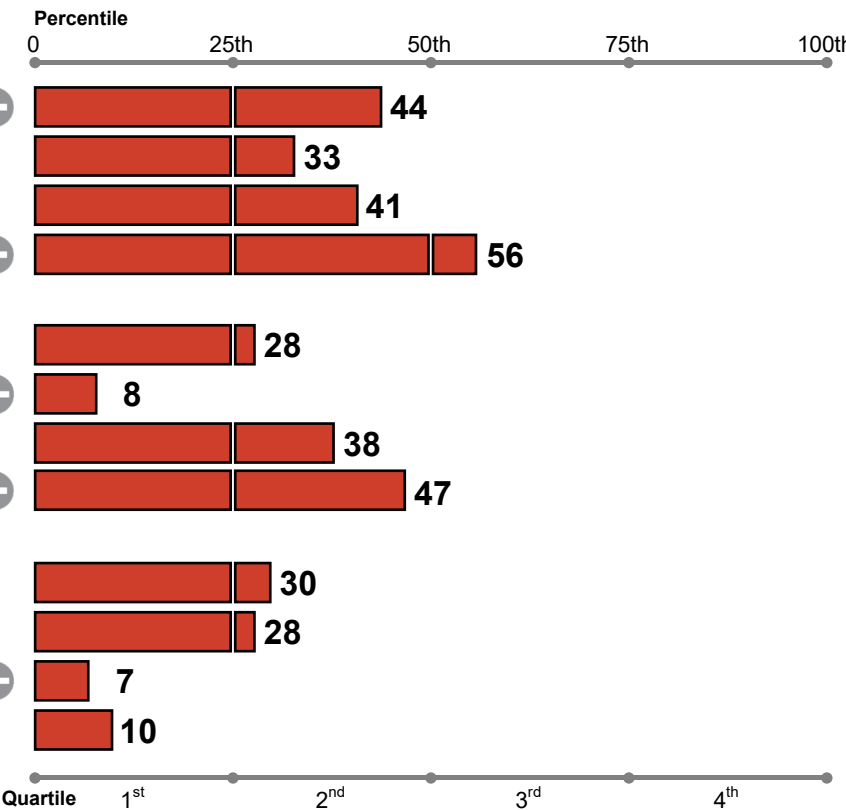
Vision

We have a shared vision of what the organisation will be like in the future. 30

Leaders have a long-term viewpoint. 28

Our vision creates excitement and motivation for our employees. - 7

We are able to meet short-term demands without compromising our long-term vision. 10



04. Results

4.1 Survey Results Overview

Overall results from the Consistency quadrant

-
- Consistent approaches and processes can help build the efficiency of staff and lead to higher productivity.

-
- Low scores related to core values can give rise to an over reliance on processes to guide appropriate behaviours.
 - There appeared to be a lack of win-win solutions gained when disagreements occur. This can lead to low-morale, if one party perceives they tend to 'lose'.

Core Values

The leaders and managers “practice what they preach”.

There is a clear and consistent set of values that governs the way we do business.

When people ignore core values, they are held accountable.

There is an ethical code that guides our behaviour and tells us right from wrong.

Agreement

When disagreements occur, we work hard to achieve “win-win” solutions.

There is a clearly defined culture.

It is easy to reach consensus, even on difficult issues.

There is a clear agreement about the right way and the wrong way to do things.

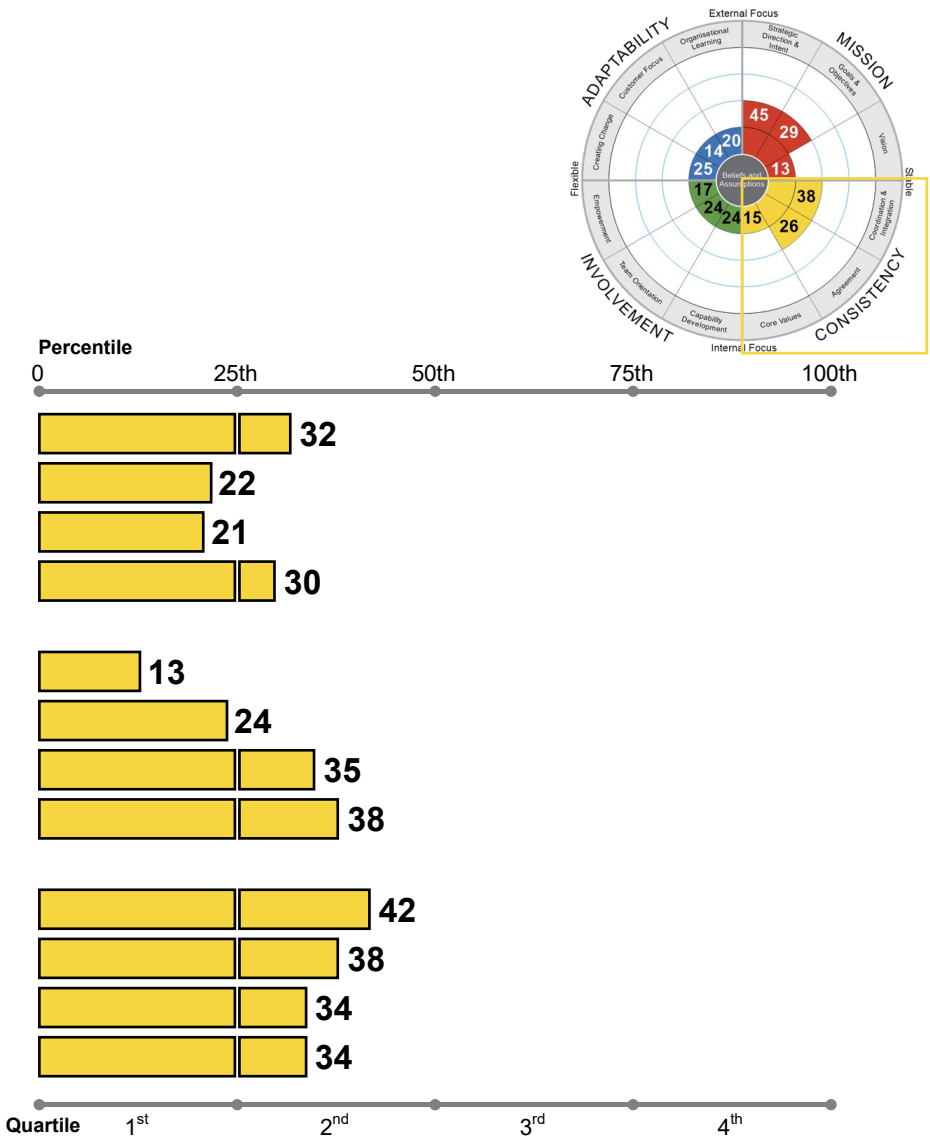
Coordination & Integration

Our approach to doing business is very consistent and predictable.

People from different parts of the organisation share a common perspective.

It is easy to coordinate projects across different parts of the organisation.

There is good alignment of goals across levels.



04. Results

4.1 Survey Results Overview

Overall results from the Involvement quadrant

- ✓

 - Staff are efficient in governing themselves as opposed to having the need for constant authority.
- 💡

 - Relatively low scores of empowerment can manifest in staff's low sense of job satisfaction due to lack of impact.
 - Areas of team orientation such as cross-directorate collaboration are low.
 - It was indicated that the capability of people is improving but there is an opportunity to show a commitment to continuously improve skills moving forward.
 - RSA may consider leveraging strengths of staff as a way of improving service and processes.

Empowerment

Decisions are usually made at the level where the best information is available.
Information is widely shared so that everyone can get the information they need when it's needed.
Everyone believes that they can have a positive impact.
Business planning is ongoing and involves everyone in the process to some degree.

Team Orientation

Cooperation across different parts of the organisation is actively encouraged.
People work like they are part of a team.
Teamwork is used to get work done, rather than hierarchy.
Work is organised so that each person can see the relationship between their job and the goals of the organisation.

Capability Development

Authority is delegated so that people can act on their own.
The capability of people is constantly improving.
There is continuous investment in the skills of employees.
The capabilities of people are viewed as an important source of competitive advantage.



04. Results

4.1 Survey Results Overview

Overall results from the Adaptability quadrant

Staff indicated a deep understanding of the core customer wants and needs.

- While staff indicated that they strongly understand customer needs this does not translate into the implementation of changes that could improve the customer experience.
- Innovation and risk-taking did not appear to be encouraged or rewarded.
- Consistency in processes were high in comparison to scores on creating change, highlighting potential barriers to implementing change in the organisation.

Creating Change

The way things are done is very flexible and easy to change.

We respond well to changes in our external environment.

New and improved ways to do work are continually adopted.

Different parts of the organisation often cooperate to create change.

Customer Focus

Customer comments and recommendations often lead to changes.

Customer input directly influences our decisions.

All staff have a deep understanding of customer wants and needs.

We encourage direct contact with customers by our people.

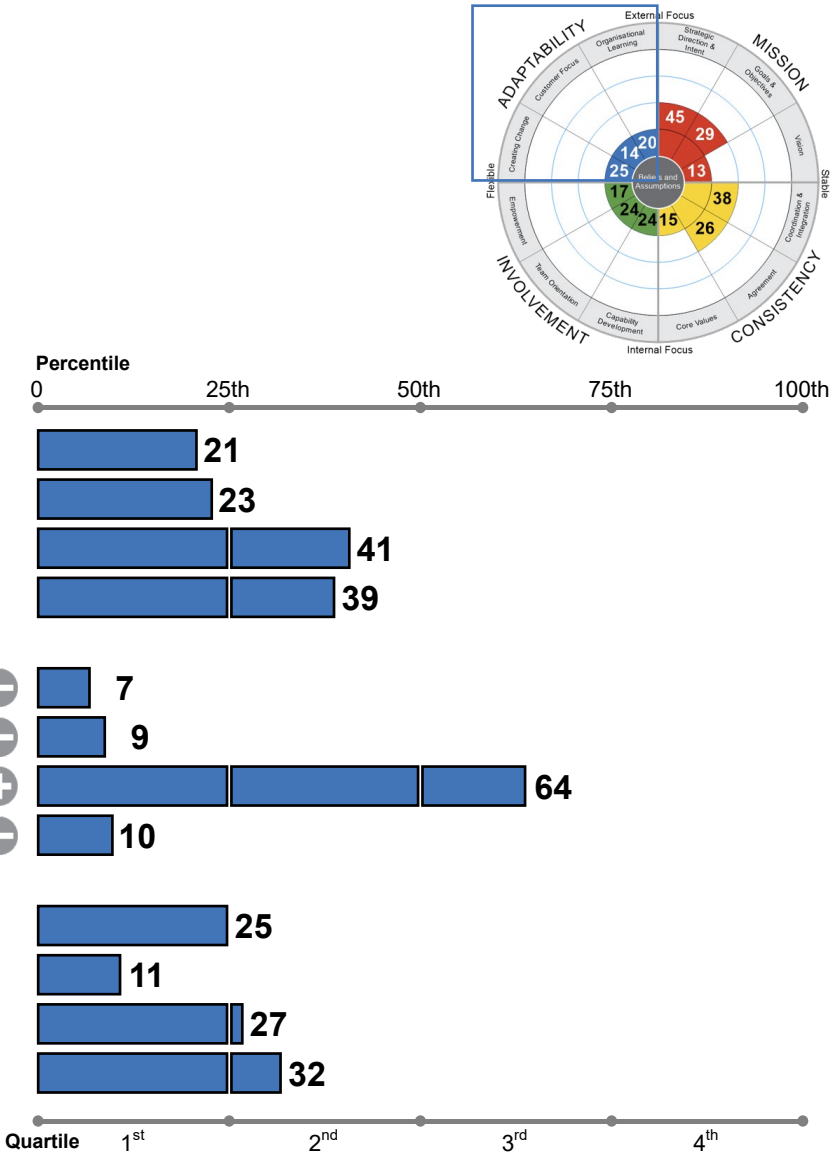
Organisational Learning

We view failure as an opportunity for learning and improvement.

Innovation and risk taking are encouraged and rewarded.

Learning is an important objective in our day-to-day work.

We make certain that everyone is informed about what is going on across the organisation.



04. Results

4.2 Root Cause Analysis: Focus Group Insights

The following outlines the key insights that were gathered in the Focus group sessions:

Vision

When asked about the RSA's Vision, employees were clear on their desire to save lives and reduce road deaths. Staff felt more connected to the vision of "Making Irish Roads Safer for all Road Users" than Vision Zero. Employees understood the Vision Zero goal but raised concerns over its attainability and see this as a challenge. There also appears to be a level of confusion between the organisation's vision and the Vision Zero Strategy.

Core Values

Attendees were asked if they know the organisation's values. Overall, 45% responded 'Yes', 35% responded 'No' and 20% responded 'Not Sure'. This indicated that there is an opportunity to ensure that the values are more widely recognised across the organisation. To ensure a clearer understanding of the values, staff believed these need to be included as part of performance reviews, communicated better especially from management, and leadership should lead by example.

Communication

Employees were asked to rate communication on a scale of 1 (Extremely Poor) to 5 (Extremely Strong). Across all the focus groups, top-down communication was rated the lowest (Average – 1.85). This could mean that some employees feel a disconnect from CLT and do not feel they are communicated with clearly. Communication across Directorates averaged 2.03, within Directorates averaged 2.7, and within teams was deemed the highest, with 3.85. Overall, there appeared to be an opportunity for increased open communication across the organisation.

Wellbeing

Employees were asked to express what "being valued" means to them. Staff highlighted a desire to be appreciated and acknowledged for hard work, treated with respect, being communicated with clearly and transparently and included in the decision making process. When asked why some employees reported feeling undervalued, staff considered this to be due to lack of acknowledgement, lack of resourcing and lack of allocated time to avail of opportunities for development.

Creating Change

When asked about the extent to which employees felt able to bring new ideas to management/teams, the average response was 3.5/5. Reasons for not bringing forth new ideas mainly focused on fear of heightened workload as well as sentiments of "nothing will be done anyway".

Development

In terms of development, most employees took this to mean: growth, progression, learning, recognition, upskilling and education. When asked how the RSA could support personal development, across the focus groups it was clear that more time was needed by employees to engage in training and the online training system was described as difficult to use. Driver testers expressed a keen interest in training across other driver categories.

Future State

Employees were asked to describe their ideal culture of the future – the most common words used were resourced, collaborative, happy, progressive, inclusive. This highlighted the direction the employees of the RSA wished for the organisation's future culture.

Teamwork and Collaboration

The benefits of working collaboratively were common across all focus groups. It was deemed important for employees as it allows them to feel supported, and helps foster a "sense of belonging". The positive impact of collaboration and teamwork on performance was also mentioned. There was a desire to know what is going on within other Directorates and collaborate more where possible. A strong desire was voiced to feel like a community, which would boost team morale, as well as job satisfaction and quality.

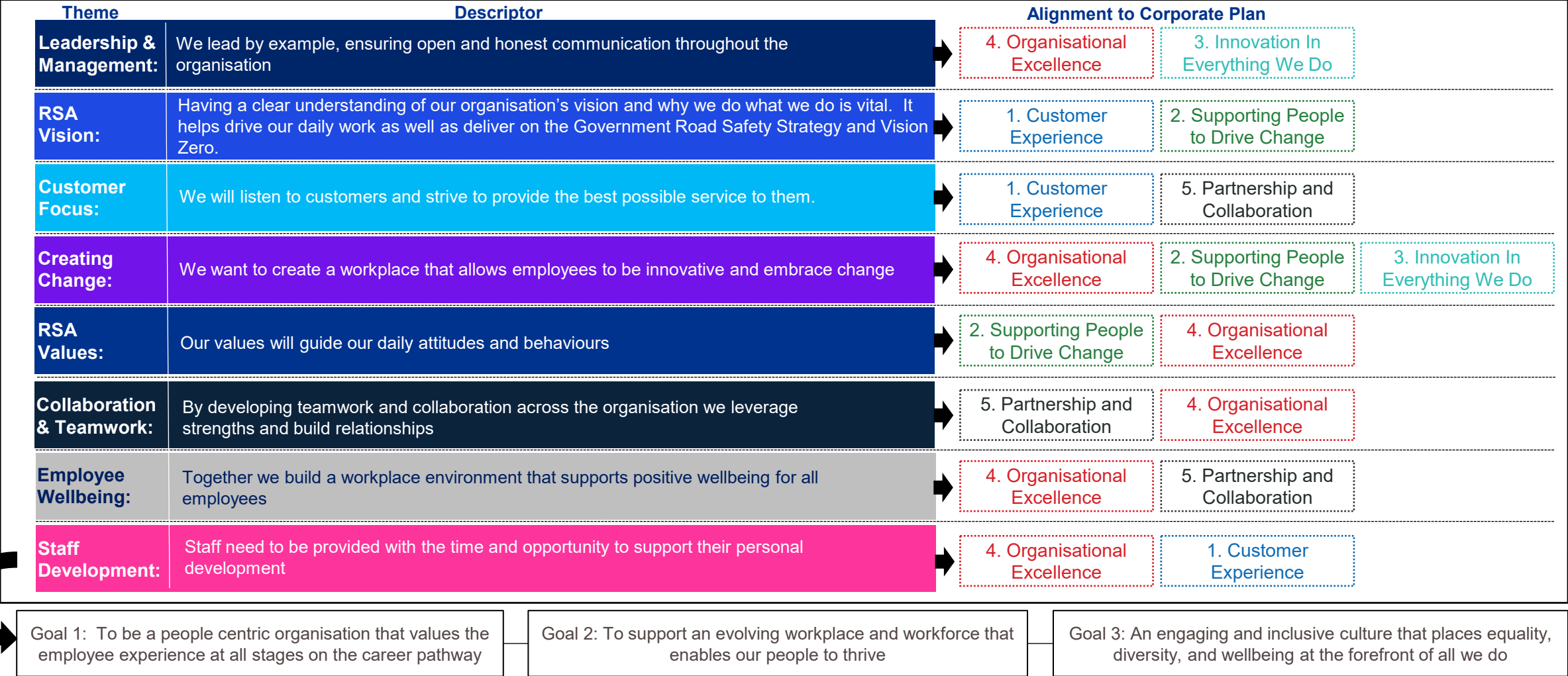
Customer Focus

Employees felt that they do not have the opportunity to fulfil the needs of all road users due to a lack of resources including staffing, funding and a lack of empowerment to influence and implement new ideas.

04. Results

4.4 Emerging Themes

Following the analysis of all the data gathered and from the delivery of a session with members of the CLT, the following themes emerged and these are listed on the left hand side. Having conducted a review of the RSA Corporate Plan, we were able to align each of these themes to the specific areas of the Corporate plan and this is highlighted on the right hand side. These themes also align to the goals established in the 2024-2026 People Strategy, at the bottom on the page. Alignment is crucial as it strengthens the establishment of a cohesive and unified organisation ambition, demonstrating that the identified themes support the achievement of common goals.





05 Recommendations

05. Recommendations

5.1 Categorisation of Activities

In order to build on what is working well at the RSA and to leverage the opportunities to develop, the following categorisation was used to help the RSA to prioritise activities and to develop a roadmap.



Timeline (T): Estimated time required to implement an intervention

- ST (Short-Term) 0 – 9 months
- MT (Medium-Term) 10 – 18 months
- LT (Long-Term) 18+ months
- In the roadmap described in the following pages, activities marked with * could be put in place immediately (and are deemed as quick wins)



Effort (E): This represents the amount of perceived effort that is required by the RSA to implement the recommended action

- This was scaled between 1-5, with 1 being the least amount of perceived effort and 5 being the most amount of effort.



Value (V): This represents the amount of value that KPMG believes will bring to the RSA if a recommended action is implemented

- This was scaled between 1-5, with 1 being the least amount of value and 5 having the most amount of value.



Support (S): This represents the amount of external support that would be required in order to implement

- This was scaled between 1-5, with 1 being the least amount of external support being required and 5 involving a large amount of external support.

05. Recommendations

5.2 Recommended Activities and Roadmap

The following activities were recommended in order to deliver improvements across each of the emerging themes identified following analysis of the results – Leadership and Management, Vision, Customer Focus, Creating Change, Values, Collaboration & Teamwork, Wellbeing and Staff Development.

Key	
T: Timeline	E: Effort
ST: Short-Term	V: Value
MT: Medium-Term	S: Support Required
LT: Long-Term	

Theme	Recommendations	T	E	V	S
Leadership & Management	Continue to build leadership capacity and capability development through coaching, mentoring and development, expand on this to include innovation training.	MT	4	5	3
	Implement an employee recognition scheme.	MT	1	5	0
	Review annual performance reviews.	MT	4	4	2
	Review how the current Performance Management Framework (PMDS) is utilised by the RSA and consideration of already identified opportunities for enhancement.	MT	4	4	2
	Develop tools and provide managers with the support needed to conduct meaningful 1:1s.	MT	4	4	2
	Leverage recommendation in the People Strategy to consider 360 feedback mechanisms or other tools that would promote self-awareness and awareness of others, and impact of behaviours where appropriate.	MT	4	5	2
	Deliver a CEO/Director led townhall and share the Culture Review results and discuss incoming changes.	ST	2	5	0
	Increase management and leadership visibility amongst all staff e.g. in offices / meeting testers at centres.	ST	1	5	0
	Include a management team spotlight in the newsletter / Intranet to increase visibility*.	ST	1	3	1
RSA's Vision	Build staff awareness about the Vision Zero Strategy. Reinstate the difference between the strategy and the RSA's mission and vision.	MT	3	4	3
	More CEO/Director updates on strategy and to celebrate achievement of milestones. Give opportunities for employees to give feedback and express their thoughts on this.	ST	2	4	0
	Provide a quarterly Vision Zero update in the newsletter.	ST	1	4	0
	Make "To save lives and prevent injuries by reducing the number and severity of collisions on our roads." tagline visible around working spaces. Build connection to the organisation's mission. Drive realignment to the vision.	MT	2	5	0

Theme	Recommendations	T	E	V	S
Customer Focus	Organisation-wide communications required to highlight customer journey mapping and customer personas conducted to re-enforce RSA's focus on the customer.	MT	2	5	4
	Continue to work with parent department to secure resources, in order to provide for and meet customer demands and needs. Prioritising resources for must need areas.	LT	5	5	1
	Share case studies in the newsletter and on the intranet e.g. good news stories, and examples of service excellence.	ST	1	4	0
	Consider the use of task-management platforms and review of processes to optimise efficiency and accountability of tasks.	LT	5	5	5
	As stated in the Corporate plan, a Customer Champion role was to be created at senior levels. Develop a plan of support for this role to help further embed a culture of customer excellence across the organisation.	MT	2	3	3
Creating Change	Reconsider the use of the Change Facilitator Network, leverage this group to get the most value-add.	MT	2	4	0
	Deliver a change management & change leadership suite of supports for managers and staff to help them identify the role they play in affecting change.	LT	3	5	3
	Develop a robust change management approach, including communications to ensure all staff are aware and informed of incoming changes. Ensure that staff are considered at the start of a project. Improve culture of seeking staff views and integrate the customer voice to drive change, ahead of implementing changes.	LT	4	5	4
	Continue to review any legacy systems and update where possible e.g. scheduling for driving tests, online learning platform etc.	LT	4	5	4
	Promote the use of the MS forms suggestion box on MyRSA. Suggestions can be brought forward to management at regular intervals.*	ST	1	4	0
	Give the opportunity to employees to contribute to strategic decisions – progressing the commitment to demonstrate the importance of Employee Voice.	MT	3	4	2

05. Recommendations

5.2 Recommended Activities and Roadmap (continued)

The following activities were recommended in order to deliver improvements across each of the emerging themes identified following analysis of the results – Leadership and Management, Vision, Customer Focus, Creating Change, Values, Collaboration & Teamwork, Wellbeing and Staff Development.

Key	
T: Timeline	E: Effort
ST: Short-Term	V: Value
MT: Medium-Term	S: Support Required
LT: Long-Term	

Theme	Recommendations	T	E	V	S
RSA's Values	Values Re-Run: Values Week, leverage the newsletter to highlight those living the values, discussion at yearly reviews and recognising employee behaviour alignment to the values.	MT	3	4	2
	Present how organisational values align to goals (CEO/Director-led) via a range of channels - Townhall / Newsletter / Videos etc.	ST	2	5	0
Collaboration & Teamwork	Increase knowledge sharing, the newsletter could be leveraged to share "what's my role" to highlight what is being done across the organisation.	ST	2	4	0
	Design an information pack on the RSA and make available to all employees, to include information on each Directorate. This will increase employee connection across organisation.	MT	3	4	1
	Work with existing sports and social committee to establish an annual calendar of events.	ST	2	5	0
	Introduce a Directorate-wide anchor day once a quarter to allow for meaningful engagement across the organisation.	MT	2	5	0
	Maintain anchor days and create incentives to come in to offices e.g. Coffee Mornings, management presence in offices could also be increased.*	ST	2	5	0
Employee Wellbeing	Introduce employee recognition awards in teams e.g. praise box / sound hour or similar.	ST	2	5	1
	Ensure remote and blended working policy is documented. Each team should have guidelines for flexible working. This will support the goal to embed the blended working approach and new ways of working in a supportive manner.*	ST	1	5	1
	Review non-permanent contracts across the organisation to improve job security and employee wellbeing (where sanctioned to do so).	LT	4	5	4
	Implement a buddy system for new joiners.*	ST	2	4	0
	Increase frequency of Townhalls and include Driver Testers, twice a year at a minimum – this could reduce disconnect felt.	MT	5	5	0
	Introduce a wellbeing policy charter - No lunch/emails, meetings on weekends.*	ST	2	4	0
	Further develop wellbeing programmes - Mental Health Week, invite relevant speakers. Look at reintroducing Regional Driver Tester Conference.	MT	3	3	2
	Re-run the Culture Assessment ~2 years to assess and build progress.	LT	5	5	5

Theme	Recommendations	T	E	V	S
Staff Development	Provide time for training for all staff. Ensure this is a priority from the Top-Down.	MT	4	5	1
	Progress the Goal 1.4 of the People Strategy to develop and deliver a strategic Learning & Development plan aligned with future workforce requirements which offer the RSA's people meaningful career development opportunities.	LT	4	5	5
	Initiate an approach to empower employees to take ownership of their own performance management discussions and career development, as per the People Strategy.	MT	3	4	2
	Progress Goal 4.2 of People Strategy, to develop and implement an Equality, Diversity & Inclusion plan for the RSA including a gender pay gap action plan.	MT	3	4	2

05. Recommendations

5.2.1 Short-Term Roadmap

Below are the identified short-term activities, with a recommended timeline of 0-9 months. By their nature, they require a lower perceived effort to mobilise, however the value assigned to them is high as they can bring an immediate increase in employee engagement, and also enable the RSA to build a strong platform for greater strategic direction.

March 24 (~0-9 Months)

- Deliver a CEO/Director led townhall and share the Culture Review results and discuss incoming changes.
- Increase management and leadership visibility amongst all staff e.g. in offices / meeting testers at centres.
- Include a management team spotlight in the newsletter / Intranet to increase visibility*.
- More CEO/Director updates on strategy and to celebrate achievement of milestones. Give opportunities for employees to give feedback and express their thoughts on this.
- Provide a quarterly Vision Zero update in the newsletter.
- Share Case Studies in newsletter and on intranet - Good News Stories; Service Excellence.
- Promote the use of the MS forms suggestion box on MyRSA. Suggestions can be brought forward to management at regular intervals.*
- Present how organisational values align to goals (CEO/Director-led) via a range of channels - Townhall / Newsletter / Videos etc.
- Increase knowledge sharing, the newsletter could be leveraged to share "what's my role" to highlight what is being done across the organisation.
- Work with existing sports and social committee to establish an annual calendar of events.
- Maintain anchor days and create incentives to come in to offices e.g. Coffee Mornings, management presence in offices could also be increased.*
- Introduce employee recognition awards in teams e.g. praise box / sound hour or similar.
- Ensure remote and blended working policy is documented. Each team should have guidelines for flexible working. This will support the goal to embed the blended working approach and new ways of working in a supportive manner.*
- Implement a buddy system for new joiners.*
- Introduce a wellbeing policy charter - No lunch/emails, meetings on weekends.*

Themes
Leadership & Management
RSA Vision
Customer Focus
Creating Change
RSA Values
Collaboration & Teamwork
Employee Wellbeing
Staff Development

05. Recommendations

5.2.2 Medium-term Roadmap

Below are the identified Medium-term activities, with a recommended timeline of 10-18 months. By their nature, they require an increased perceived effort to mobilise however they are activities that will further drive the strategic direction for the RSA. They will significantly donate to the positive incline of the organisation’s Culture.

Dec 24 (~10-18 Months)

- Continue to build leadership capacity and capability development through coaching, mentoring and development, expand on this to include innovation training.
- Implement an employee recognition scheme.
- Review annual performance reviews.
- Review how the current Performance Management Framework (PMDS) is utilised by the RSA and consideration of already identified opportunities for enhancement.
- Develop tools and provide managers with the support needed to conduct meaningful 1:1s.
- Leverage recommendation in the People Strategy to consider 360 feedback mechanisms or other tools that would promote self-awareness and awareness of others, and impact of behaviours where appropriate.
- Build staff awareness about the Vision Zero Strategy. Reinstate the difference between the strategy and the RSA’s mission and vision.
- Make "To save lives and prevent injuries by reducing the number and severity of collisions on our roads." tagline visible around working spaces. Build connection to the organisation’s mission. Drive realignment to the vision.
- As stated in the Corporate plan, a Customer Champion role was to be created at senior levels. Develop a plan of support for this role to help further embed a culture of customer excellence across the organisation.
- Organisation-wide communications required to highlight customer journey mapping and customer personas conducted to re-enforce RSA’s focus on the customer.
- Reconsider the use of the Change Facilitator Network, leverage this group to get the most value-add.
- Give the opportunity to employees to contribute to strategic decisions – progressing the commitment to demonstrate the importance of Employee Voice.
- Values Re-Run: Values Week, leverage the newsletter to highlight those living the values, discussion at yearly reviews and recognising employee behaviour alignment to the values.
- Design an information pack on the RSA and make available to all employees, to include information on each Directorate. This will increase employee connection across organisation.
- Introduce a Directorate-wide anchor day once a quarter to allow for meaningful engagement across the organisation.
- Increase frequency of Townhalls and include Driver Testers, twice a year at a minimum – this could reduce disconnect felt.
- Further develop wellbeing programmes - Mental Health Week, invite relevant speakers. Look at reintroducing Regional Driver Tester Conference.
- Provide time for training for all staff. Ensure this is a priority from the Top-Down.
- Progress Goal 4.2 of People Strategy, to develop and implement an Equality, Diversity & Inclusion plan for the RSA including a gender pay gap action plan.
- Initiate an approach to empower employees to take ownership of their own performance management discussions and career development, as per the People Strategy.

Themes

Leadership & Management

RSA Vision

Customer Focus

Creating Change

RSA Values

Collaboration & Teamwork

Employee Wellbeing

Staff Development

05. Recommendations

5.2.3 Long-Term Roadmap

Below are the identified long-term activities, with a recommended timeline of +18 months. These activities will require a high level of perceived effort to mobilise and should only be considered based on the prioritisation and achievement of short and medium term activities.

July 25 (~18 Months+)

• Ensure resourcing needs are met in order to provide for and meet customer demands and needs.

• Consider the use of task-management platforms and review of processes to optimise efficiency and accountability of tasks.

• Deliver a change management & change leadership suite of supports for managers and staff to help them identify the role they play in affecting change.

• Develop a robust change management approach, including communications to ensure all staff are aware and informed of incoming changes. Ensure that all people are considered at the start of a project. Improve culture of seeking staff views and integrate the customer voice to drive change, ahead of implementing changes.

• Continue to review any legacy systems and update where possible e.g. scheduling for driving tests, online learning platform etc.

• Review non-Permanent Contracts across the organisation to improve job security and employee wellbeing (where sanctioned to do so).

• Review Driver Test procedures and scheduling.

• Rerun Culture Assessment ~2 years to assess and build progress.

• Progress the Goal 1.4 of the People Strategy to Develop and deliver a strategic Learning & Development plan aligned with future workforce requirements which offer our people meaningful career opportunities.

It is recommended that an implementation plan is incorporated into the current People strategy plan to ensure that benefits are realised. This will include refinement of these activities into SMART goals, allocation of ownership/accountability and metrics to monitor effectiveness upon implementation.

Themes
Leadership & Management
RSA Vision
Customer Focus
Creating Change
RSA Values
Collaboration & Teamwork
Employee Wellbeing
Staff Development

06 Conclusion



06. Conclusion

6.1 Conclusion

6.1.1 Key Findings

This culture review, guided by the five guiding principles of the People Strategy, uncovered a range of challenges being faced by the RSA in terms of culture, these included the following:



Staff feel disconnected from the RSA's Vision and Values.



A lack of capacity in some areas, has led to some staff feeling overwhelmed by workloads with staff seeking increased recognition for the hard work being done.



Staff feel that there is a lack of top-down communication within the organisation. This has led to staff feeling their voices are not being heard in the decision making process.



Staff thrive when there is a sense of connection, teamwork and community.

6.1.2 Core Recommendations

To realise improvements to the RSA's culture it is important that the main concerns are addressed.



Build connection back to the RSA's Vision and Values.



Address resourcing issues and associated challenges.



Customer focus should be at the heart of everything that is done at the RSA.



Continue allocating time for professional development for all staff.



Continue to support management and leadership capability.



Leverage what is going well and build on the desire for collaboration and teamwork.

6.1.3 Next Steps

1. Openness

Be transparent and share findings with staff. Support leaders to be accountable and enable them to act as role models to employees.

2. Listen

Meet with and listen to staff, ensure their thoughts and opinions are being heard and valued.

3. Keep the Momentum

It is important to leverage the momentum that has been achieved so far with this culture review. Implement actions and ensure there is consistent progress being made and communicate this to employees – a 'You said, we did' approach can be hugely beneficial.

4. Build on Success Factors

Building on the four critical success factors described in the People Strategy, it is key to encourage whole organisational commitment to any actions that are delivered following this review; to ensure adequate resources and budget is ring-fenced; that a metric-based approach is adopted to track progress and that the people impacts are closely managed



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