

Workforce Planning Strategy

The Scottish Information Commissioner's Workforce Planning Strategy



Scottish Information
Commissioner

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Introduction

1. This document flows from Scottish Information Commissioner's Strategic Objectives and replaces the Human Resources Strategy and existing Workforce plan (2023-24). It is the driver for the Learning and Development Plan, will inform recruitment needs, will allow for transition planning and will generate a workforce plan monitoring model.

Policy and principles

Strategic Objectives 2024-28

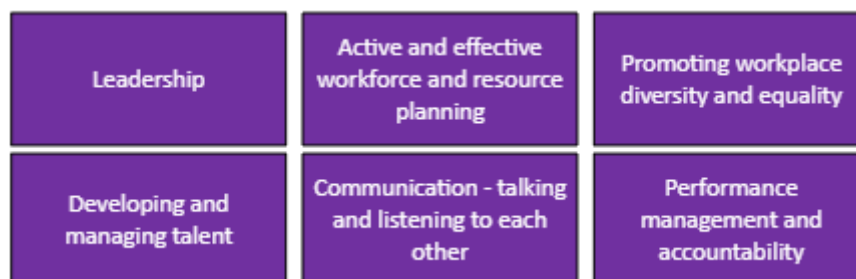
The Commissioner's office will:

- i. increase knowledge and understanding of FOI rights
- ii. enable and develop high standards of FOI law, policy and practice
- iii. develop Scottish public sector culture and practice where the disclosure of information is routine, valued and increasingly proactive
- iv. deliver fair defensible decisions in a timely and efficient manner
- v. contribute to Scotland being respected as a world-leader in openness and transparency
- vi. be recognised as an organisation of independent and trusted experts that is run efficiently, governed effectively and is open and transparent

The Commissioners Values

The Commissioner's organisational values fall under three headings. *Efficient, Effective, Supportive.*

These are reflected in our existing HR Strategic themes



Approach

Overview

2. The Organisation is built on three pillars, Enforcement, Policy and Information and Corporate Services. The three Heads of Department together with the Commissioner make up the Senior Management Team (SMT).
3. The Commissioner's Operational model is well established and stable within risk tolerances.
4. The Workforce Plan should be aligned to the Commissioner's 4 year Strategic Objectives but has to be adaptable to unforeseen business and staffing changes. It is therefore expected that it will have a dynamic element to it so that it can adapt in a changing environment.

Current Situation

5. The first step of the workforce plan will be to capture the current situation. Heads of Departments will test their departments current and future capacity and capability against the Commissioners Strategic Objectives, Values and the Operational Plan.

Analysis

6. A gap analysis will identify to the Senior Management Team where the organisation needs to plan and react to current gaps, considering the Commissioners Strategic Objectives, values operational budget and risk tolerance.
7. A Workforce plan that incorporates succession planning, considers redeployment, re-training, career development, alternative technologies and shared services in tandem with the Commissioners Strategic risks with a detailed breakdown of project milestones will be presented to Senior Management Team meetings for approval, monitoring and thereafter review. Each department's plan will be owned by the relevant HOD with overall ownership being the responsibility of the SMT.

Outputs

8. A short Committee Report summarising the Gap analysis for each department, with recommendations and timetables will allow the SMT to aggregate and prioritise issues and act as the gateway for the creation of its Workforce Monitoring Plan.
9. The Workforce Monitoring Plan will take the form of a (gant) chart of actions to ensure gateways and milestones are achieved in a timely manner and that dependencies are identified and planned for. This will thereafter be reviewed Quarterly by the SMT.
10. The Learning and Development Plan will be informed by the gap analysis and allow for prioritisation of training based on risk, budget, organisational and individual need.

Inputs

11. The HR update on the SMT agenda framework will report on new staffing issues that arise. Where necessary the SMT can feed such issues into the workforce plan thus ensuring that it remains, relevant, current and operationally useful to the organisation.

Milestones

The creation of the Workforce plan can be broken down into distinct stages

- Knowing our workforce – skills, capabilities, aspirations, pressures (Home and Work)
- Individual Departmental Assessment against Strategic Objectives and Strategic HR themes inc;
 - Specialist Training
 - Demographics
 - Voluntarily disclosed intentions
 - Supply v Demand
 - Technical Opportunities

- Assessment of future staffing needs
 - Career Pathway overview
- SMT additional input to consider organisational themes
 - Training required to enhance skills of all staff
 - Recruitment/Redeployment Strategy to add additional skills and experience to organisation
 - Establish clear career paths and succession planning across the organisation to ensure leadership continuity and employee motivation.
- Agreement on Workforce plan
- Creation of Workforce Monitoring plan
- Quarterly review of plan with updates as needed.

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