



Valuing our people



Lesley McGiffen – Portfolio Manager

Iona's journey



26 year old

Graduate

- MA Honours - Geography
- Post Graduate - Housing

Previous employment

- Local Authority Policy Officer

Competency based framework

aim to attract, recruit and retain high quality individuals with clear behaviours identified which are critical to the success of Audit Scotland

- Customer & stakeholder focus
- Delivering quality services
- Leadership & management
- Networking & relationship building
- Reason, judgement & decision making
- Self awareness and impact on others
- Leading, supporting & developing others
- Team working



Iona's journey



- Effectively manage and support staff
- Build and maintain relationships with project stakeholders
- Manage development of audit tools and fieldwork effectively
- Produce project plan and budget, and effectively manage and monitor it
- Produce agreed outputs
- Actively participate in corporate initiatives

Recruitment

aim to attract and recruit the right person for the right job

Internal v External

- Application form
- Assessment Centre
- Presentation
- Interview
- Feedback





Application Form

- Qualifications
- Experience

Assessment Centre

- In-tray exercise
- Group discussion
- Analysis

Presentation

Competency based interview

- Situation
- Task
- Action
- Result

Feedback - Success

Performance appraisal and development (PAD)

aim to achieve effective performance throughout Audit Scotland

- Core objectives
 - Results
 - Feedback
 - Behaviours
- Setting objectives
- Regular feedback
- PAD meetings
- Scoring and Assessment
 - 1 highly effective
 - 2 solid and competent
 - 3 improvement required
- Moderation process
- Appeals process





Induction

Monthly 1:1 line manager

Objectives

- Generic
- Personal

Frequent 1:1 audit manager

PAD paperwork

PAD meeting

Agree forward looking
objectives, training and
development needs

Agree PAD score

Learning and Development

aim to enhance skills of our staff

- PAD Training and development plan
- Training need – impact on business delivery
- Action
- Importance
 - Critical
 - Necessary
 - Desirable
- On the job 1-1 training
- On line learning
- Courses and seminars
 - Internal
 - External



- Career aspirations
- Talent Pool
- Support

- Continuous Professional Development

- Coaching and mentoring
- Reading materials
- Shadowing
- Project/corporate improvement groups
- Secondment opportunities





Training

- Report writing skills
- First line management training

Development

- Mentor
- Work Shadowing

Reward Package

aim to reward staff effectively

- Contribution pay progression
 - Added-value zone
 - Target zone
 - Entry zone
- Annual leave
- Lease car arrangements





Box 2 – Effective
performance
Entry zone
Pay award
1% scale uplift & 2%
competency based
performance

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