

## **Council Resources Commission Recruitment and Retention Issues Panel**

9<sup>th</sup> March 2006

**Briefing Note** – Department of Resources position

**Staff turnover rates** – average 13% pa - 70 staff during period April 2004 to January 2006

Based on reasons given these breakdown in to the following groups

- 50 where reasons given are difficult/unable to influence
- 18 where stated reasons could potentially be influenced
- 2 left as a result of HBC actions ie performance/capability issues

**Specific recruitment and retention issues** – specific items of note

Revenues and Benefits – turnover rates for Customer Service Officers for both Revenues and Benefits have improved following a re-grade from Scale 3 to 4 bringing the posts in line with similar vacancies in York and Leeds

ITD – Experienced problems in recruiting to new posts and have had to offer salaries at close to or the top of the scale. Concerned that this will impact on how long candidates will stay in the post if there is little or no headroom for salary progression. Level of applications has been low despite using national specialist IT publications and recruitment agencies.

Legal and Democratic Services - experienced problems with recruiting at both top level eg Solicitor post and low graded posts eg Town Hall Keeper post. Both considered problematic due to pay levels.

Financial Management – concerns regarding retention of newly qualified staff on competitive pay levels.

### **Recruitment procedures within Department**

Business Support now handling all recruitment administration and a standard process is followed. The process does take into account the needs of particular posts. Usual timeframe for recruitment is made up as follows;

- two to three weeks from resignation to advert
- three week closing date from advert
- one week short listing
- interviews held two weeks after the closing date
- potential start date dependent upon circumstances of the successful applicant ie requirement to work a notice period.

This can account for 12 weeks.

## **Impact of changes to methods of advertising posts**

Analysis of responses and outcomes of recruitments from August attached. This coincides with the introduction of the use of the "signage" style of advertising. Unfortunately statistics prior to that date are not held.

The analysis demonstrates;

- the unpredictability of response levels for posts
- the use of the internet
- time taken from interview to appointment

## **Specific initiatives aimed at retaining existing staff or attracting new staff**

Within the Revenues and Benefits Service Improvement Plan there is a section on improving staff welfare. The unit are very flexible in allowing staff to change to part time working to ensure retention of trained staff.

Financial Management are seeking to improve the career grade to ensure that newly qualified staff can be retained on a salary sufficient to hold them until a suitable appointment is available.

All business units work to ensure good office working conditions and facilities, staff training, health and safety care and consider work/life balance issues