

**Report by:** Head of Human Resources

**To:** Joint Staff Employer Forum – 29<sup>th</sup> June 2004

**Wards:** None affected

**RECRUITMENT AND WORKFORCE MONITORING REPORT 2003/04**

**1. PURPOSE AND BACKGROUND**

- 1.1 The purpose of this report is to present the results of the City Council's recruitment monitoring for the period 1 April 2003 to 31 March 2004 inclusive.
- 1.2 At the October 2003 meeting of the Joint Staff Employer Forum (JSEF) it was agreed that future recruitment and workforce information would be presented in a more summarised format and that future reports would place greater emphasis on using data to track improvements or issues with clear actions for addressing these.
- 1.3 Analysis of workforce data for the City Council for 2003/04 is provided and analysed within a separate Race Relations Amendment Act Monitoring Report for 2003/04.

**2. DECISION TO BE MADE**

- 2.1 Endorsement of Actions and recommendations detailed within this report.

**3. RECOMMENDATIONS**

- 3.1 JSEF are asked to: -
- Note and endorse the actions proposed within the plan attached at **Appendix 1** of the report for the forthcoming year. .
  - Agree what issues/recommendations need to be reviewed at Commercial and Human Resources Scrutiny Committee on 6<sup>th</sup> July 2004.

**4. ANALYSIS OF RECRUITMENT DATA – ADVERTISING.**

- 4.1 The Council advertised 233 posts in 2003/04 on average there were 14 applicants per post, a small increase on 2002/03.

4.2 The average time it took to fill a vacancy in 2003/04 was 43 days. (This is the amount of time from the advert appearing to the first offer letter being issued to the successful candidate.) Most posts advertised within the local press have 14 days between appearance of the advert and the closing date. Each post took on average 4 days longer to fill in 2003/04. The reasons why this increase has occurred needs to be researched and addressed. A Business Process Review of the recruitment procedure is currently being conducted to streamline and automate the process. This should help to reduce the number of days it takes to fill a vacancy.

## 5. ANALYSIS OF RECRUITMENT DATA – APPLICATIONS.

5.1 The analysis of the recruitment applications received by the Council in 2003/04 is attached at **Appendix 2**.

5.2 The Council received 2149 applications in 2003/04. The numbers of applications received from male and female applicants were well proportioned. However this was not replicated across other equalities categories. Of the total number of applications received only 223 were from applicants with a minority ethnic background and 33 were from applicants with a disability.

5.3 This low representation of applicants from black and minority ethnic (BME) groups and from the disabled community is mirrored throughout the recruitment process. Of the 198 people appointed within the Council during 2003/04 13 were from BME groups. No applicants with a declared disability were appointed.

5.4 If the Council is to increase the representation within it's workforce of staff from BME Groups and from the disabled community it needs to attract more applications from these underrepresented groups.

5.5 The action plan attached at **Appendix 1** proposes to start addressing these issues by: -

- Continuing to research publications and websites available to ensure job opportunities within the Council reach a diverse audience.
- Consult with local community groups to identify potential barriers to recruitment of under-represented groups & develop actions.
- Review & update recruitment packs,
- Research why applications are not returned
- Develop proposals for Access courses to increase recruitment opportunities for under-represented groups.
- Develop a corporate Recruitment & Retention Strategy

The work to review and update recruitment packs has commenced together with work on e-recruitment. An on-line application form has been designed and implemented in July 2004. (The Action plan attached as **appendix 1** also details the work completed from October 2003 to June 2004.)

## **6. ANALYSIS OF RECRUITMENT DATA - APPOINTMENTS**

- 6.1 The analysis of the appointments within the Council for 2003/04 for monitored groups by department is at **Appendix 3**.
- 6.2 Overall the Council appointed 198 people in 2003/04 of these 27 came from monitored groups and included candidates over the age of 50.
- 6.3 68% of the appointments in 2003/04 were within City Services and Community Services. These two departments also account for the majority of new staff appointed from BME Groups.
- 6.4 Chief Executives made 4 appointments and Central Services made 14 appointments in 2003/04. None of these new staff were from monitored categories.
- 6.5 Further investigation is required to highlight why applicants from under-represented groups are not appointed.

## **7. ANALYSIS OF TURNOVER**

- 7.1 During 2003/04 215 people left the Council's employment. A large proportion of these are voluntary resignations. The 2003/04 annual turnover rate is 11% set against a local Performance Indicator Target of 13%. Annual departmental rates vary between 7% and 16%. Whilst some sections have been affected significantly by turnover due to Single Status, the overall turnover figures do not show an increase.
- 7.2 Exit questionnaires completed either during the notice period or 3 months after leaving the Council have consistently identified the top reason for leaving as lack of career advancement/promotion opportunities.
- 7.3 The attached action plan proposes to address these issues by: -
- Improving job design & job descriptions to increase retention of high quality applicants.
  - Develop trainee positions/career grades.
  - Develop Recruitment and Retention Strategy
- 7.4 The work to develop career grades has already started in some departments in liaison with the Human Resources and the trade unions a corporate framework in being developed for use across the Council.

## 8. CONCLUSIONS

- 8.1 The Council's Workforce plan (due March 2005) and the Recruitment and Retention strategy (due later in 2004) will provide the basis for developing a diverse and culturally rich workforce. This is particularly important where we have skills shortages and recruitment difficulties – as a 'pool of talent' is potentially untapped. A further challenge is to ensure that the Council's approach to induction and development meets the needs of all groups of staff, with recognition of the specific development needs as appropriate.
- 8.2 The Organisational Development strategy (due to be drafted during mid 2004) will also seek to address any cultural issues that may be acting as a barrier to the development of a diverse and culturally rich workforce.

If you have a query on the report please contact:	Author: Karen Price
	Telephone 01223 458111
	Email: karen.price@cambridge.gov.uk

Report file:- O:\person\JSEF\JSEF0604.doc  
Date originated : 7<sup>th</sup> June 2004  
Date of last version : 22<sup>nd</sup> June 2004

## APPENDIX 1

### PROPOSED ACTIONS FOR JUNE 2004 – JUNE 2005.

Broad Areas	The Issue	Action proposed	Target date for completion	Lead Officer
<b>Staff Attitude Survey</b>	a) The statistical data produced from the 2003 Staff Attitude Survey highlighted some areas of variance between the Survey's data and the workforce data produced from the HR system. E.g. disability.	i. Review variance between data produced by the 2003 Staff Attitude Survey and that produced by the HR system and develop actions.	Sept 2004	KP
<b>Age Profile &amp; Legislation</b>	a) Increasing the numbers of employees in the 16-24 age group. b) 1/3 of Council workforce will be approaching retirement age in next 10 years c) Review Council Policy & Procedures in anticipation of Age Discrimination Legislation in 2006	i. Develop & implement workforce planning to ensure the Council has the skills, capacity and development opportunities, required for the future. ii. Explore joint bid with neighbouring district Councils for funding to implement the National Graduate Recruitment Scheme for 2005/06. iii. Identify issues and action plan to comply with Age Discrimination Legislation	March 2005 (National timescale) Oct 2004 Oct 2005	LH LH KP
<b>Turnover</b>	a) It would appear that some new recruits leave the Council due to their expectations not matching the reality of the job and the culture.	i. Develop recommendations to improve retention of staff with less than 12 months service. ii. Include reason for leaving as discussion point for Staff Survey Focus Groups. iii. Introduce a more robust exit interview process.	Dec 2005 Sept 2004 March 2005	KP LH BM/KP

<b>Recruitment &amp; Workforce Diversity</b>	a) Encourage use of minority/alternative press and Internet sites for recruitment advertising.	i. Continue to research publications and sites available to ensure job opportunities within the Council reach a diverse audience.	On Going	BM
	b) Encourage applications from all areas of the community to ensure a diverse workforce profile.	ii. Consult with local community groups to identify potential barriers to recruitment of under-represented groups & develop actions.	Started 2003 & On Going	KP
	c) Improve quality of recruitment pack to attract high quality applicants.	iii. Research actions taken by other organisations to improve diversity within the workforce.	Oct 2004	BM/KP
	d) Develop Recruitment & Retention Strategy	iv. Review other organisations' progress as a result of such actions. Develop recommendations for Cambridge City Council.	Sept 2004	BM/KP
		v. Review & update recruitment packs and develop on-line recruitment information.	Sept 2004	BM/HG/LH
		vi. Improve job design & job descriptions to increase retention of high quality applicants.	June 2005	LH
		vii. Develop trainee positions/career grades working in partnership to develop professionals	June 2004 & On going	VMD
		viii. Research why applications are not returned and why applicants from under-represented groups are not appointed.	Sept 2004 & On going	BM
		ix. Develop proposals for Access courses to increase recruitment opportunities for under-represented groups.	Dec 2004	BM/KP/VMD

		<ul style="list-style-type: none"> <li>x. Review &amp; develop work life balance policy and flexible working opportunities to attract more applicants.</li> <li>xi. Develop Recruitment &amp; Retention Strategy</li> </ul>	<p>March 2005</p> <p>Dec 2004</p>	<p>KP</p> <p>LH</p>
<b>Learning, Training &amp; Development</b>	<ul style="list-style-type: none"> <li>a) Continue to provide &amp; encourage attendance at the corporate Learning &amp; Development programme. In particular the following courses: An Introduction to Equal Opportunities and Recruitment &amp; Selection training for managers.</li> <li>b) Review training &amp; development needs of staff within under-represented groups to ensure that they are being adequately met &amp; have equal access to training.</li> </ul>	<ul style="list-style-type: none"> <li>i. Review Learning &amp; Development programme annually to ensure appropriateness of training courses in relation to equalities issues &amp; to ensure managers understand their responsibilities re: Cambridge City Council action plans.</li> <li>ii. Provide guidance for managers &amp; staff to cover all under-represented groups to ensure that staff receives equal access to training in consultation with BME Group and Learning &amp; Development Working Group.</li> </ul>	<p>Feb (annually)</p> <p>Dec 2004</p>	<p>VMD</p> <p>VMD/KP</p>
<b>Equal Pay</b>	<ul style="list-style-type: none"> <li>a) Results of Job Evaluation Scheme would need to be monitored to ensure no discrimination</li> </ul>	<ul style="list-style-type: none"> <li>i. Initial analysis of job evaluation results shows no apparent issues for gender or race bias. However new City Pay Bands will continue to be monitored in respect of gender, race, age &amp; disability to ensure that there is no indirect discrimination in future. (An Equal Pay audit will be conducted regularly from march 2005.)</li> </ul>	<p>March 2005</p>	<p>LH</p>
<b>DDA</b>	<ul style="list-style-type: none"> <li>a) Review Disability Discrimination Legislation</li> </ul>	<ul style="list-style-type: none"> <li>i. Review changes to DDA to come into effect from 1<sup>st</sup> October 2004 and implement changes.</li> </ul>	<p>Oct 2004</p>	<p>KP</p>

WORK COMPLETED FROM OCTOBER 2003 – MAY 2004

<b>Broad Area</b>	<b>The Issue</b>	<b>Action Completed</b>	<b>Comments</b>	<b>Date Completed &amp; Lead Officer</b>
<b>2001 Census Data</b>	a) Review Census Data to investigate the removal of student population from comparison data.	i. Review Completed	Whilst this review did demonstrate that the economically inactive population of Cambridge does slightly inflate the overall population figures used to compare the Council's workforce to the community. It is not possible to remove the economically inactive from the overall figures as the data sets for the BVPI's and the census are incompatible.	April 04 – KP.
<b>Age Profile &amp; Legislation</b>	a) Increasing the numbers of employees in the 16-24 age group.	i. Applied for Funding	The Bid was not approved. The possibility of a joint bid with other local authorities will be investigated for 2004/05.	Jan 04 - LH
<b>Religion/Belief</b>	a) Brief Staff and Managers on new legislation.	i. Information provided on the Intranet. ii. Faith Seminars provided with County Council		June 04 - KP
<b>Sexual Orientation</b>	a) Brief Staff and Managers on new legislation.	i. Information provided on the Intranet. ii. Joined Stonewall Diversity Champions scheme		June 04 - KP



<b>Recruitment &amp; Workforce Diversity</b>	<ul style="list-style-type: none"> <li>a) Review and update recruitment packs.</li> <li>b) Analysis of workforce data by City Pay Band</li> </ul>	<ul style="list-style-type: none"> <li>i. On-line application form designed and introduced.</li> <li>ii. Workforce analysis by new City Pay Band completed for 2003/04</li> </ul>	Workforce data by City Pay band included in Race Relations Amendment Act Monitoring Report.	April 04 – LH April 04 - KP
<b>Learning, Training &amp; Development</b>	<ul style="list-style-type: none"> <li>a) Introduce management development programme for female managers.</li> <li>b) Analyse training needs in accordance with RRA Amendment Act</li> </ul>	<ul style="list-style-type: none"> <li>i. Pilot course 'Women aspiring to management' Included in 2004/05 CTP.</li> <li>ii. Departmental training needs collated and analysed</li> </ul>	An access database to enable departments to record departmental training was introduced in 2003.	April 04 – VMD June 04 - KP