

People – Future Service Delivery Model

Strategic Principles Underpinning all People Workstream Activity

- All People activities will align to current Scottish Government People Policies.
- The overall aim will be to ensure that Social Security Scotland puts in place the right structure with the right posts that are filled by people with the right skills and capabilities to deliver the organisation's business and corporate plan objectives and be affordable, aligning with budget provisions.
- Posts will be offered to current civil servants. Only where the required skills and capabilities for a post are not available in the Civil Service cohort will contractors be considered.
- Where contractors are to be offered roles in the new structure, then current Procurement rules must be followed to enable that move. This will be subject to an appropriate business case being approved through the Agency Recruitment Exceptions process, and appropriate time should be given to facilitate this.
- Any posts in the new service structure will be defined by the skills and capability requirements of the post as defined in a job profile. The eligibility for the post to attract a DDaT allowance will be assessed using DDaT procedures once the job profile is confirmed – the DDaT review may impact this.
- Grades for new posts will be defined following a proper Job Grading evaluation (new guidance pending) based on the skills, level of responsibility and capabilities required to deliver the key duties of each post. All new or amended job profiles must be formally agreed with the appropriate Head of Profession for that post, and have appropriate budget funding in place before any commitments can be made.
- All activity to fill posts will be carried out in a fair and transparent way.
- Regular communications including timelines for completion of Future Service Delivery Model activities will be provided to both Agency and Programme staff with different engagement methods used to ensure all those affected have access to appropriate information when they need it.
- Where more than one person in Programme has the identified skills and capabilities for a new post, a simplified Expression of Interest recruitment exercise will take place to identify who is offered the post. This will be administered by Social Security Scotland Resourcing using existing simplified Restructuring and Reassignment procedures.
- Where no one has the suitable skills or capabilities for a post then other options including a period of knowledge transfer or training, job redesign, and moving someone with appropriate skills or capabilities from another post, will be assessed to find an appropriate solution. Only after these options are discounted

will recruitment to fill a role be considered and this will be subject to the existing Social Security Scotland recruitment exceptions process.

- Where duplicate functions exist in both Social Security Scotland and Programme, the presumption will be that the permanent Agency resource already in place will carry out the role. Existing redeployment processes in place within Scottish Government will be utilised to find a suitable role for the Programme colleague.
- The new structure including all posts must be costed and agreed with Social Security Scotland Finance as well as any other required stakeholders before any posts are offered.
- Any Social Security Programme staff transferring to Social Security Scotland do so understanding the Agency's hybrid working principles that require 2 days per week in their agreed office location. Office attendance is pro-rated for part-time colleagues. A hybrid exceptions process is in place and will consider requests for alternative arrangements to apply on a case-by-case basis. This will be done in advance of any transfer taking place.