

Project Initiation Document (PID)

Project number

P177

<i>Project</i>	People Strategy Recruitment Strategy Project
<i>Manager</i>	Wendy Stump – HR Manager – Human Resources
<i>Sponsor</i>	Paula Maginnis – Assistant Director – Human Resources
<i>Corporate Plan 2015-20</i>	Aim 3b Modernising Council Operations

Project purpose

<i>Definition (Objectives)</i>	<p>(1) To ensure that our recruitment processes and documentation place no barriers for the appointment of well-trained, suitably qualified, customer focussed candidates as efficiently as possible.</p> <p>(2) Bring forward a draft recruitment and retention strategy for consideration by the Management Board;</p>
<i>Mandate</i>	This is part of the People Strategy - Programme Definition Document agreed by Transformation Board and Cabinet.
<i>Background information and impact assessment (Problem Statement)</i>	<p>Our location means that we are competing against London for talent.</p> <p>Traditionally we have had difficulty recruiting to certain posts due to market forces and the proximity to London especially to senior professional roles i.e. Planners – Policy, IT, Housing, HR, Accountancy</p> <p>The project will look at current practice, best practice and develop a recruitment and retention strategy for the Council.</p>
<i>Approach</i>	<p>To investigate current best practice models for recruitment and retention strategies with other local authorities, industry leaders i.e. ACAS, CiPD and to engage external assistance where specific knowledge is required.</p> <p>Discussions with internal hiring managers regarding our current processes and consideration of their suggestions for improvement.</p>
<i>Business case</i>	<p>To ensure that the recruitment and retention strategy supports the hiring of the right people, with the right attitudes/behaviours, at the right time in the right place.</p> <p>That a retention strategy fits with our professional development Intentions and contracts</p> <p>The authority is part way through a Transformation process and will need to ensure that it is able to recruit high calibre staff to take the authority forward</p> <p>It is acknowledged that we have difficulty in recruiting to some roles and this places a dependency on hiring agency or consultant staff at greater cost to the council.</p>
<i>In scope</i>	The following will be in scope for the review to inform the recruitment and

retention Strategy

- Analysis of current recruitment statistics to define impact of current recruitment and retention of staff
- Current recruitment procedure for the opportunity to update and streamline the recruitment process in order to ensure that it does not present a barrier to effective recruitment of new staff
- Current advertising process for the opportunity to remove barriers to ensure as wide a range of suitable applicants are attracted to our vacant posts
- To look at resources available to implement reasonable adjustments to the recruitment process
- To review our recruitment processes ensuring that we meet the interview guarantee two tick scheme for disabled applicants
- The role and impact of values and behaviours in the recruitment process
- Where are we now – statistical analysis of available data
- How does the current recruitment process work in practice – Manager survey
- Competency based recruitment and whether it would support/hinder the delivery of well-trained/qualified, customer focussed candidates
- Recruitment branding
- Consistency in approach to recruitment and retention
- Assessment Centres as a method of recruitment selection
- What outside agencies can offer to support the recruitment process and/or formalise methods of employing agency staff
- The value of an end to end recruitment process involving the iTrent system
- To look at the value of either outsourcing or being part of a shared service with partner organisations.
- To investigate a preferred agency list/framework, linking with partner authorities, for managers to recruit from
- Review current advertising agreements to ensure that they are fit for purpose i.e. TMP, Jobs Go Public etc.
- The use of social media in the recruitment process
- To consider a centralised corporate budget for recruitment of staff
- What we do to retain our staff and how effective this is
- Develop retention initiatives as part of the recruitment and retention strategy that link to our current development intentions including coaching etc.
- Review current Exit Procedures

Links to other plans, dependencies and constrains

- Common Operating Model for the organisation
- Skills audit
- Review of Job Evaluation Scheme
- Review of Pay model
- Mandatory training
- Succession Planning
- iTrent Recruitment Module

Out of scope

Chief Officers – as they have an existing processes for recruitment within the Council’s Constitution

Assumptions

Our main competitor for talent is London where pay and transport are perceived to be better than available to EFDC employees

Our geographical area creates a barrier to recruitment because of a perceived lack of a reliable transport network, pay, housing costs etc.

Some roles are traditionally difficult to recruit to i.e. Senior Professional roles such as Planners – Policy, IT, Housing, HR, Accountancy

	<i>Benefit</i>	<i>Measure</i>
<i>Business benefits</i>	<ul style="list-style-type: none"> Increased profile of the organisation in the job market place 	<p>Appropriately qualified/skilled applicants apply</p> <p>Being the employer chosen by applicants (over our London competitors)</p>
	<ul style="list-style-type: none"> Improved focus on the 'type' of candidate the organisation wishes to appoint 	<p>Values and behaviours are clearly demonstrated and understood</p> <p>A flexible workforce able to meet customer expectations and future challenges</p>
	<ul style="list-style-type: none"> Recruitment takes place in accordance with the organisations Strategy 	<p>Consistent approach to recruitment</p>
	<ul style="list-style-type: none"> Hiring managers are aware of what the council wants to achieve 	<p>A flexible workforce able to meet customer expectations and future challenges</p>
	<ul style="list-style-type: none"> Shorten the gap between advertising a vacancy and getting new staff started in post 	<p>Review current time frame</p> <p>Reduction in the time taken to get staff in post</p>

Equality Impact Assessment

Is this a new policy (or decision) or a change to an existing policy, practice or project?	Yes
Describe the main aims, objectives and purpose of the policy (or decision)	To ensure that our recruitment procedures and documentation places no barriers for the appointment of well-trained/qualified, customer focussed candidates as efficiently as possible
What outcome(s) are you hoping to achieve (i.e. decommissioning or commissioning a service)?	To develop a Recruitment and Retention Strategy
Does or will the policy or decision affect: <ul style="list-style-type: none"> service users employees the wider community or groups of people, particularly where there are areas of known inequalities? 	Employees; future applicants

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Will the policy or decision influence how organisations operate?	It will result in a change to the way we recruit and retain staff
Will the policy or decision involve substantial changes in resources?	Not known at this stage
Is this policy or decision associated with any of the Council's other policies and how, if applicable, does the proposed policy support corporate outcomes?	The project is part of a programme of work to take forward the Council's People Strategy
What does the information tell you about those groups identified?	Whatever the outcome of the strategy we will ensure that we take account to reduce barriers to ensure as wide a range of suitable applicants are attracted to apply.
Have you consulted or involved those groups that are likely to be affected by the policy or decision you want to implement? If so, what were their views and how have their views influenced your decision?	See the Communication Management Strategy
If you have not consulted or engaged with communities that are likely to be affected by the policy or decision, give details about when you intend to carry out consultation or provide reasons for why you feel this is not necessary:	As above

Use this section to assess any potential impact on equality groups based on what you now know.

Description of impact	Nature of impact Positive, neutral, adverse (explain why)	Extent of impact Low, medium, high (use L, M or H)
Age	The strategy will involve all potential staff across the authority as well as external applicants regardless of characteristic. The impact will not be known until the results of the review are known and the associated decisions are taken to implement any recommendations.	
Disability		
Gender		
Gender reassignment		
Marriage/civil partnership		
Pregnancy/maternity		
Race		
Religion/belief		
Sexual orientation		

Does the EqIA indicate that the policy or decision would have a medium or high adverse impact on one or more equality groups?		See comment above
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	Yes <input type="checkbox"/>	If 'YES' , use the action plan to describe the adverse impacts and what mitigating actions you could put in place.
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Action plan to address and monitor adverse impacts

What are the potential adverse impacts?	What are the mitigating actions?	Date they will be achieved.
N/A at this stage		

Project team

<i>Role</i>	<i>Name</i>	<i>Responsibilities</i>
Assistant Director - HR	Paula Maginnis	Programme Lead
HR Manager	Wendy Stump	Project Manager
Assistant Director – Governance & Performance	Simon Hill	to contribute knowledge and experience of the existing recruitment and retention process in order that they are fully considered within the resultant recruitment and retention strategy
Principal Planning Officer	Stephan Solon	to contribute knowledge and experience of the existing recruitment and retention process in order that they are fully considered within the resultant recruitment and retention strategy
Assistant Communities Health and Wellbeing Manager	James Warwick	to contribute knowledge and experience of the existing recruitment and retention process in order that they are fully considered within the resultant recruitment and retention strategy
PR	Tom Carne	Ad-hoc member of project team

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<i>Role</i>	<i>Name</i>	<i>Responsibilities</i>
Transformation Link	David Bailey	

Project plan

Key deliverables, milestones and acceptance criteria

<i>Key deliverable</i>	<i>Start date</i>	<i>End date</i>	<i>Lead officer</i>	<i>Acceptance criteria</i>
Initial Project Meeting to set up PID	21/11/17	21/11/17	WS	Agree scope and content to be included in PID
The project PID agreed by TPB		17/1/2018	WS	Proposal agreed
Where are we now – statistical analysis of available data	1/2/2018	1/3/2018	WS	Data interpretation to describe our current position with recruitment
How does the current recruitment process work in practice – Manager survey	1/2/2018	1/3/2018	WS	To gain an understanding of the current process and what is good and bad
1 st Draft of recruitment and retention strategy	1/3/2018	30/4/2018	WS	Content agreed with project team
2 nd Draft	1/5/2018	30/5/2018	WS	Agreed
Equality Impact Assessment	1/4/2018	30 April 2018	WS	Content agreed with project team
Action Plan		30/5/2018	WS	Action Plan agreed with management / Transformation team

Headline plan

	/2018															
	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr
TPB agree PID	▷	▶														
Statistical analysis of available data	▷	▷	▶													
Manager survey	▷	▷	▶													
1 st Draft of recruitment and retention strategy	▷	▷	▷	▶												
Equality Impact Assessment		▷	▷	▶												

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/2018

	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr
Strategy and Action Plan agreed by TPB	▷	▷	▷	▷	▶											

Key: ▷ = activity period, ▶ = completion / key deadline

Budget plan

Period	2017-18	2018-19	Comments
Revenue			
Capital			
Savings	Agency costs Advertising		These are potential savings to come out of the recruitment strategy action plan
Totals			

Communication management strategy

Stakeholder	Needs	Communications
Recruiters (recruiting managers)	This information will come from a recruiting managers' survey	Internal communications to target managers with a link to the questionnaire
Staff	Information regarding project	Internal communications i.e. district lines
Leadership Team	Updates at Leadership meeting	Update
Members	Outcomes Potential Savings	Joint Cabinet/Management Board meeting

Risk log

Description	Likelihood	Impact	Score	Control measures
iTrent capabilities	2	2	4	We know that the iTrent system can automate the process. The development of the recruitment and retention strategy will take into account the capabilities of iTrent

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<i>Description</i>	<i>Likelihood</i>	<i>Impact</i>	<i>Score</i>	<i>Control measures</i>
Timeline – capacity of team to work on Strategy	3	4	7	Time line is developed in line with available team capacity
Budget? –	1	1	2	There are likely to be no cost implications to develop the strategy, the costs will be as a result of implement elements of the strategy.

Project approval

<i>Role</i>	<i>Name / signature</i>	<i>Date</i>	<i>Version</i>
Project Manager	Wendy Stump		1.0
Project Sponsor	Paula Maginnis		1.0

Version control

<i>Version</i>	<i>Date</i>	<i>Author</i>	<i>Nature of / reason for changes</i>

Distribution

<i>Role</i>	<i>Name</i>	<i>Date</i>	<i>Version</i>