



General Purposes Committee
24th November 2009

Report from Tracey Connage
Assistant Director of HR

Wards Affected: ALL

Revised Recruitment and Selection Policy & Procedure

1.0 Summary

This report presents the main changes and implications of the recruitment and selection policy for the council. The new policy has been developed in line with key aims and objectives of the council's People Strategy. The purpose of the policy review is to provide a modern recruitment framework that will meet the council's requirements to successfully recruit and retain a talented workforce. The proposals will bring the council's recruitment policy in procedure in line with other best performing councils.

The policy has previously been submitted to CMT for approval in 2008. CMT at that time requested that further work be undertaken regarding internal recruitment in particular. Since then, the review has incorporated developing and implementing E-Recruitment and CV applications.

2.0 Recommendations

The General Purposes Committee is asked to:

1. Approve the policy and procedure (copies attached at Appendices 1 and 2 respectively) to be adopted by the Council with immediate effect specifically proposals for implementing:

- E- Recruitment (I-grasp)
- Internal advertising
- The use of Curriculum Vitae's

2. Agree that the Assistant Director, Human Resources, is authorised, after consultation with the Borough Solicitor and then consultation with the relevant trade unions, to amend the Recruitment Policy and Procedure from time to time.

3. Agree that the Assistant Director, Human Resources, is authorised, after consultation with the Borough Solicitor, to issue supplementary guidance to managers on recruitment issues from time to time.

3.0 Detail

Background

Recruitment and retention is one of the key aspects of Brent's overall people strategy. Improving the council's recruitment and selection policy and procedures is a priority for Business Transformation. The key aims and objectives of the new policy are to:

- Ensure flexibility in recruitment methods so that the process is more efficient and cost effective. Including the use of E-recruitment
- Attract, develop and retain a talented workforce
- Select fairly and impartially the best person for the job
- Foster career development by promoting opportunities within the organisation
- Ensure equality issues are addressed at each stage of the process
- Advertise internally as appropriate
- Allow candidates to submit Curriculum Vitae's as part of the recruitment and selection process.

Key elements of the policies/procedures

The key changes to the procedures are:

- **Internal Recruitment** growing our own and giving development opportunities to our internal staff. The council will be able to use its discretion to decide when it is appropriate to use internal-only advertising to recruit. For example for internal career development, succession planning and wide scale organisational change.
The Strategic HR Manager will support managers with identifying the skills and competencies required for particular jobs. The Assistant Director of HR or his/her delegated representative in consultation with the relevant director is responsible for the approval and decision on whether such advertising would be appropriate.
- **E- Recruitment** -Applications will generally be made via the Councils online recruitment system. Paper copies of forms will be accepted in very limited cases and can be scanned in to the system. Applications can be completed by a third party, Job Centre Plus or Re-employ advisors for people with literacy or learning disability, for example
- **Applications can be made using a CV** - Where CV's are submitted, this should relate to the person specification of the role. An additional supporting statement will usually be required to address key criteria. The Council's online application form will still have to be used.

4.0 Consultation

A task group of council wide stakeholders including management, HR, trade union, legal and staff forum representatives was set up by the Assistant Director of HR to consult on the development of this policy. The amended Policy and Procedure has been presented and approved by SHRG on 9th September 2009 and CMT on 29th

October 2009. DMT's have had briefings from the Head of the People Centre on the new E- Recruitment System.

5.0 Future changes

It is also proposed that the Assistant Director, Human Resources, after consultation with the Borough Solicitor and then consultation with the relevant trade unions, be authorised to amend the Recruitment Policy and Procedure from time to time. The relevant trade unions will be those trade unions recognised by the Council for collective bargaining purposes for any of the posts within the scope of the Policy and Procedure. The effect of this proposal would be that amendments to the Policy and Procedure would no longer require the General Purposes Committee approval. Officers consider that this proposal has the benefit of allowing desirable amendments to the Policy and Procedure to be made more quickly than would be the case now, and to free up Members' time to concentrate on other matters. A further proposal is that the Assistant Director, Human Resources, after consultation with the Borough Solicitor, is authorised to issue supplementary guidance to managers on recruitment issues from time to time.

6.0 Financial Implications

There are no direct financial implications arising from this policy. However, it is anticipated that implementation of the policy will reduce recruitment costs by improving use of more efficient recruitment methods. In particular, the work that has been carried out to implement E-recruitment has identified the opportunity for cost savings.

There will be a reduction in the time to recruit from an average of 18 weeks to 8 weeks. The cost of recruitment will reduce from £2750 – £1500 per recruitment campaign realising an estimated saving of £218K.

There will be savings through the use of Internal Recruitment. These include savings on the cost of external advertising and the cost of redeploying and retraining our own staff.

Any savings will be included within the 2010/11 budget.

7.0 Legal Implications

This policy has been developed in the context of the legal framework as currently understood. Legal advice has indicated that the policy will adhere to employment law and anti-discrimination principles.

8.0 Diversity Implications

The policy is designed to meet requirements of current diversity and anti-discrimination legislation and contribute positively to the achievement of the council's diversity strategies.

The implementation of the policy will be monitored and an impact assessment carried out. It is anticipated that this will have a positive impact on enhancing career opportunities for all staff groups.

9.0 Staffing/Accommodation Implications

This policy is designed to improve recruitment and retention of staff.

Background Papers – Recruitment & Selection Policy & Procedure

**Contact Officer - Tracey Connage
Assistant Director, HR**