

EMPLOYMENT & APPEALS COMMITTEE

27 January 2015

HR POLICIES

Report of the Director of Resources

1. PURPOSE OF THE REPORT

- 1.1 To present an updated Human Resources (HR) Policy (Acting Up and Additional Responsibility Allowance) that has been reviewed and updated as part of a rolling programme of policy reviews to ensure our HR policies and procedures are fit for purpose.
- 1.2 To present some amendments to the agreed Recruitment Policy following a review of aspects of the procedure to ensure it enables and supports recruitment.
- 1.3 To update Members on action to upskill managers in people management.

2. RECOMMENDATIONS

- 2.1 **To consider and approve the following HR Policies (Appendices 1 and 2):**
 - (a) Acting Up and Additional Responsibility Allowance - an update to an existing policy with more specific guidance regarding Acting Up (Appendix 1). This is currently pending feedback from the Trade Unions.
 - (b) Recruitment Policy - some amendments to policy and procedure as outlined in the attached summary (Appendix 2).
- 2.2 **To acknowledge the developments and action being taken to enhance manager's people management skills.**

3. BACKGROUND

- 3.1 The 'Honorary policy' was last reviewed in March 2006. Honorary (recommended change of wording to Additional Responsibility Allowance) payments apply when an employee undertakes part of another role or an additional project; Acting Up applies when an employee is covering the full range of another role at a higher grade. Since April 2014, we have had in place 25 Honoraria and Acting up arrangements – this provision enables the Council to fill key projects or roles through offering development and career progression opportunities to existing staff. In particular the arrangements are

used for maternity cover, key projects, and interim arrangements pending service review/appointment.

- 3.2 The updated policy has added further guidance and clarity regarding time periods, approval processes and fair selection processes.
- 3.3 We undertook a full review of the Recruitment policy in 2013 and it was approved by Employment and Appeals Committee and Full Council in November/December 2013. Monitoring of the policy and procedure since implementation has identified some aspects where practice was not mirroring procedure and these were discussed at Senior Management Team on 23 September 2014.
- 3.4 The following recommendations to the policy are therefore being made:
- (a) Interview panels to be made up of at least two panel members and to aim for a mixed-panel wherever possible. It may be appropriate on occasions for recruiting managers to include other individuals on the panel where appropriate and indeed use other assessment methods, eg. Stakeholder/ Partner panels, tests etc. Currently the policy refers to three panel members but this has been problematic for the Council to resource given our size. We do not consider this will in any way compromise the quality of recruitment decisions and is consistent practice within the region.
 - (b) Shortlisting would therefore be undertaken by the two panel members.
 - (c) Further minor amendments as outlined in Appendix 2.
- 3.5 As identified in paragraph 3.8 below, 52 managers have attended recruitment and selection training and this will continue in our annual training programme for new managers and as a refresher.
- 3.6 In addition, during 2015-16 the Human Resources team will be working on further developments for recruitment and selection including marketing, advertising and attraction as well as options for selection including assessment models. Over the past year we have undertaken comprehensive 'assessment days' for senior posts with greater involvement of officers and partners and incorporating other exercises eg. Financial budget management.
- 3.7 To supplement updated policies we also now have in place more comprehensive operational guidance notes for managers. The HR team deliver briefing sessions for managers to provide a 'walk through' of the changes and to highlight key aspects for managers to ensure understanding and compliance with the procedure. The weekly One Council Newsletter is also used to advertise and advise of changes.
- 3.8 Since 2013 we have delivered specific briefings and training for managers in the following topics:

Policy Briefings – attended by 118 managers
Recruitment and Selection – attended by 52 managers
Disciplinary – attended by 21 managers
Developing Excellent Leadership – attended by 45 managers
Developing Excellent Teams – attended by 40 managers

Absence management – attended by 99 managers
Managing Capability – attended by 38 managers.

- 3.9 In 2015/16 we will continue with briefings on updated policies, supplemented with (a) e-learning modules and (b) where necessary, more detailed training programmes. Leadership development will feature in our 2015-16 training programme and will incorporate broader aspects of people management skills ie. the 'how to' to support and re-inforce excellent management skills.

4. FINANCIAL IMPLICATIONS

- 4.1 There are no direct financial implications from the content of this report.

5. RISK MANAGEMENT

RISK	IMPACT	COMMENTS
Time	Low	No risks identified
Viability	Low	No issues identified.
Finance	Low	There are no direct financial implications arising from the report
Profile	Low	No specific issues relevant to the community regarding HR policies.
Equality and Diversity	Low	EIA screening indicates no specific issues arise from this report

Background Papers: None

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