

PROMOTING IN POST – THEME LEAD BUSINESS CASE**Purpose**

1. To seek approval for the substantive promotion to Operational F Band for SPSC Theme Leads currently undertaking 3 – 5 year appointments.

Background

2. Two members of staff, [REDACTED] have been appointed following open and fair competition to Theme Lead roles at SPSC. The status of the roles is that they are appointed to F band roles for a period of 3-5 years and are place on the common landing point of the pay scale. After this period, in line with existing SPS practice, they will revert back into an operational role at their substantive E Band. In [REDACTED] case she has been in acting up for a period of 6 years (HQ and SPSC) and has remained on the common landing point. [REDACTED] was promoted in October of this year.
3. Analysis was recently undertaken to identify comparators between the National F Band Operational campaign and the Operational Theme Lead campaign.
4. During the two campaigns, candidates were invited to undertake a Cognitive Ability Test which assessed their verbal, numerical and logical reasoning skills. The tests were set at the same level for both campaigns - General Advanced - and this was used to measure the candidate's maximum performance. Candidates were required to evidence their operational experience as essential criteria. Both vacancies required the candidates to evidence their ability to deliver within an Operational F Band setting, testing their knowledge of the legal requirements, knowledge of the prison environment and to evidence their experience of leading a team to continually develop and improve outcomes within an operational setting. As well as the operational experience, both campaigns assessed against the following same criteria: Personal and Professional Development, Communication Skills and Building and Maintaining Relationships.

Risks

5. It should be noted SPS currently undertakes a National recruitment campaign for Operational F Band promotion, and promotion to substantive F Bands for the SPSC staff would be out with the current organisational process.
6. The recent changes to Senior Operational Managers (G Band), that will be implemented for F Band roles in the near future could lead to the SPSC losing key members of the management team should individual's chose to apply. This would constitute a significant risk to the delivery of SPSC business.
7. Substantive promotion of the Theme Lead roles into Operational F Band roles will increase the numbers of Operational employees at F Band thus providing SPS with additional staff at this middle manager level.

Financial

8. The SPSC budget already exists for two substantive F Bands in post at SPS College.

Conclusions and Recommendations

9. The analysis undertaken between the two campaigns evidences the SPSC Operational Theme Lead roles have the capability to perform at an F Band role within an operational setting.
10. To recommend to the Director of Corporate Services to approve the business case for promoting the current Theme Lead post holders to substantive Operational F Band employees from the date they were appointed to Theme Lead roles at the SPSC.

[REDACTED]

[REDACTED]
Head of College

November 2021

Decision and Rationale

In my capacity as Interim Director of Corporate Services, I have considered this business case in full. While the request to promote both [REDACTED] is being made outside of any national recruitment campaign for operational F Band roles, I believe that the business case should be authorised for the following reasons:

1. Both members of staff were selected for their current acting F band roles under open and fair competition. This included a structured recruitment process which mirrors that of previous national campaigns for operational F Band roles.
2. Both members of staff, are being asked to undertake the acting up roles for a considerable period of time and I do not believe it would be reasonable for the SPS to ask either member of staff to revert to their previous substantive roles at E+ particularly as they have already evidenced they have the skills required to operate at F+ via an open and transparent recruitment process as described within the business case. Further, in the case of [REDACTED], she has already evidenced her ability to operate at this level consistently for nearly six years.
3. The roles the members of staff are currently covering are vacant and already contained within the SPSC permanent staffing complement. As such, there is no requirement for additional funding.
4. The roles the members of staff are currently undertaking are business critical and it is vital that the role holders remain in post to provide consistency to the organisation at a time which significant corporate priorities require to be delivered.
5. There is a real risk (current, short and longer term) that both members of staff will seek substantive F+ roles or indeed G+ roles in another part of the SPS due to the lack of uncertainty surrounding their current roles. There is also a real risk that a lack of any real salary increase due to the current act up arrangements, will strengthen any feelings they have of being under-valued and demotivated.

As a result, I confirm my authority to proceed to promote both [REDACTED] to F+ with effect from the date at which they were appointed to their current role.

[REDACTED]
9 December 2021