

Meeting:	Employment panel
Meeting date:	31 March 2015
Title of report:	Recruitment arrangements
Report by:	Head of human resources and organisation development

Classification

Open

Key Decision

This is not an executive decision.

Wards Affected

Countywide

Purpose

To approve the arrangements for recruitment and selection for the posts of director of resources and director of adults and wellbeing.

Recommendation(s)

THAT:

- (a) the proposed recruitment and selection process and timetable are approved; and**
- (b) approval of the shortlist for the post of director of resources (S151 officer) be delegated to the director for economy, communities and corporate, in consultation with the chief executive.**

Alternative options

- 1 Alternative timescales can be considered; this is not recommended as the need to progress permanent appointments has been established. The proposed timetable and arrangements ensure that appointments can be made at the earliest opportunity whilst allowing for the establishment of a new employment panel following the elections in May 2015.

Reasons for recommendations

- 2 To enable timely recruitment to key senior management roles.

Key considerations

- 3 Employment panel, at its meeting in January, approved the commencement of recruitment and selection of a number of senior management posts; two of these (director of resources and director of adults and wellbeing) are posts for which the panel is the responsible body in relation to recruitment. On 6 February 2015 Council approved the salary for the director of adult and wellbeing, in accordance with the requirements of the council's pay policy statement.

- 4 In accordance with contract procedure rules, three quotations were sought for specialist recruitment expertise to support this strategic recruitment requirement. As a result of this process, West Midlands Employers (WME) have been appointed to provide recruitment and selection support to the panel. They have proposed an approach designed to achieve the most cost effective recruitment and selection solution, with the support of independent and relevant expertise, details of which are set out below.

- 5 Director of adults and wellbeing

In order to deliver value for money there will be a parallel recruitment campaign for the posts of director and assistant director (commissioning). This will include the following;

- A full colour print media advert for both posts will be placed in the Municipal Journal, for which 'prime' positioning has been secured, accompanied by a feature editorial highlighting the opportunity and promoting the Herefordshire offer through an interview with the chief executive. This will be supplemented by widespread online advertising through to the closing date, including 'featured job' profiling within relevant national and regional job sites;
- Recognising the external market pressures, specialist executive search consultants will be used in respect of both posts. WME have partnered with Veredus to provide such expertise at highly competitive rates;
- There will be a structured opportunity for candidates to visit the council and meet relevant members of the leadership team through a familiarisation day. A bespoke microsite will be developed in order to provide relevant candidate information with the URL www.makearealdifference.co.uk reflecting the campaign theme and a linked accessible application process via CV submission through www.wmjobs.co.uk;
- For the director post, the selection process will be based on three stages; initial sifting to develop a **longlist** of candidates that meet all requirements of the person specification; an **assessment centre approach to shortlisting** incorporating a 1-2-1 discussion with the chief executive, a facilitated stakeholder panel; a 'technical interview' led by the current interim director, and consideration of relevant psychometric profiling;
- Further to the first two stages, a report and recommendations will be prepared for and discussed with the employment panel (as constituted at the meeting of the Council on 22 May);
- At the final stage of the process, the employment panel undertake a structured **final selection interview**, with advice and support from the chief executive, WME representative and any other officers as determined appropriate.

- Throughout all stages of the process best practice recruitment process will be ensured and assessment will be focused upon the requirements as set out in the agreed role profile (attached at appendix A).

6 Director of resources

Whilst the post of director of resources (for role profile see appendix B) will follow broadly the same process as set out above, members are asked to note and consider the following amendments;

- Following an assessment of the external market and a balanced assessment of value for money considerations in respect of the use of search consultants and full colour print media advertising, WME agreed that it was reasonable that neither were essential in relation to this post;
- In order to enable a staggered market exposure and selection process, the initial stages of the campaign have been commenced with a highly cost effective quarter page 'pointer advert' placed within the Municipal Journal, directing candidates to the microsite as referred to above, the content of which, at this stage, has been designed to reflect the specific role;
- In addition to comprehensive on line advertising, details of the vacancy will be circulated via the network of regional employers organisations;
- In view of the nature of the post, it is not proposed to include a stakeholder panel at the assessment centre stage. The technical assessment will be undertaken by an externally sourced (current or former) s151 officer and the director for economy, communities and corporate will be directly involved throughout every stage.
- The timetable requirements of a staggered approach, thus enabling the employment panel to make appointments as soon as possible following the elections. This will necessitate an adjustment to the shortlisting process as set out below.

7 Timetable

Attached at appendix C is a summary of the timetable incorporating all three posts referred to above. This accommodates the impact of three bank holidays during the period concerned and the election period. Members of the panel will note that in order for this to be fulfilled, the shortlisting assessment will need to take place during the week immediately preceding the election. In that context, it is recommended that the employment panel delegate the approval of the shortlist of candidates for final interview to the director for economy, communities and environment, in consultation with the chief executive. This will enable the newly constituted employment panel to meet as soon as is practically possible following the Council meeting on 22 May.

Community impact

- 8 Recruitment of permanent appointments to these senior management positions supports achievement of the corporate plan objective of creating an engaged, agile, flexible and responsive workforce that is resilient into the future.

Equality duty

- 9 A public authority must, in the exercise of its functions, have due regard to the need to:

- eliminate discrimination, harassment, victimisation and any other conduct prohibited by or under this Act;
- advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
- foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

The recommendations in this report and recruitment and selection process take full account of this duty.

Financial implications

- 10 These posts form part of the council's establishment and the salary and on-costs are included in establishment budgets. The costs of recruitment and selection to the three posts amount to £36,300 (this includes external media and executive search costs) and will be covered from existing budgets.

Legal implications

- 11 The two posts are statutory chief officer appointments which must follow compulsory provisions in the Local Authority (Standing Order) (England) Regulations 2001. Shortlisting can be delegated to an officer of the authority under section 101 of the Local Government Act 1972.

Risk management

- 12 Failure to recruit in a timely manner may result in the need to further extend existing interim arrangements placing at risk the delivery of strategic transformation across council services. The proposed timetable mitigates this risk whilst ensuring that member engagement is maintained with minimal delay arising from the forthcoming election.

Consultees

- 13 Relevant line managers have been consulted and their views used to inform the recommendations.

Appendices

Appendix A – Director of adults and wellbeing role profile

Appendix B – Director of resources role profile

Appendix C - Timetable

Background papers

- None identified.