

<b>Title of Report:</b>	<b>Recruitment and Selection Policy updates</b>
<b>Report to be considered by:</b>	Personnel
<b>Date of Meeting:</b>	9 February 2015
<b>Forward Plan Ref:</b>	PC2928

**Purpose of Report:** To seek approval for two key changes to the Council's Recruitment Policy in relation to advertising posts; to allow services to advertise in alternative publications/websites at their own expense; to allow the Head of HR to approve simultaneous external and internal advertisement of posts.

**Recommended Action:** To approve the proposed changes to policy.

**Reason for decision to be taken:** to respond to the changing recruitment environment in the economic upturn

**Other options considered:** n/a

**Key background documentation:** WBC Recruitment and Selection Policy, Procedures and Guidance

**Published Works:** None

The proposals will also help achieve the following Council Strategy principle:  
 **CSP8 - Doing what's important well**  
 The proposals contained in this report will help to achieve the above Council Strategy priorities and principles by:  
 streamlining the Council's recruitment procedures.

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<b>Date Portfolio Member agreed report:</b>	19 January 2015

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## Implications

<b>Policy:</b>	There are two minor changes to policy - see recommendations
<b>Financial:</b>	none
<b>Personnel:</b>	none
<b>Legal/Procurement:</b>	none
<b>Property:</b>	none
<b>Risk Management:</b>	none

Is this item relevant to equality?	Please tick relevant boxes		Yes	No
Does the policy affect service users, employees or the wider community and:				
• Is it likely to affect people with particular protected characteristics differently?	<input type="checkbox"/>	<input checked="" type="checkbox"/>		
• Is it a major policy, significantly affecting how functions are delivered?	<input type="checkbox"/>	<input checked="" type="checkbox"/>		
• Will the policy have a significant impact on how other organisations operate in terms of equality?	<input type="checkbox"/>	<input checked="" type="checkbox"/>		
• Does the policy relate to functions that engagement has identified as being important to people with particular protected characteristics?	<input type="checkbox"/>	<input checked="" type="checkbox"/>		
• Does the policy relate to an area with known inequalities?	<input type="checkbox"/>	<input checked="" type="checkbox"/>		
<b>Outcome</b> (Where one or more 'Yes' boxes are ticked, the item is relevant to equality)				
Relevant to equality - Complete an EIA available at <a href="http://intranet/EqIA">http://intranet/EqIA</a>			<input type="checkbox"/>	<input type="checkbox"/>
Not relevant to equality			<input type="checkbox"/>	<input checked="" type="checkbox"/>

Is this item subject to call-in?	Yes: <input checked="" type="checkbox"/>	No: <input type="checkbox"/>
If not subject to call-in please put a cross in the appropriate box:		
The item is due to be referred to Council for final approval		<input type="checkbox"/>
Delays in implementation could have serious financial implications for the Council		<input type="checkbox"/>
Delays in implementation could compromise the Council's position		<input type="checkbox"/>
Considered or reviewed by Overview and Scrutiny Management Commission or associated Task Groups within preceding six months		<input type="checkbox"/>
Item is Urgent Key Decision		<input type="checkbox"/>
Report is to note only		<input type="checkbox"/>

# Executive Report and Summary

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## 1. Introduction

- 1.1 The Council's Recruitment and Selection Policy sets out how the organisation will recruit and select the right people to fill vacant posts, in a fair way which avoids unlawful discrimination. The Policy is supplemented by Procedures and Guidance for managers which details how each stage of the process works. These three elements are published as one document, with the various forms available on the intranet.
- 1.2 In WBC, managers are responsible for recruiting and selecting new employees. HR place advertisements, provide advice and support to managers on shortlisting, interviewing and making offers of appointment, and correspond with applicants and appointees throughout the process.
- 1.3 HR keep customer satisfaction under review and recently held an 'Even Better Recruitment' event involving managers from across the Council. They were invited to comment on current processes and suggest changes which could improve their experiences of recruiting staff. Actions are under way to implement many of these changes. In addition, as the economic climate changes, the Council has to adjust its recruitment policies to keep the process effective and efficient.
- 1.4 This report seeks approval for two key changes to respond to the more competitive recruitment environment in which the Council's recruiting managers are operating.

## 2. Proposal one

- 2.1 The current version of the Recruitment and Selection Policy was launched in 2009. It provided for all posts to be advertised internally first for two weeks, to allow internal applicants to apply for redeployment\*, potential promotion and/or other career opportunities without external competition in the first instance. Simultaneous external and internal advertising was only allowed if agreed with the trade unions (where, for example, there was clearly no suitable pool of internal applicants).
- 2.2 Because all decisions were taken by a single Staff Side Coordinator, these could be delayed by annual leave or other unavailability; managers complained that their ability to recruit from the best possible field was being impaired by these delays, especially in the new economic climate where the Council is facing serious competition from the private sector and other public sector employers for staff.
- 2.3 It is proposed that this policy is amended to allow the Head of HR to approve simultaneous internal and external advertising of vacant posts; this is already happening by agreement with Unison and GMB. The principle will be retained that posts should be advertised internally only at first, unless there is a good reason for believing that there will be no suitable internal applicants and that a delay in external advertising would be unreasonable. The unions will be informed each time such a decision is made and will be able to veto it if they object. The Head of HR may delegate the decision to one of the HR Managers if he is unavailable.
- 2.4 \*It should be noted that a separate Redeployment Bulletin is published regularly when a number of employees are at risk of redundancy as a result of post deletions to meet savings targets.

### **3. Proposal two**

- 3.1 In 2013 a decision was taken to reduce spending on recruitment advertising, as part of required savings, by introducing a policy of on-line only advertising. This was achieved through a HR subscription to Jobs Go Public which links with a number of other websites advertising public sector and other vacancies. The decision reflected a general change in the way that candidates search for and apply for jobs, and the fact that the economic climate meant that the Council had relatively high applicant numbers for posts. Purchasing additional services from JGP has also helped HR to continue to provide a high level of service with reducing resources.
- 3.2 As a result of this decision, however, there is no money left in the HR Recruitment budget to fund additional advertising on other websites or in printed publications. As the economic climate changes, and the job market becomes more competitive again, the Head of HR is being asked to approve more exceptions to the 'on-line on JGP only' rule to meet the needs of managers who are not able to recruit suitable applicants by this route alone (for example, Children's Social Workers). Services have to meet the cost of additional advertising from their own budgets.
- 3.3 At the Even Better Recruitment event, managers pointed out that, although the potential to approve exceptions existed, it was not part of the Policy. Therefore, some managers were not taking advantage of the potential to advertise elsewhere, albeit at their own expense.
- 3.4 It is proposed that the Policy is amended to allow recruiting managers to advertise vacant posts on other websites or in printed publications where they believe that the regular 'on-line only' route will not produce the necessary quantity or quality of applicants to fill the post successfully. The costs of this additional advertising will be met by the recruiting service.

### **4. Equalities Impact Assessment Outcomes**

- 4.1 This item is not relevant to equality.

### **5. Conclusion**

- 5.1 The implementation of these changes will allow the Council to respond to changes in the recruitment market and continue to run efficient and responsive recruitment campaigns.

### **Appendices**

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There are no appendices to this report.

### **Consultees**

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**Local Stakeholders:** n/a

**Officers Consulted:** Managers attending Even Better Recruitment Day in October 2014, Corporate Board

**Trade Union:** Rosemary Culmer, Eddie Hunter