



<b>Meeting</b>	<b>SPA People Committee</b>
<b>Date</b>	<b>28 February 2023</b>
<b>Location</b>	<b>Video Conference</b>
<b>Title of Paper</b>	<b>Workforce Management Information Development and Improvement Plan</b>
<b>Presented By</b>	<b>Tom McMahon, Director of Strategy and Analysis</b> <b>Peter Blair, Head of Strategic Workforce Planning</b>
<b>Recommendation to Members</b>	<b>For Discussion</b>
<b>Appendix Attached</b>	<b>Appendix A: People Data Landscape Review</b>

## PURPOSE

The purpose of this paper is to update the SPA People Committee on the review of Police Scotland Workforce MI and data and provide visibility on the data landscape assessment already undertaken.

Members are invited to discuss the contents of this report and appendix.

## 1. BACKGROUND

- 1.1 The reporting of management information both internally and to SPA Committees has had a variety of formats since the formation of Police Scotland and has changed to respond to and reflect the expectations of Senior Officers, Directors and SPA Board Members.
- 1.2 Currently, a 'one size fits all' approach is adopted whereby the Strategic Workforce Planning monthly/quarterly/annual People Management Information is shared at Departmental, Executive, Board and SPA Committee level. It is acknowledged that this often lacks associated insights and that commitments to action in light of data are not given due prominence in reporting to SPA.
- 1.3 Work has been underway to make available a suite of dashboards updated on a monthly basis to allow senior managers and business partners to track all significant people data without the need to refer to monthly publications or bespoke reports. The monthly/quarterly/annual publications summarise the data within these dashboards picking out areas of particular interest such as absence, availability, demographics, duty and modifications. Diversity and inclusion data has been reported separately from these publications and has tended to be presented annually and in line with statutory commitments.
- 1.4 In light of the above, Police Scotland are currently conducting a review of all workforce related Management Information to determine data utility, availability and scope for automation as well as reporting improvement. This work will also seek to identify gaps and opportunities for improvement to better meet expectations. SPA People Committee requests for data are being considered as part of that process to ensure regular and useful reporting of key trends and insights and we are exploring opportunities for enhanced benchmarking of data with other UK police service workforce data.
- 1.5 As part of this work, we are also developing key metrics and indicators of progress against the outcomes and commitments within the 'Policing Together: Equality, Diversity and Inclusion strategy' to enhance existing reporting of EDI workforce data and insights. All of this work is being progressed alongside the development of our annual Performance Framework.
- 1.6 The Chartered Management Institute and Chartered Institute of Personnel and Development guide Valuing your Talent sets out a framework for reporting People Data which helps employers better

understand the impact their people have on the performance of their organisation.

- 1.7 In terms of benchmarking, we are engaging with the College of Policing in England and Wales and are sharing products and thinking to develop practice. The significant work that has been done to improve the data presented both internally and externally across policing in England and Wales is being considered further and engagement and collaboration will continue.

## **2. FURTHER INFORMATION ON THE SUBJECT**

- 2.1 Proactive monitoring of the data has tended to be limited to data held on the SCoPE system which holds the majority of People data across a variety of modules including:

- Personal Record;
- Duty Roster;
- Training;
- Events Operations;
- Absence;
- Accidents;
- Line management;
- Flexible Working; and
- Overtime and Allowances claims.

- 2.2 There are other systems however which hold People Data that are not normally reported on in terms of people metrics which include:

- Finance – which contains all pay related data;
- Recruiting – contains all recruitment, promotion and selection data;
- APU – which contains exit survey data;
- People Direct – which contains all grievance related data;
- PSD – which contains all discipline related data.

- 2.3 Requests for specific analysis such as the impact of overtime on absence and wellbeing and the relationship between temporary ranks, promotion and sex of the applicant illustrates that an inclusion of data from these other systems is required in order to improve the monitoring and the reporting of data in order to fully monitor and understand people data.

### **Review of reporting to the SPA**

- 2.4 SPA People Committee members have indicated that they would prefer an analysis of People Data to be presented with action plans to remedy identified issues rather than numerous pages of data that requires interpretation. Additionally, there has been a request for improved benchmarking of the People data to allow organisational comparisons of whether there are People issues that need to be resolved. It has also been suggested that improved data sets are presented within papers that are discussing particular issues that allow for a clear indication of the issues and the scale thereof e.g. clearer explanation of the categories of duty modification across the police officer workforce.
- 2.5 An early focus of the ongoing review is around the frequency and content of reporting to the SPA People Committee. We will work with SPA officers to progress this work.
- 2.6 Going forward, all papers presented to SPA People Committee will be reviewed in terms of data to ensure that where relevant significant data is presented in a format that meets with expectations of members.

### **Timescales for delivery**

- 2.7 Work to deliver the Workforce MI Review and Improvement Plan is currently underway and will conclude by June 2023 with the adoption of new reporting formats from Q1 of reporting year 2023/24 (at SPA People Committee on 29 August 2023).

## **3. FINANCIAL IMPLICATIONS**

- 3.1 There are no financial implications in this report.

## **4. PERSONNEL IMPLICATIONS**

- 4.1 There are no personnel implications in this report.

## **5. LEGAL IMPLICATIONS**

- 5.1 There are no legal implications in this report.

## **6. REPUTATIONAL IMPLICATIONS**

- 6.1 There are no reputational implications in this report.

**7. SOCIAL IMPLICATIONS**

7.1 There are no social implications in this report.

**8. COMMUNITY IMPACT**

8.1 There are no community implications in this report.

**9. EQUALITIES IMPLICATIONS**

9.1 There are no equality implications in this report.

**10. ENVIRONMENT IMPLICATIONS**

10.1 There are no environmental implications in this report.

**RECOMMENDATIONS**

Members are invited to discuss the contents of this report and appendix.

**Appendix A: PEOPLE DATA LANDSCAPE REVIEW**

**Valuing Your Talent People Data measures**

<b>Workforce composition and diversity</b>	<b>System Held</b>	<b>Department</b>	<b>Current Position</b>
Employee profile: age, gender, race, sexuality	SCoPE	SWP	Partially Reported
Departmental ratios: gender ratios at senior leadership level	SCoPE	SWP	Partially Reported
Headcount: number of employees	SCoPE	SWP	Reported
Modes of employment: a measure of the ratio of labour types	SCoPE	SWP	Not Reported
Leadership diversity: a measure of the diversity of senior leaders in the organisation against defined measures in the organisation’s diversity strategy	SCoPE	SWP	Reported
<b>Workforce costs</b>			
Total compensation: all direct and indirect compensation received during a specified time period	Finance System	Finance	Not Reported
Guaranteed pay: a fixed monetary (cash) reward paid by an employer to an employee – the most common form of guaranteed pay is base salary	Finance System	Finance	Not Reported
Variable pay: a non-fixed monetary (cash) reward paid by an employer to an employee that is contingent on discretion, performance or results	Not Applicable		

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achieved. The most common forms of variable pay are bonuses and incentives			
Benefits: programmes an employer uses to supplement employees' compensation, such as paid time off, medical insurance, company car	Various	P&D	Not Reported
Equity-based compensation: stock or pseudo stock programmes an employer uses to provide actual or perceived ownership in the company which ties an employee's compensation to the long-term success of the company – the most common examples are stock options	Not Applicable		
Employer costs: taxes and insurances mandated by law and regulation	Finance System	Finance	Reported
Total workforce cost: a measure of the total cost of the workforce – a key indicator of the financial value the organisation places on managing, maintaining and developing its workforce (SABA 2014)	Finance System	Finance	Reported
<b>Regulatory compliance</b>			
Health and safety measures: a measure of the number of incidents required to be reported under statute, for example Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013	SCoPE	H&S	Reported
Competence compliance: measure of professional competence required to practise, for example	Various	Various	Not Reported

professions requiring a licence to operate, measure of compliance with anti-bribery and corruption guidance			
Measures of critical people risk: in high-stress environments measures regarding behavioural risks can help to monitor behaviour of individuals against predefined values	Various	Various	Not Reported
<b>Workforce potential</b>			
The availability of key skills, knowledge, competency and experience across the workforce. The terms 'competency' and 'competencies' focus on the personal attributes or inputs of an individual. They can be defined as the behaviours (and technical attributes where appropriate) that individuals must have, or must acquire, to perform effectively at work. (CIPD 2015b)	SCoPE	Leadership	Not Reported
Distribution of qualifications in the workforce: for example, number of employees with graduate-level qualifications for example, N number of employees with graduate degree qualification or above	SCoPE	SWP	Not Reported
Technical qualifications: a measure of the technical capability available to the organisation for mobilisation	SCoPE	Training	Not Reported



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<b>Attraction and recruitment</b>	<b>System Held</b>	<b>Department</b>	<b>Current Position</b>
Employer brand warmth: a measure of the employer brand, important for attracting new talent to the organisation	None	Recruiting	Not Presented
Cost per hire (CpH): the total cost of recruiting and on-boarding a new employee	Various	Recruiting	Not Presented
Time to fill (average): a measure of the time taken to fill an open position (ERC 2014)	Oleo	Recruiting	Not presented
Time to competence: time it takes new recruits to reach adequate level of capability to complete their role	SCoPE	Training	Not Presented
Talent identification: development of people in priority talent segments	SCoPE	Leadership	Not Presented
Rate of retention of new starters: % of new starters retained over a given timeframe – useful in service industries with traditionally high levels of employee turnover	SCoPE	SWP	Not Presented
Recruitment effectiveness: questions to hiring manager regarding their satisfaction with the recruitment process and its outcome	None	Recruiting	Not Presented

<b>Attraction and recruitment</b>	<b>System Held</b>	<b>Department</b>	<b>Current Position</b>
Turnover (annual): a measure of the rate of employees leaving the organisation over a one-year period	SCoPE	SWP	Presented
<b>Performance management</b>			
Feedback breadth: ratio of people undergoing feedback process (Mayo 2001)	SCoPE	Leadership	Not Presented
Performance goal success rate: a measure of the percentage of performance goals which have been met by employees; a measure of overall employee performance against objectives	SCoPE	Leadership	Not Presented
Performance management effectiveness: percentage of people finding positive satisfaction from the performance management process (Mayo 2001)	None	Leadership	Not Presented
Performance management efficiency: a measure of whether jobs are delivered in line with plans	Not Applicable		
Performance against objectives: a measure of whether performance goals are being met by employees	SCoPE	Leadership	Not Presented

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<b>Attraction and recruitment</b>	<b>System Held</b>	<b>Department</b>	<b>Current Position</b>
(Department of Trade and Industry 2005)			
New hire high-performer rate: a measure of the quality of new hires entering the organisation	SCoPE	Leadership	Not Presented
<b>Learning and development</b>			
Return on investment: the benefits that are realised as a result of investment in learning and development programmes	None		
Improvement in desired behaviours: measure of whether employees are behaving in the desired way alongside the required values of the organisation	Complaints System	PSD	Not Presented
Improvement in knowledge: a measure of the impact of training on the knowledge of individuals – a measure of training effectiveness	None	Training	Not Presented
Hours training received: hours or days training per person over given time period	SCoPE	Training	Not Presented
Capability development: a measure of increases in job-related capabilities (Mayo 2001)	None		
<b>Reward and recognition</b>			

<b>Attraction and recruitment</b>	<b>System Held</b>	<b>Department</b>	<b>Current Position</b>
Comp ratio (CR): a measure of the relationship between the salary of an employee or a position, and the midpoint of the pay range for that employee or position (Payscale 2010)	Finance System	Finance	Not Presented
Salary range penetration (SRP): a measure of salary in relation to the whole pay range (Payscale 2010)	Finance System	Finance	Not Presented
Average compensation per employee: a measure of the average compensation paid to all full-time equivalent employees	Finance System	Finance	Not Presented
Market index: a measure of the ratio of internal salaries compared with market rates for external benchmarked roles; requires external benchmark data	Various	Recruiting	Not Presented
Bonus pay percentage: a measure of the percentage of annual bonus paid relative to annual base salaries	Not Applicable		
<b>Employee relations</b>			
Average time for dispute resolution: length of time for which a dispute continues to exist in an organisation. The shorter the resolution time, the more effective the dispute resolution process	People Direct	P&D	Not presented

<b>Attraction and recruitment</b>	<b>System Held</b>	<b>Department</b>	<b>Current Position</b>
Number of live disputes: total number of live grievances in process at any given point in time	People Direct	P&D	Not presented
Type and number of live consultations with trade unions: number of consultations by category which are live with trade unions, and their performance against defined targets	Not Applicable	P&D	Not presented
<b>Employee welfare</b>			
Quality of working conditions: a measure of the physical and environmental conditions of the workplace that affect individual employees and their ability to deliver against their objectives in a productive and healthy way. Measures here will depend on the sector, organisation and local regulatory framework	Not Applicable	Estates	Not Presented
Infrastructure for health and well-being: a measure of the provisions provided by the organisation that create a healthy workplace for individuals and enable the organisation to deliver against its duty of care to employees. This may include measures of uptake for	Various	P&D	Not Presented

Attraction and recruitment	System Held	Department	Current Position
cycle-to-work schemes, career break provision, and corporate gym membership.			
<b>Knowledge management</b>			
Increase in knowledge asset stock: measure of increase in the stock of knowledge assets, typically year-on-year	Not Applicable		
Employee perception of managerial collaboration: a measure of whether employees believe management is creating a culture of sharing and appreciating knowledge between individuals, teams and functions	Staff Survey	P&D	Partially Presented
Knowledge-process-oriented structure planned and established: a measure of how the organisation is structured to deliver knowledge-based processes	Not Applicable		
Mentoring and relationship development for new starters: a measure of whether less senior members of the organisation are supported by senior teams to share and develop organisation knowledge	Not Applicable		
Value-adding processes: a measure of the increase in the number of	Not Applicable		

<b>Attraction and recruitment</b>	<b>System Held</b>	<b>Department</b>	<b>Current Position</b>
implemented value-adding continuous business processes			
Work-process development: elimination of 40% of redundant work activities within five years	Not measured		
<b>Organisational design and development</b>			
Management ratio/span of control: ratio of subordinates per manager – a measure of management depth and breadth (SABA 2014)	SCoPE	SWP	Not presented
Strategic delivery: number of strategic priorities delivered within the stated timescale – a measure of organisational effectiveness (FOSTER 2013)	Various	APU	Presented
Goal consensus/conflict: a measure of consensus and conflict between organisational goals and priorities and individual objectives; a measure of co-operation between teams and departments	Not Applicable		
Evaluation of organisation development activity: measure of the impact of organisation development investment, including through return on investment, and additional programme key performance indicator	Not Applicable		



<b>Attraction and recruitment</b>	<b>System Held</b>	<b>Department</b>	<b>Current Position</b>
<b>Workforce planning</b>			
Succession roles: number of roles identified for succession with succession individuals allocated	Not Applicable		
Progress against targets: number of management trainees recruited against agreed local targets	Not Applicable		
Minimum strength time: minimum time in post for managers in global key roles	SCoPE	SWP	Not Presented
Successors in place: planned successors for global key roles	SCoPE	SWP	Not Presented
Succession planning depth: percentage of key roles that have a succession pool of one or two unique candidates (PwC 2008)	Not Applicable		
Average time to promotion: average time that an individual is in role before the progress to a more senior position (Oracle 2011)	SCoPE	SWP	Not Presented
Average time in current management position: the average time that managers and executives have been in their current positions (PwC 2008)	SCoPE	SWP	Not Presented
High-performer turnover rate: a measure of the rate at which the	SCoPE	SWP	Not Presented

<b>Attraction and recruitment</b>	<b>System Held</b>	<b>Department</b>	<b>Current Position</b>
organisation is losing talented employees (SABA 2014)			
Career path ratio: a measure of the ratio of promotions against sideways moves (transfers), to show the breadth of capability and illustrate alternative development opportunities to promotion	SCoPE	SWP	Not Presented
Talent management index: an index of defined talent measures by the organisation that describes key aspects of the talent management process from across the entire employee lifecycle	Not Applicable		

<b>OUTPUT MEASURES</b>			
<b>Workforce performance and productivity</b>			
Performance against objectives: performance against defined key performance indicators for individuals and roles	SCoPE	Leadership	Not Reported
Per-unit full-time equivalents: the measure of how many FTEs are required to fulfil a unit of work	SCoPE	SWP	Reported
Volume of work completed: measure of completion of work against defined targets	Various	APU	Reported
Behavioural performance: performance of individuals in line with defined behaviours set by the organisation	SCoPE	Leadership	Not Reported
Stakeholder satisfaction: measure of stakeholder warmth/engagement with the organisation; measure of the quality of relationships with key stakeholders	Customer Survey	Strategy	Reported
Labour utilisation: measure of how employees are assigned tasks and the efficiency at which they are able to deliver against their tasked objectives	Not Applicable		

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Overall labour effectiveness: a measure of the utilisation, performance and quality of the workforce and its impact on productivity	Not Applicable		
OLE measures availability, performance and quality.	Not Applicable		
availability = time operators are working productively/time scheduled *100%			
performance = actual output of the operators/the expected output (or labour standard) *100%			
quality = saleable parts/total parts produced *100%			
Efficiency: achievement of either maximum useful output from the resources devoted to an activity or the required output from the minimum resource input	Not Applicable		
Expected productivity: the forecasting of potential/ desired productive effort	Not Applicable		
Actual productivity: the measure of real efficiency of production	Not Applicable		
Effectiveness: utilisation of resources such that the output of	Not Applicable		

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the activity achieves the desired result			
<b>Leadership capability</b>			
Leadership bench strength: number of leaders trained to defined standard are exhibiting required behaviours	SCoPE	Leadership	Not Reported
Quality of leadership: the assessment through performance management processes, including 360 assessment	SCoPE	Leadership	Not Reported
Leadership review process measures: measures defined for the quality of the leadership process, for example quality and outcomes of project	Not Applicable		
Talent distribution: a measure of where identified talented individuals are deployed in pivotal roles	SCoPE	Leadership	Not Reported
Talent distribution: proportion of top managers in pivotal roles, or global key roles, as defined by the organisation's HR and talent development strategy (Mayo 2001)	Not Applicable		
Development plan impact: a measure of the success rate for achieving agreed development plans for progression managers	Not Applicable		

Executive Stability Ratio: The ratio of executives with less than 3 years' experience over the number of executives with more than 3 years' experience.	SCoPE	SWP	Not Reported
<b>Engagement and well-being</b>			
Engagement index score: An index score of the responses of individuals to questions exploring aspects of their employment which may impact on their engagement. These can often include: organisation purpose, team relationships, inclusion and fair treatment, relationship with manager, relationship with work, and quality of development opportunities.	Staff Survey	Engagement	Reported
Commitment People responding that they have high levels of commitment, satisfaction and recognition (Mayo 2001)	Staff Survey	Engagement	Reported
Ill-health retirements: number of retirements due to issues relating to ill mental or physical health, as a result of work	SCoPE	SWP	Not Reported
Voluntary resignations: number of voluntary resignations as a result of dissatisfaction with and/or health standards and work	SCoPE	SWP	Not Reported

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Absenteeism rate: a measure of number of incidences when employees fail to report for work when scheduled to do so; can also be measured and reported by job category or by performance category (Bucknall & Wei 2006)	SCoPE	SWP	Reported
Mental health well-being rate: days lost due to incidences of low mental well-being	SCoPE	SWP	Reported
Employee assistance service usage rate: number of incidents reported during a defined period to the employee assistance line	External System	Wellbeing	Reported
Quality of support received through employee assistance service: a measure of quality on the part of the employee as to how the employee assistance service performed, using a number of measures	External System	Wellbeing	Reported