

PAST REVIEW UPDATE: RECRUITMENT IN HILLINGDON

Committee name	Corporate Services, Commerce & Communities
Officer reporting	Mike Talbot, Human Resources
Papers with report	Appendix A – Summary Report of Exit Interviews
Ward	N/A.

HEADLINES

This report updates the Committee on the actions taken by officers following the Committee's review, "Recruitment in Hillingdon", which was agreed by Cabinet in March 2017.

RECOMMENDATIONS:

That the Committee note the update on the actions taken with regards to the previous review regarding "Recruitment in Hillingdon".

SUPPORTING INFORMATION

1. In April 2017, the Cabinet approved a Policy Overview Committee review into "Recruitment in Hillingdon", which included ten recommendations.
2. Given the scale of the programme of change, especially the implementation of new technology solutions, a three-year plan was established and Cabinet agreed that these recommendations were to be delivered within existing operational budgets.
3. This report highlights the ongoing progress against each of the following recommendations, and includes further information regarding developments in recruitment within the Council.

Recommendation 1

The Council develops an employment brand, agreed by the Leader of the Council as lead member for Communications, to ensure the organisation has a unique and attractive message that differentiates from other employers in the public, private and third sector.

4. On 2 July 2018, the Council awarded a contract for the provision of recruitment marketing services to TMP Worldwide. This contract provides a range of strategic recruitment services, as well as support in securing best value media placement for recruitment advertising.
5. TMP Worldwide have been commissioned to support the development of the Council's employment brand and work started on this project on 12 December 2018, with researchers interviewing senior managers from across each directorate. A small number of focus groups will be arranged with current employees at all levels, to identify what differentiates Hillingdon from other employers, and the key reasons that employees find the Council an attractive place to work.

6. Following this, TMP will develop a variety of 'prototype' creative themes that would be used across all recruitment advertising. These themes will then be presented to the Leader of the Council, as the Communications lead, for approval.

Recommendation 2

The Council develops and implements a social media recruitment strategy, not only focused on advertising vacancies, but also promoting and managing the Council's online reputation and employer brand.

7. During December 2018, TMP also conducted an 'online audit' to gather information on how the Council represents itself online, in relation to the workforce recruitment market. TMP will present a report detailing the Council's online presence, together with key recommendations in January 2019.
8. The recommendations from TMP's report will inform the Council's social media recruitment strategy, which will be developed for the 2019/20 financial year.

Recommendation 3

The Council develops a culture of internal advocacy for the organisation among its staff, and reinforces this support through introducing a recruitment referral scheme.

9. A recruitment referral scheme has been developed as part of the Children's Services Workforce Plan, and was approved by the Director of Children's Services and Chief Executive in December 2018. This scheme promotes advocacy and candidate referral in our most 'hard-to-fill' areas, and will be promoted during a new recruitment campaign in early 2019.

Recommendation 4

The Council develops a 'Total Reward' approach to recruitment marketing, which involves not only advertising remuneration, but also the total worth of the recruitment package.

10. The Council is currently negotiating with the Trade Unions on a number of terms and conditions that may impact this 'Total Reward' approach (e.g. leave entitlement). Work on this recommendation, will, therefore, be scheduled for 2019/20.

Recommendation 5

The Council introduces and develops a workforce succession plan for all key roles within the organisation.

11. This recommendation will be implemented in 2019/20, when the new performance management system, which is currently at the procurement stage, is implemented across the Council.

Recommendation 6

The Council creates talent pools on existing employees, an alumni network enabled by social media and an “Apprenticeship Talent Pool” to ensure talented apprentices have opportunities to maintain employment within the Council.

12. The Learning and Development now co-ordinate career discussions with all apprentices and their line managers when they enter their last six months of the apprenticeship. The purpose of this discussion is to ensure that the Council explore the options to provide apprentices with an ongoing, permanent role. Our recruitment policy has been changed to allow apprentices to be considered for permanent roles when they are within this last six-month period of their apprenticeship.
13. Since the introduction of the new apprenticeship scheme in April 2017, there are already four apprentices who have successfully secured permanent employment with the Council.
14. All voluntary leavers receive an email inviting them to complete an exit interview, and also join our alumni network via the Council’s Facebook account. This social media channel is used to update users on relevant Council news, and is also used to post job vacancies to the site.

Recommendation 7

A centralised Job Description Library is implemented, and all managers involved in recruitment are retrained on the new e-recruitment system, together with refresher training on selection methods and equalities.

15. This system is currently subject to the procurement process and will be implemented by April 2019.

Recommendation 8

A review of the current competency framework is conducted by the Council.

16. The Council’s Officer Competency Framework has been reviewed and was launched in October 2018. The new framework is being trialled as part of the ongoing appraisal (PADA) process at all four levels: Director, Senior Manager, Manager and Employee.
17. The new competency framework categorises the desired employee behaviours into four ‘clusters’, which reflect our organisational environment: Residents and Community; Leadership and Collaboration; Accountability and Responsibility; and, Change and Improvement.
18. These new competencies will be embedded into each job description as part of the development of the new Job Description Library (see Recommendation 7).

Recommendation 9

The Council introduces consistent interview questions associated with each job description, suitable selection techniques, and values-based interview techniques, to ensure employees are a culture-fit, and occupational testing for recruitment to key and relevant roles. Appropriate IT assessment techniques are considered as part of the selection process to ensure the office-based workforce retains a high level of ICT competency.

19. This recommendation will be delivered in 2019/20, following the implementation of the online Job Library (see recommendation 7).

Recommendation 10

The Council introduces an evaluation of recruitment and selection processes and performance indicators, as part of the probationary period sign-off process, reporting on a quarterly basis.

20. The Council's 'exit' interview process is now established, and individual and summary reports are generated on a regular basis; the summary report is included as Appendix A to this report.
21. In Q4 of 2018/19, the Council is trialling a similar product aimed at surveying staff at the end of their induction / probation period. This tool would provide the necessary evaluation process to ensure that the 'on-boarding' of staff is effective and provides the necessary training and management support required to motivate new starters.

Other Developments

22. The Human Resources service is currently subject to consultation on a proposed restructure that will replace the dedicated recruitment team with directorate-aligned generalist teams. This will reduce the need for 'hand-offs' between HR functions for line managers, who will now have specified HR contacts responsible for both employee relations (ER) and recruitment support.
23. The current e-recruitment system is being upgraded and reconfigured to improve both the line manager and candidate experience.
24. A new case management and workflow system is being introduced, in both the ICT and HR Services, to improve customer service and to automate workflows, in order to make processes more efficient. For example, the induction process could be automated to ensure all new employees are reminded to complete activities.

BACKGROUND PAPERS

NIL.