



Agenda item:

General Purposes Committee

On 3 December 2007

Report Title: **Recruitment Process Improvement**

Forward Plan reference number (if applicable):

Report of: **Interim Head of Human Resources**

Wards(s) affected: **All**

Report for:

1. Purpose

1.1 To inform Committee of actions to improve the recruitment process and seek approval to change two matters of policy – determining arrangements for chairing Chief Officer Appointment panels and changing the policy concerning reference checks.

2. Introduction by Cabinet Member

2.1 This report informs members on the steps being taken by the Service to improve the Recruitment process and propose a change to the Member level appointments as outlined in paragraph 10.2.

3. Recommendations

3.1 Note the actions being taken to improve the recruitment process

3.2 That the committee approve the review of the Constitution, Part 4, Section K, para 4(a) to incorporate the wording below (highlighted in bold and capitals) as follows
'.....The membership **AND CHAIRING** of that committee or sub-committee will be determined by the Leader and the Chair of General Purposes Committee (or by their nominees).....'

Full details outlined in para 10.2 in this report.

Report Authorised by: **Stuart Young Assistant Chief Executive, People and Organisational Development**

Contact Officer: **Steve Davies, Interim Head of Human Resources, People & Organisational Development (extn. 3172)**

4. Chief Financial Officer Comments

4.1 The Chief Financial Officer has been consulted in the production of this report and notes that any direct financial impact on Human Resources will be marginal and contained within existing resources.

4.2 Members should note however, that the improved recruitment processes should reduce costs across the organisation as it will be more streamlined and reduce the length of time agency staff are required to cover vacant posts.

5. Head of Legal Services Comments

5.1 The terms of reference of General Purposes Committee include the arrangements for appointing senior officers and for this reason the Committee is asked to approve the recommendations in this report. Since the amendments to the Constitution adopted at the last Annual Council, any further changes to the Constitution must be considered by the Constitution Review Working Group and recommended to full Council (Part 2 Article 15.03(a)).

6. Local Government (Access to Information) Act 1985

6.1 No documents that require to be listed were used in the preparation of this report

7. Background

7.1 The Recruitment function had been subject to a Business Process review in 2004 which resulted in a number of process and practice modifications to improve the performance of the Team and to reduce the number of handoffs between the manager, the Recruitment Team and applicant.

8. Current Performance

8.1 Since the Business Process Review, resources have been refined, the Recruitment Team has been reshaped and the supplier managing the response handling has changed resulting in the process stages becoming fragmented and unstructured. At present the average length of the recruitment process from the time the advert is placed to job offer is 12 weeks.

9. Review

9.1 A review has been undertaken with the aim of updating the process in line with best practice and to introduce performance enhancing practices, tools and initiatives to support a more professional and speedy recruitment service both for the employing Manager and the Candidate. This has identified a number of objectives and actions to

improve the Recruitment Service. An Action Plan was produced in July 2007. The Plan identified a number of key Objectives classified as either

- QUICK WIN action that have already been completed or will be completed by September 2007
- MEDIUM TERM actions that will be implemented by November 2007
- LONG TERM actions that will be in place in the New Year

9.2 Below is a summary of the Objectives, their classification in terms of Quick, Medium or Long Term actions and their target date for completion.

Objectives

	Objectives	Action	Target End Date
1	Investigate the Issues raised by Managers within Haringey Council	Completed	July 2007
2	Assessing the Effectiveness of the Response Handling System (Tribal)	Completed	July 2007
3	Assessing the Current Team Roles and Support Requirements and Identifying the strengths and weaknesses of the Team	Completed	End August 2007
4	Introduce Improvements – Keeping the Candidate Informed	Completed	End August 2007
5	Introduce Improvements – Keeping the Manager Informed	Completed	End August 2007
6	Introduce Improvements – Involving Managers in checking accuracy of Contract Offers	Completed	End August 2007
7	Track the Recruitment Activity to enable the Service to assess the volume of work overall and the time between one activity and another	Started October 07	Ongoing
8	Create an Ability to see a Snapshot of ‘ What’s out to Advert’	Started October 07	Ongoing
9	Review the Recruitment BPR carried out in 2004/5 to bring it in line with current day practice – in doing so Design a Fast Track process for hard to Fill Positions	Medium	Nov 2007
10	Review the Documentation used to manage the Recruitment Process	Medium	Nov 2007
11	Review the Technology: E forms, SAP, Tribal	Long	Jan 2008

10. Changes to Recruitment Policy – Member level appointments

10.1 A number of recent Member recruitment panels for Chief Officer Appointments has identified the need to identify the chair of these panels at an early stage. At present the Council constitution does not make clear the arrangements for chairing Member recruitment panels. We have conducted a survey of other London

boroughs to identify the arrangements in other councils. A summary of the findings is attached at appendix A. What the findings identify is that for most appointment panels the Leader or Cabinet/ Executive member chairs the panel.

- 10.2 In order to clarify the council's arrangements it is proposed that the Constitution, Part 4 – Rules of Procedure, Section K – Officer Employment Procedure Rules, para 4(a) should be amended to as follows [new wording in bold and capitals]
'A committee or sub-committee of the Council will appoint chief officers and deputy chief officers. The membership **AND CHAIRING** of that committee or sub-committee will be determined by the Leader and the Chair of General Purposes Committee (or by their nominees). That committee or sub-committee must include at least one member of the Cabinet.'

11. Future Performance

- 11.1 As a result of these changes HR is confident it can reduce the advert offer time from 12 weeks to 10 weeks by the end of the financial year.

12. Financial Implications

- 12.1 There will be some costs resultant of technology changes – these are not known at this stage although any additional costs will be contained within existing cash limited budgets.

13. Legal Implications

- 13.1 See paragraph 5.1.

14. Equalities Implications

- 14.1 The recommendations are compliant with the Councils Equal Opportunities Policy. Suggestions for improvement will support the Policy.

15. Use of Appendices

- 15.1 Appendix A – Summary of research into Chairing of Chief Officer Appointment Panels – August 2007

Summary of research into Chairing of Chief Officer Appointment Panels – August 2007

BOROUGH	CHAIR	PANEL SIZE	CHAIR DECIDED BY
Barking & Dagenham	Leader	5	Assembly
Barnet	Leader or Cabinet Member	7	Council
Bexley	Leader/Deputy Leader	7	Council
Brent	One of Majority Group Members	5	Standing Appointed Panel
Bromley	Executive Member of Area	Varies	Council
Ealing	One of Panel Members	5 or 7	Panel Appointed Chair
Enfield	Cabinet Member	7	Panel Appointed Chair
Havering	One of Majority Group Members	Varies	Council
Hillingdon	Leader or Executive Member	6/4	Council
Islington	Non Executive Member	5	Standing Sub Committee
Kensington & Chelsea	Leader	9/5	
Kingston	Executive Member	5	Council
Lambeth	Cabinet Member	5	Standing Appointed Committee
Richmond	Cabinet Member	7	Council
Southwark	Leader	7	Council
Tower Hamlets	Leader/Cabinet Member	7/5	Ad Hoc Appointed Sub Committee
Wandsworth	GPC Chair or Leader or Executive Member	3-5	General Purposes Committee
Westminster	One of Majority Group Member	4	Ad Hoc Appointed Sub Committee