

Corporate Workforce Plan 2021 - 23
Progress Update – 14 September 2022

Building in Agility

Plan Activity	Achievements and Next Steps
Embed job families to promote greater mobility and flexibility in our workforce	<p>We have :</p> <ul style="list-style-type: none"> Gathered the experience of other organisations and feedback from managers and used this to improve our understanding barriers to fully utilising job families, enabling smarter use of our resources and how this can support transformation and the change programme <p>We will now :</p> <ul style="list-style-type: none"> Complete the work required to allow Job Families to be incorporated in to existing and developing policies and processes e.g. the internal jobs market Promote awareness of the capabilities of job families allowing greater flexibility in our workforce Build in the requirement to create capacity to support workforce change activity in the use of Job Family profiles
Review our Flexible and Home Working policies and guidance to ensure they are fit for purpose in the changing organisational landscape	<p>We have :</p> <ul style="list-style-type: none"> A continued approach to hybrid working where appropriate to the role Increased engagement with employees which has meant that they have had the opportunity to inform hybrid working and flexible working practice going forward. Developed updated guidance on the use of hybrid working <p>We will now :</p> <ul style="list-style-type: none"> Develop our Flexible Working Framework using the feedback received

Evolving Our Talent

Plan Activity	Achievements and Next Steps
Develop a fit for purpose, equitable internal jobs market to support the development and retention of our talent	<p>We have :</p> <ul style="list-style-type: none"> Improved understanding of options as a result of <ul style="list-style-type: none"> Sounding boards held to shape internal recruitment Undertaking benchmarking with other local authorities <p>We will now :</p>

	<ul style="list-style-type: none"> • Continue to explore options available, enabling the prioritisation of resources where they are most needed • Develop a streamlined process that is effective, efficient, and fair, whilst making best use of technology • Develop a resourcing strategy to address current and future demands which includes a focus on the development of internal talent
Explore opportunities to develop and retain our young workforce	<p>We have :</p> <ul style="list-style-type: none"> • Undertaken a rebranding and increased focus on social media to make our apprenticeship offering more attractive • Added the new occupational area of Caretaking to our MA offer • Developed an updated Service Level Agreement to ensure support for young people undertaking the Social Care MA programme • Been working on the development of a social care pathway for modern apprentices to support recruitment challenges. • Participated in national pilot of apprenticeship in Building Services to support succession planning and occupational shortage • Reviewed the Job Academy to support retention of modern apprentices within the organisation <p>We will now :</p> <ul style="list-style-type: none"> • Complete the ongoing review of the recruitment process to maximise reach and support candidates in the application process
Identify the core skills and behaviours to implement the Senior Leadership Job Family	<p>We have :</p> <ul style="list-style-type: none"> • Reviewed recent job adverts/role profiles and the existing Job Family structure/content to assess its suitability for use with senior leadership positions • Identified the ways in which the Job Family documents can be utilised within the organisation (development, recruitment etc) • Included the Senior Leadership Job Family in the plan of activity required to maximise the benefits <p>We will now :</p> <ul style="list-style-type: none"> • Undertake work to develop the key skills and behaviours required of the Senior Leadership Job Family • Develop a resourcing strategy which includes an assessment of the contribution of a succession planning model in developing the key skills and behaviours of the

	Senior Leadership Job Family and how this will address resourcing demands at a senior level
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Refreshing Our Employment Offer

Plan Activity	Achievements and Next Steps
Agile, efficient and modern recruitment experience that supports managers to attract, recruit and retain the right talent	<p>We have :</p> <ul style="list-style-type: none"> • Worked on the ongoing development of managers resourcing toolkit to support recruitment in challenging labour market and economic climate • Use of engaging materials to support hard to fill vacancies, including promotion on relevant social media platforms, additional vacancy information promoting working and living in Perth and Kinross, use of short videos etc – provide examples. • Improved content on the MyJobScotland recruitment platform including the use of British Sign Language videos promoting an inclusive and relevant image of the organisation and the area • Increased the profile of recruitment activity in Perth and Kinross Council through the use of social media and enhanced recruitment advertising tools such as videos to promote individual vacancies • Offered managers the opportunity to develop a tailored approach to their recruitment promotion activity with the support of the Communications and HR teams <p>We will now :</p> <ul style="list-style-type: none"> • Explore the further use of technology to improve candidate and manager experience • Use the intelligence gathered from updated recruitment process feedback mechanisms to further inform improvements to our recruitment and selection • Continue to refresh our webpages with dedicated areas for candidates, employees and managers • Develop a strategy which includes a suite of approaches for managers to access to directly address their resourcing requirements – both retention and recruitment
Values and behaviours developed as part of the PK Offer are weaved throughout recruitment and selection practices as well as employment policies and procedures	<p>We have :</p> <ul style="list-style-type: none"> • Following approval of the Values and Behaviours Framework we have produced a draft version of manager guidance on the incorporate of Values and Behaviours into recruitment activity and is currently being finalised

	<p>We will now :</p> <ul style="list-style-type: none"> • Launch the manager guidance and revised recruitment practice incorporating Values and Behaviours • Weave values and behaviours through our corporate induction • Continue to review and develop the resources and selection methods to support managers to assess candidate values and behaviours • Continue to develop resources to support candidates engage in our values and behaviours approach to selection
Continue to evolve our corporate induction offer	<p>We have :</p> <ul style="list-style-type: none"> • Developed an E-postcard which is included in confirmation of appointment, welcoming new employees to the organisation. • Refreshed Corporate Induction pages on PKC website with dedicated areas for employees and managers <p>We will now :</p> <ul style="list-style-type: none"> • Design virtual networking opportunities to help make connections with fellow new employees
Promote our employer brand and reputation as an employer of choice	<p>We have :</p> <ul style="list-style-type: none"> • Established a working group which has explored how to: <ul style="list-style-type: none"> - Effectively enhance our social media presence - Promote working at PKC and the benefits on a range of platforms through authentic story telling with employees being ambassadors for the organisation - Increase diversity within the organisation - Increase curiosity about PKC as an employer, the diverse range of occupations - Weave our values and behaviours through relevant communications <p>We will now :</p> <ul style="list-style-type: none"> • Implement the action plan developed by the working group to maximise/address the identified areas of opportunity
Collaborate internally with partners to prioritise and progress improvements to our HR systems and processes	<p>We have :</p> <ul style="list-style-type: none"> • Progressed the Establishment Approval Process (EAP) Phase 2 and 3 by making better use of technology and creating efficiencies for managers and HR, greater transparency and promoting an authorising environment

	<ul style="list-style-type: none"> Continued to progress with the transfer of Teachers Supply Timesheets to MyView, allowing supply staff to input their hours electronically. This can be authorised electronically and will result in less input for Payroll Team. Anticipated implementation for the start of the new school year. <p>We will now :</p> <ul style="list-style-type: none"> Complete the software testing planned required ahead of implementation of EAP Phase 2 being implemented. Transfer of our employee data to HMC Cloud enabling future developments Implement the planned transfer of Councillor expenses to be submitted via MyView.
Proactively address equality and discrimination in employment	<p>We have :</p> <ul style="list-style-type: none"> Developed and launched updated versions of the Fair Selection and the Unconscious Bias e-learning modules Issued a diversity survey to all employees focusing on health and wellbeing, disability and race <p>We will now :</p> <ul style="list-style-type: none"> Continue to promote the updated e-learning modules to all employees Use the results of the diversity survey to plan future policy and practice in all areas of employment