

## APPENDIX E

### Recruitment Strategy

We are in challenging times for recruiting permanent staff. Employers in the private and public sectors are all struggling to recruit quality employees. The Recruitment and Employment Confederation reported in August 2018 that “low candidate availability and robust demand for staff has led to a steep increase in salaries awarded to permanent starters.” They also reported that candidates are now looking at more than just salary and factors such as work place and you culture and flexible working are just as important.

The Adzuna Job Market Report published in August 2018 reported that UK advertised salaries were 3.8% higher in June 2018 than in June 2017 and in London this figure was 5.2%.

With full employment in the private sector and private sector employers struggling to recruit, this puts extra pressure on public sector employers where there is direct competition. This goes a long way in explaining the recent difficulties we have had in recruiting surveyors and civil enforcement officers in addition to our normal problem areas such as planning.

With budgetary pressures restricting salary increases, it is important that we look at every other area of our recruitment process to attract applicants.

### ADVERTISING

Obviously this is the key point at which we must attract the right candidates. We will continue to use Jobs Go Public but the service that they offer has developed significantly in recent years and we are now taking advantage of their new services.

### Developing the Front-End

When a prospective applicant clicks on our vacancy, the first page they will be taken to will be customised to Hertsmere. There will also be a link to our website. We are now currently working with Jobs Go Public on the development of this process.

### Using a microsite

For the recruitment to the Head of Planning and Economic Development, we have developed a microsite with Jobs Go Public. This is a link from the advert which consists of 5 or 6 pages which promote the Council, the borough of Hertsmere, the role and the benefits we offer as well as how to apply for the post. This microsite can now be tailored to future vacancies.

### SmartSearch

The first objective of recruitment is to maximise the number of candidates by advertising in the right places and using the right techniques. For the recruitment to the Head of Planning and Economic Development we are trialling the Jobs Go Public SmartSearch product. They produce the job advert and use social media to advertise the job and target potential candidates.

### PAY AND BENEFITS

We already offer a range of attractive benefits which are popular with staff, in particular, the leisure card, free parking and flexible working hours. The market related point of the salary scales is intended to reflect the equivalent salary in the marketplace. The research into this was carried out some years ago so a review of our salary scales on the market related point is over due. Managers have the discretion to appoint up to the market related point and can offer a starting salary above that point with the permission of the chief executive. The exception to this is roles in planning and environmental health, where the market related point is 10% above the normal MRP.

Hertsmere does not yet have a culture that encourages homeworking and this is becoming a barrier to both recruiting and retaining staff. Exit interviews are carried out with staff who leave and almost half of the employees who have left in the last year have cited lack of homeworking opportunities as a factor in the decision to leave. Almost all of the planning officers who have left have cited homeworking as it is commonplace in planning departments in other authorities.

#### Recruitment and Selection Policy

During the next six months we will be reviewing our Recruitment and Selection Policy. The purpose of an effective recruitment and selection policy is efficiency and cost-effectiveness in making appointments, ensuring consistency of practice across the Council and promoting a positive image of the Council.

The revised policy will cover the new requirements which came from the GDPR legislation, streamline the approval process for making offers of employment and identify our obligations under the equalities legislation