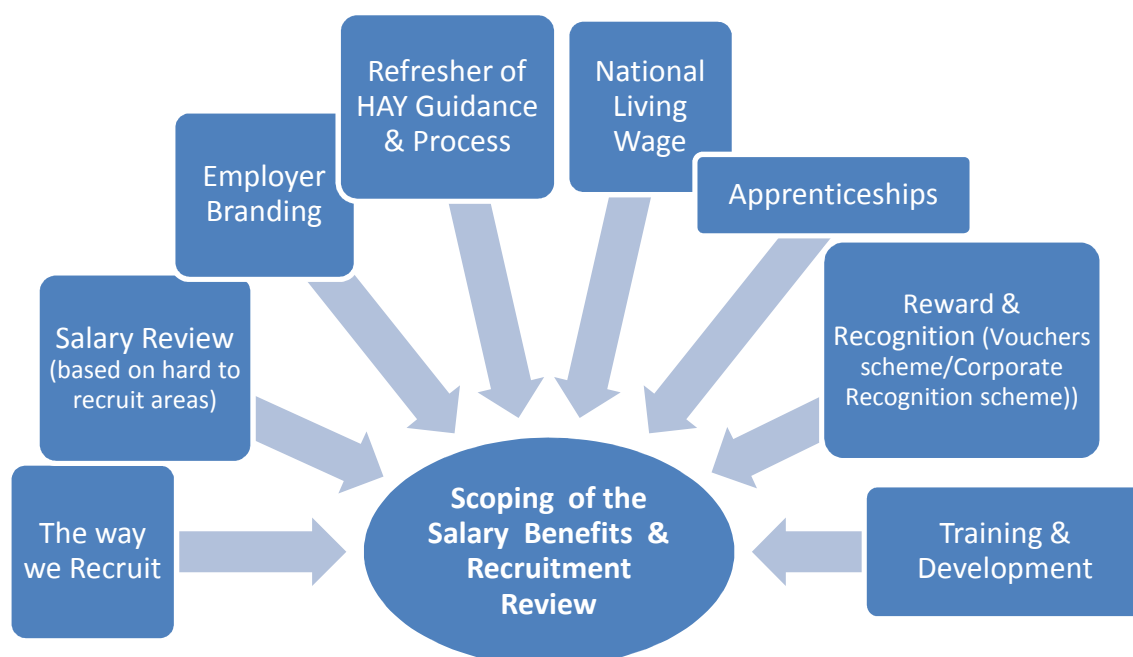# Appendix 2

'Review of Salary, Benefits & Recruitment' – Updated timeline for completion of work streams

Introduction and Aims of the project

Following the review of terms and conditions and establishing in some areas of the organisation that there has been hard to recruit areas, a review of 'Salary Benefits and Recruitment' was commissioned in June 2016. The work streams outlined above are those which SMT agreed should be a priority to ensure resilience for the organisation and are monitored/governed by the People Strategy Steering Group/Workforce Steering Group. Many of them are inter-related and all of them have some impact on "recruitment and retention" which has been acknowledged by Officers and Councillors to be areas of work that need to be prioritised.

This also links to Item 2 of the Significant Business Risk Register relating to:

'Project underway considering recruitment & retention, job evaluation procedure, "employee branding", impact of National Living Wage, Apprentices. Reports in due course to Employment Committee and People Strategy Steering Group. (Head of HR&OD). A work plan has been agreed by SMT and PSSG to implement a range of actions that will address the causes and impact of recruitment and retention difficulties.'

Update reports have been sent to Overview & Scrutiny Committee (June 16), People Strategy Steering Group (Dec 16/March and June 17) and Employment Committee as part of People Strategy Update (Dec 16/March and June 17). A further update will be presented to Employment Committee in Sept 17.

Timeline for completion of project priorities

Action	Update	Completed by

Salary Review (based on hard to recruit areas):
 	
Research and analysis of data to enable options to be developed and reviewed based on:
  a) Hay evaluation of benchmarking data
  b) Hay benchmarking data identified as hard to recruit roles
  c) Those identified as 20% below median verification of HAY lines
  d) Hay points and how they match to salary scales
  e) Impact of National Living Wage
  f) Pay modelling and impact on pay bill
  g) Local benchmarking survey
	All data obtained for points a) to f). Further research for local benchmarking being collated Jan/Feb 17	Completed – report prepared for Employment Committee Sept 2017

Hay Job Evaluation Scheme – update of Guidelines & Process
 	
  a) Update of support guidelines and process required to ensure monitoring of Job Descriptions/Person Specifications prior to HAY evaluation panel
  b) Full day Recruitment & Selection training planned throughout the year to support interview processes
	Revised guidance notes and timelines devised and Implemented.
	
	Events planned regularly in the 'On Course' learning and development guide
		Completed December 2016

How we advertise:
 	
Review and improve on effectiveness of our advertising and recruitment considering:
  a) Link with WM Jobs in conjunction with WDC Website for external recruitment
  b) Analyse recruitment log to review successful campaigns
  c) Explore increased use of social media
	Analysis and monitoring of new channels for advertising.	Completed June 17
		
		Analysis and monitoring reported to Employment Committee September 17

Recruitment/Retention/Branding:		
Review of staff reasons for leaving the organisation to establish links to salary/other lifestyle choices	MI reported to SMT/PSSG for review	Completed Sept 16
		Completed June 17

Review of front facing website/intranet taking into account:
  a) Branding - How do we stand out as a brand to attract quality candidates
  b) How to promote WDC as a 'total reward package' e.g. salary, benefits, flexible working,
  c) Promotion of benefits to engagement with internal staff
	Insider Guide/Recruitment Video/New channels of advertising
	
	Presented to Managers Forum	

Apprenticeships
 	
Prepare and implement a Corporate Apprenticeship Scheme for WDC considering the following:
  a) Approach to work experience placements
  b) Marketing and branding materials
  c) Resources to support careers and schools fairs
  d) Induction and support with how we provide networking and mentoring opportunities
  e) Development managing off the job time (20%)
  f) Supporting managers
  g) Costs v ROI
  h) Resources to launch and sustain the scheme
	Working in partnership with specialist at Warwickshire County Council	Completed August 2017
		
		Report presented to SMT August 17, subject to funding and approval at Employment Committee December - implement scheme for Sept 2018

Generic Role Profile for administrative posts Reviewing of JD's on Grades F – H to create, where possible, a generic role to enable flexibility across the council.	Reviewed at Workforce Steering Group	As part of next steps related to Remuneration Review to scope work and resource – October 2017
Training & Development a) E-Learning launch to enable immediate access to learning. b) Service Training Needs Analysis following Appraisals.	Sign up of courses continues to grow and monitored. As part of Workforce Steering Group sub group	Completed November 2016 September 2017

Recognition & Reward			
a) 'Work Perks' launch – discounted voucher scheme for all staff			Completed September 2016, rolled out to Members July 2017
b) 02 Discounts			Completed June 2017
c) Corporate Recognition & Reward Scheme to be designed and implemented			Launch at Managers Forum November 2017
d) 2 days additional leave for staff Xmas 2017			Part of CX Promotions