

COMMENTS ON ACTION PLAN FOR EXCELLENCE

Date Received	Name	Comment/Observation	Para/ Action Point	Action Taken
7 April '06	David Fisher HBOS	<p>Define the core strategy and mission of the organisation.</p> <p>Create the strategic road map on where the organisation is today and where the core strategy needs to get to.</p> <p>Define core values that run through the whole organisation as its DNA.</p> <p>Define the preferred operating model (eg centralised, federal, fully devolved).</p> <p>Define the leadership competency framework.</p> <p>Following from the foregoing, define the processes and desired outcomes in terms of:</p> <ul style="list-style-type: none"> • recruitment processes and desired candidates • the end to end performance management process, i.e. starting with objective setting through to regular performance reviews and end of year assessment/appraisal • leading to the creation of both an appropriate personal development plan, informing decisions on salary and, if appropriate, bonus/incentive payments. 	<p>AP 16</p> <p>AP 16</p> <p>AP 21</p> <p>AP 14</p>	<p>Reflected in Action Point.</p> <p>A Project Plan reflecting the finalised Action Plan for Excellence has been developed.</p> <p>Reflected in Action Point.</p> <p>This will evolve as part of the implementation of the Action Plan and integration with the Scottish Forensic Science Service.</p> <p>Reflected in Action Point.</p> <p>The Action Plan sets out high level strategic actions by way of Action Points. These Action Points will be further developed into specific and individual tasks as implementation of the Action Plan progresses, addressing the specific comments made.</p>

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		During implementation of the Action Plan, the full range of HR policies and processes will need to be developed, including: Terms and Conditions, Diversity Policies etc. This work stream should embrace both an employment framework and a workplace environment that is mutually supportive and respectful, yet remains at all times truly performance focused.	APs 20/21	Reflected in Action Points.
10 April 06	Gary Kildare IBM	<p>The Vision and Values should describe the kind of organisation, its principles and ethos.</p> <p>There should be a clear view of the Mission, then the organisation model/description.</p> <p>At a practical and operational level, consideration should be given to areas such as leadership (including behaviour), competency model, recruitment, career framework/ progression, training, appraisal and development.</p> <p>On cultural change, the focus should be on the steps that need to be taken to move from 'today' to the future/desired business model.</p> <p>Communication is critical and should involve the appropriate expertise.</p>	<p>AP16</p> <p>AP 16</p> <p>APs 18/19</p> <p>AP 21</p> <p>AP 17</p>	<p>In line with David Fisher's observations. Reflected in Action Point.</p> <p>In line with David Fisher's observations. Reflected in Action Point.</p> <p>Reflected in Action Points.</p> <p>Reflected in Action Point.</p> <p>Reflected in Action Point.</p>

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12 April '06	John McLean SCRO	<p>Concerns around the integration into the Scottish Forensic Science Service, which, as the recipient organisation, does not yet exist. Remains unconvinced that this is the right time to move to integrating the Scottish Fingerprint Service into an organisation which is only now being created.</p> <p>The Action Plan overly focuses on corporate, leadership and culture aspects without giving due recognition to the ongoing effects of the Shirley McKie case. The absence of a formal closure to the McKie case, prevents the Scottish Fingerprint Service from moving forward in both corporate and management terms.</p> <p>There is an over-concentration on the 2000 HMIC Report and subsequent discharge of the 45 recommendations/ suggestions, to the exclusion of the 87 recommendations in the ACPOS Change Management Report. It is suggested that there would be greater value in a full and thorough examination by independent experts of the organisation as it is today.</p> <p>Before consideration can be given to integrating the Scottish Fingerprint Service into the Scottish Forensic Science Service, the integration of the four laboratories has to be addressed.</p>	<p>n/a</p> <p>n/a</p> <p>Para 2.3</p> <p>n/a</p>	<p>This seems to miss the point that it is not the Scottish Forensic Science Service that is under scrutiny, but rather the Scottish Fingerprint Service. Equally, the amalgamation of the Forensic Science Service has been the subject of considerable work over the past two years, led by an Interim Director and supported by an ACPOS Working Group.</p> <p>The Action Plan is designed to be forward looking and while acknowledging the importance of the McKie case, seeks to draw lessons and learning from it and convert these into improvement. The focus on this case is encouraging something akin to a victim culture. This is, and has for some time been, a leadership challenge that requires to be met.</p> <p>Revisiting the recommendations and suggestions from the 2000 HMI Inspection was a necessary step, which produced a strategic framework for the Fingerprint Service in Scotland and addressed the ongoing efficiency of that organisation. The 87 recommendations from the ACPOS Change Management Report were the detailed measures to address the strategic issues raised by HMIC.</p> <p>As commented above, the focus is not on the Forensic Science Service, but the Scottish Fingerprint Service.</p>
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	<p>The plan lacks a general outline of the forensic structure or a workable description of what it is the Scottish Fingerprint Service is to integrate with. The Action Plan would benefit from addressing the operating business parameters of both organisations, and then proceeding to analyse and plan the combining of them.</p> <p>Laboratories have not yet developed a national perspective on process, procedures, IT systems, Quality Management systems, training, performance indicators and load sharing.</p> <p>Questions the claim that neither initial nor refresher training that is delivered to fingerprint experts in the Scottish Fingerprint Service has been formally evaluated.</p> <p>Highlights that the Scottish Fingerprint Service does not have a stand-alone Publication Scheme, but is part of the scheme published by SCRO.</p> <p>ISO accreditation across the four bureaux has been achieved at different times.</p> <p>Seeks to clarify the historical basis of accreditation as a fingerprint expert.</p> <p>Highlights the potential difficulties of moving to 100% registration with the Council of Forensic Practitioners, given the voluntary nature of registration.</p>	<p>AP's 9/10/11</p> <p>AP's 9/10/11</p> <p>AP 3</p> <p>AP 4</p> <p>Para 3.6</p> <p>Para 3.7</p> <p>AP 6</p>	<p>This is part of the detailed work being progressed by the Interim Director of the Scottish Forensic Science Service, together with the ACPOS Working Group. The concern fails to recognise the integration intentions, whereby both disciplines of fingerprinting and forensics co-exist within a single structure.</p> <p>Again, overly focuses on the Scottish Forensic Science Service.</p> <p>Evaluation until now has been course focused in terms of user perception. What is proposed is a more strategic and objective assessment of the effectiveness of the training in producing measurably improved performance at both the individual and organisational levels.</p> <p>An appropriate Publication Scheme will be developed as part of the implementation of the Action Plan.</p> <p>Para 3.6 amended to more accurately reflect timing of ISO accreditation.</p> <p>The content has been adjusted by the insertion of "formal assessments".</p> <p>Achievement of 100% registration is aspirational and ambitious and demonstrates a pursuit of excellence building on the current 86% registration achieved.</p>
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		<p>Questions the ability to identify an alternative external competency testing service provider to deliver 'best in class'.</p> <p>Highlights the difficulty in providing a standard verification process across the four bureaux in terms of the identification of a fingerprint mark.</p> <p>Suggests that insufficient recognition is given to the effect of the McKie case in staff sickness absence.</p>	<p>AP 7</p> <p>AP 8</p> <p>AP 20</p>	<p>External competency testing is one of a number of examples of current good practice identified and benchmarking against other providers is legitimate.</p> <p>The intention is to bring about standardisation across the bureaux in the critical area of verification of identifications and the need to have a single standard in place.</p> <p>Amendment made to reflect that the Action Point commits to the introduction of an "effective" sickness absence policy.</p>
12 April '06	Danny Greathouse	The plan lays a framework to meet the intended goals. The recognition of the need to address both the technical and human aspects of the sickness absence issue is commendable. The inclusion of experts in human resources and organisational development, along with the fingerprint experts, will bring a holistic view that will be critical in this process.		
18 April '06	Arie Zeelenberg	Comprehensive and well written plan.		
18 April '06	Graham Bell	Very comprehensive, no issues.		
18 April '06	Bruce Grant	No issues.		