

**HERTFORDSHIRE COUNTY COUNCIL**

**RECRUITMENT AND RETENTION PANEL  
TUESDAY 26 FEBRUARY 2002 AT 2.30 PM**

**RECRUITMENT AND RETENTION UPDATE**

Agenda Item No.

**1**

*Report of the Corporate Director (People and Property)*

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**1. Purpose of report**

To invite comments of the panel on the current status of recruitment and retention and to seek their input and support for the action plan to tackle the difficulties being experienced.

**2. Summary**

- Staff turnover has increased slightly and is now running at 18.9% (16.6% BVPI)
- Service departments are continuing to experience difficulties in recruiting and retaining staff - in particular social workers and teachers.
- The action plan commended by the Select Committee in March 2001 has been progressed. This focuses on improving management information; improving recruitment practice and introducing measures to improve retention
- Key activities include:
  - Targeting
  - Developing new recruitment methods and media
  - Providing access to affordable housing.
  - Improving the employment package
- The action plan will form part of the improvement plan resulting from the Best Value review of Personnel and Employment

**3. Conclusion**

Given the current position regarding the recruitment and retention of staff members are asked to consider:

- whether the proposed activities are appropriately targeted;
- whether further action is required.

#### **4. Background –The Current Position**

##### **4.1 Numbers Employed**

The County Council currently employs 24,227 permanent staff (headcount) broken across the key employment groups as follows:

APT&C	9876
Teachers	7079
Uniformed	864
Manual	5670
Others	738

##### **4.2 Employee Turnover – General**

In summary, the county council is experiencing similar turnover levels to other south east counties. This turnover is higher than the national public sector average. In terms of all business sector turnover in the south and south east, the county council is doing slightly better. If you exclude Shire Catering figures, as catering is a known high turnover sector, the turnover levels would reduce by approx 1%.

In detail, based on figures for the year ending 31 December 2001, total employee turnover for all leavers stands at 18.9%, a slight increase on the previously reported figure of 17.8%. This is:-

- Above the national public sector average of 14.8%. We do not have comparative figures for the south east region, but see below for BV figures.
- Below the average national turnover figure of 20.6% for all business sectors.
- Below the average south and south east figure of 23.8% for all business sectors.

As previously reported the Council has, since April 2001, been in the process of changing the methodology for calculating turnover to bring it in line with the Best Value Performance Indicator requirements (BVPI). The BVPI calculation is based on voluntary leavers only and includes employees on temporary contracts for longer than a year. Until this new information has been collected for a year however it will not be possible to show how turnover levels have changed and the data will be presented using both turnover calculations until then. Using this calculation turnover is at the lower level of 16.6% (compared with 16.7% six months ago). The median figure for all County Council's is 10.6%. However south-eastern counties experience significantly higher levels (Surrey 18.2%, Kent 15.9%, East Sussex 14.1%).

It had been anticipated that this new BVPI formula which will be used as the basis for presenting turnover data in future would enable more accurate comparisons to be made with other local authorities. The Audit Commission has however recently proposed that this indicator be deleted and no alternative is recommended.

Some turnover is beneficial and counters stagnation. Turnover in the region of 10%-12% is normally considered healthy. However the level of turnover the County Council is currently experiencing is costly and producing high vacancy levels. Current CIPD estimates fix the costs in the public sector of filling a secretarial vacancy at £1,900 and a professional vacancy at £4,200.

#### 4.3 Turnover – Key Employment Groups

Comparative figures for key employment groups and based on rolling years are given at Appendix 1. In summary, most employment groups show little change from the previous figures. Only the 'manual' employment group are still experiencing increasing turnover. In addition, if you drill down into the detail of the APT&C group, turnover in the H8 to H9 grade range (approx £20,000 to 25,000 salary range) is increasing more than other grades. H8 to H9 grades include qualified Social Workers, other Social Care jobs and junior professionals.

APT&C turnover has risen to 13.7% (11.6% BVPI calculation). The December 2000 figures were artificially high as a result of the Home Care and EPH transfers.

Appendix 2 shows turnover within the grade groups for APT&C staff. This shows increases in turnover at most levels. Social Workers fall within the group experiencing greatest problems.

Teacher turnover is now at 15.3% (13.7% BVPI) and highlights continuing problems with recruitment and retention. This reflects national shortages that are experienced more keenly in the south-east where the high cost of housing is a particular problem.

Uniformed staff turnover remains low and has fallen slightly to 6.5%.

Manual Worker turnover (G grades) has risen again and now stands at 34.3% (31.8% BVPI). This is principally shire catering staff and remains very high despite the introduction of a number of initiatives to recruit and retain staff.

#### 4.4 Stability of the Workforce

40.5% of the workforce has less than 3 years service and 17.3% have less than 1 years service (compared with 40% and 25% one year ago).

54.6% of leavers have less than 3 years service and 16.6 % have less than one years service (compared with 50% and 25% one year ago).

Whilst the figures have deteriorated slightly over the last six months they continue to show an improvement in the retention of new starters compared to one year ago.

#### 4.5 Reasons for Leaving

At the March 2001 Resources, Prosperity, Partnership and Consultation Select Committee officers were asked to carry out face to face interviews with all leavers in place of the postal survey. All departments had put arrangements into place by July except:

- Shire Catering where turnover is very high and notice periods so short that this is proving unmanageable and
- Schools where this cannot be imposed. Nevertheless the postal survey process has been improved to capture information during notice periods and response rates have consequently risen.

Interviews are not yet carried out with all staff though levels are increasing and the postal survey continues to pick up any leavers who have not had a face to face meeting.

The results of the survey for the period July to November 2001 show the following reasons for leaving for non-schools staff. This is based on a 48% return rate which is a considerable improvement and of those 49% were interviewed. Previous figures are given for comparison and show a broadly similar pattern

<u>Reason</u>	<u>July-Sept 2001</u>	<u>July-Nov 2001</u>
Career Development	28%	36%
The Work	22%	18%
Management /Organisation	16%	16%
Pay and Conditions	15%	8%
Personal	8%	8%
Other	10%	13%
Training	1%	1%

#### 4.6 Recruitment Advertising

Against a background of increasing turnover the levels and costs of recruitment advertising are also rising. Total advertising costs have risen from £1.6m to £2.2m in the year to 31 December 2001. There has been a 11.1% increase in volume and 44.6% increase in spend for advertisements placed by schools in the year to December 2001 and a 11.9% increase in the volume and a 19.3% increase in spend for non schools advertising during that period.

#### 4.7 Vacancies

Departmental vacancy data is now requested on a monthly basis. The current position is given at Appendix 5. All departments except ACS have either similar or reduced vacancy levels compared to the previous reporting period. ACS and CSF are targeting key shortage areas and piloting a variety of different recruitment methods to find suitable candidates (more details below and in appendices).

The following are areas of particular concern:

- *ACS*
  - 18% vacancy levels EPD teams
  - 20% vacancy levels Mental Health
  - 8% vacancy levels Learning Disability
  - 14% vacancy levels Residential Care
  - 14% vacancy levels Day Care

These headline figures are averages and mask significant variations across establishments with some experiencing vacancies of up to 40% and others considerably less.

- *CSF – non-schools:*

Residential Social Workers		16% Vacancies
Social Workers	- East	27% Vacancies
	- North	6% Vacancies
	-South	24% Vacancies
	-West	19% Vacancies

The shortage of social work staff reflects the national picture. The survey of all Local Authorities published by the Association of Directors of Social Services in September 2001 indicates an average vacancy rate for children’s social workers of 16% with an average of London Boroughs of almost 20%.

- *CSF Schools*

The vacancy survey of schools in January 2002 with a response rate of 81% shows the following results:

SECTOR	TEACHER ESTABLISHMENT	TEACHER VACANCIES	VACANCIES AS A % OF ESTABLISHMENT
Primary & Nursery	3961	141	3.6%
Secondary	4472	156	3.5%
Special	366	13	3.6%
<b>TOTAL</b>	<b>8800</b>	<b>310</b>	<b>3.3%</b>

By geographical quadrant vacancies are distributed as follows:

SECTOR	NORTH	SOUTH	EAST	WEST
Primary & Nursery	34	38	42	27
Secondary	31	22	52	51
Special	1	2	1	9

Vacancies are higher than last term (209 based on a 78% response rate) but about the same as this time last year. This is a common pattern as the school year progresses. One interesting trend is the number of overseas teachers in post. There are now 264 which is almost double the September figure and three times more than at this time last year.

Of the 557 schools surveyed 286 reported nil vacancies at the start of the spring term.

## 5. Towards a Solution

At the March 2001 Resources, Prosperity, Partnership and Consultation Select Committee three key areas of activity were identified to assist with the resolution of the current recruitment and retention difficulties:

- Improved management information
- Improved recruitment practices
- Improved retention measures

In line with the Action Plan an employee attitude survey was conducted in October/November 2001. This constituted eight focus groups of staff in geographical and work areas where there are acute recruitment and retention difficulties. The results are summarised at Appendix 7. A number of organisational strengths were identified as well as improvement areas. Actions have been agreed to tackle all the key issues and are incorporated into both the Action Plan and where appropriate recommendations of the Best Value Review of Personnel and Employment.

The specific actions are summarised and updated in Appendix 6.  
Key Activities include:

### 5.1 Targeting

Improved management information continues to provide a basis focussing activity on key areas of difficulty within service departments. ACS have identified three residential establishments with the most challenging recruitment and retention issues and personnel teams are now working very closely with local managers to help find solutions such as looking at the possibility of recruiting some temps on permanent contracts, reviewing entry grades in line with proposed new national training requirements and using different recruitment techniques that make the application process easier for candidates. Other examples are included in Appendix 6.

### 5.2 Improving Applicant Information

Work has begun to review and improve applicant information packs. An updated recruitment benefits leaflet will form part of the information to candidates.

### 5.3 New Recruitment media and methods

A 'Recruit a Friend' scheme has been introduced by Shire Catering. £75 M&S vouchers are offered to staff who recommend a friend who is subsequently employed and stays for three months. 35 new staff have been recruited and retained through this scheme since September.

CSF and ACS have just introduced a similar scheme, on a pilot basis until the summer, for specific shortage skill jobs eg social workers, OT's. A £250 (gross) bonus will be paid to staff who help the council to recruit people in shortage skill areas and who stay for six months.

CSF have recruited 7 social workers from South Africa. They are all due to be in post by the end of March. A three week induction programme has been developed to introduce them to work and life in Hertfordshire.

CSF have also set up a short-term dedicated team to target recruitment difficulties. All Educational Psychologist vacancies have been filled as a result of advertising the post directly through the Association of Educational Psychologists. The team is now focussing on ChildCare Social Worker vacancies and has recently developed a link with Australia that seeks to make contact with people who intend to visit the UK. To date 39 contacts have been made.

ACS have put together an action plan to target their recruitment shortage areas. As well as the examples quoted elsewhere in this report it will include working to develop closer links with school, colleges and universities and piloting an agency transfer scheme to encourage temporary staff to transfer to permanent positions.

#### 5.4 Providing access to Affordable Housing

The equity share scheme developed under phase one of the Starter Homes Initiative (SHI) has now been advertised. Although very tight eligibility criteria were set for the 10 places available in year one, application forms were requested by over 70 people and Aldwyck Housing Association who are managing the scheme are confident of filling all places. The scheme is now being advertised on a wider basis to fill the 35 places available in year two.

The second phase of SHI has now been announced. This is a £10,000 equity loan scheme for first time buyers. We are again developing a bid with Aldwyck Housing Association to meet the 14 March deadline. The government has indicated that support will be available for up to 57 teachers in Hertfordshire over two years. A bid will also be made against a very small pot of money for other key workers. To achieve the funding however a viable bid must be made that meets a number of specific DETR criteria including the added value that will be brought by the authority to the bid through for example financial contribution. There is also some concern at this stage that £10,000 will be insufficient to allow key workers to access a starter home in many parts of the county.

A partnership group led by HCC and comprising key worker employers (HCC, Police, and NHS), district planning and housing authorities and housing associations has been established to develop a key worker housing strategy. This will be the basis for any future bids for funding as well as developing other solutions to this problem. It is hoped to have a draft strategy for consultation by April 2002.

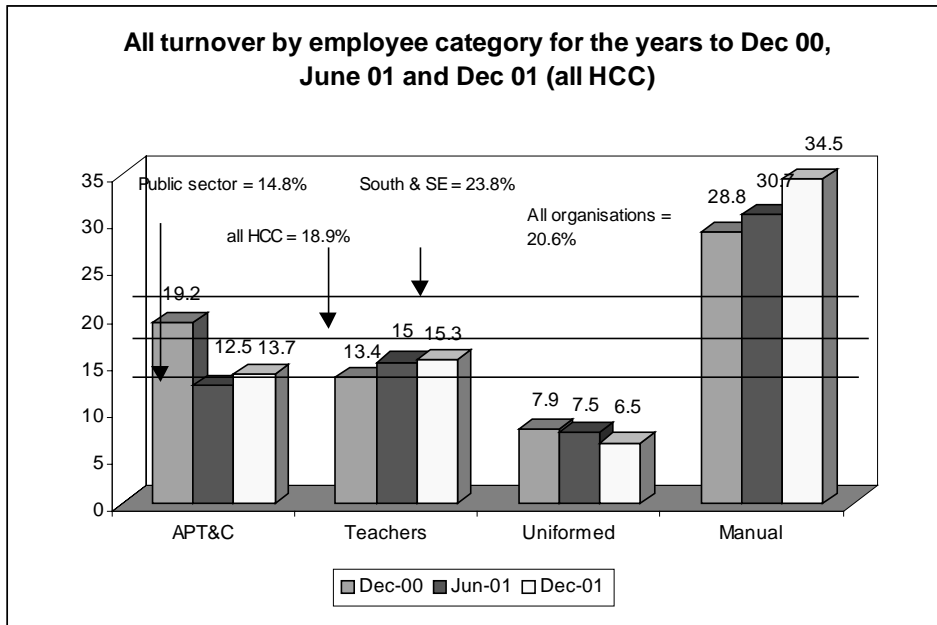
#### 5.5 Improving the Employment Package

Following the review of reward a consultant has been engaged to review and extend career grade schemes within the Council. Similarly a review of market forces payments is also underway.

## **6. Financial Implications**

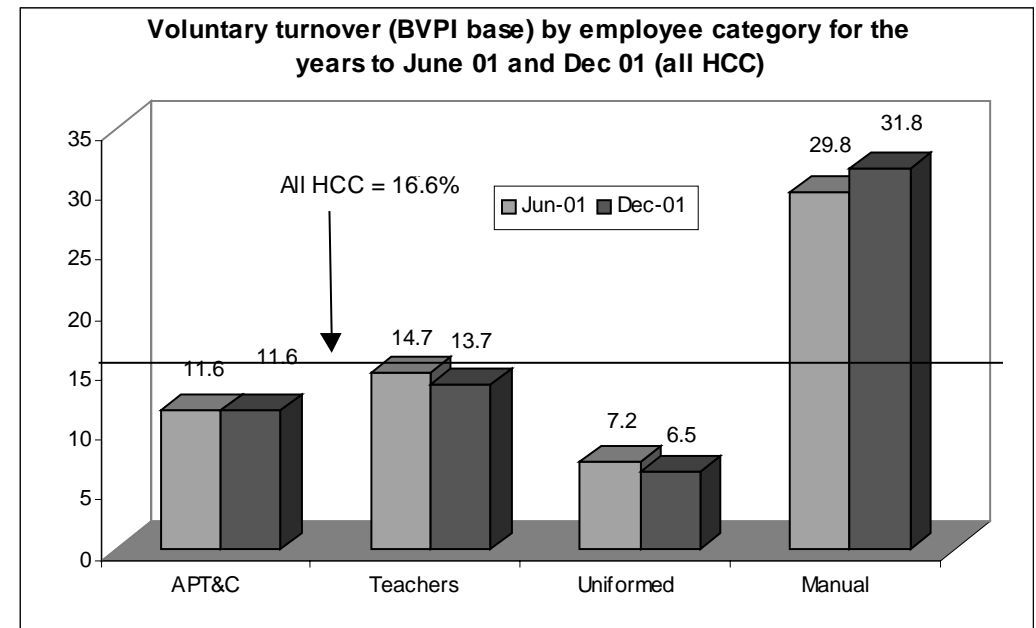
Any cost arising from planned actions will be managed within existing departmental budgets in the short-term. Longer-term solutions may require future bids beyond existing budgets.

**APPENDIX 1**  
*Turnover by category*



*All turnover for the years Dec 00 to Dec 01*

	Dec-00	Jun-01	Dec-01
APT&C	19.2	12.5	13.7
Teachers	13.4	15	15.3
Uniformed	7.9	7.5	6.5
Manual	28.8	30.7	34.5



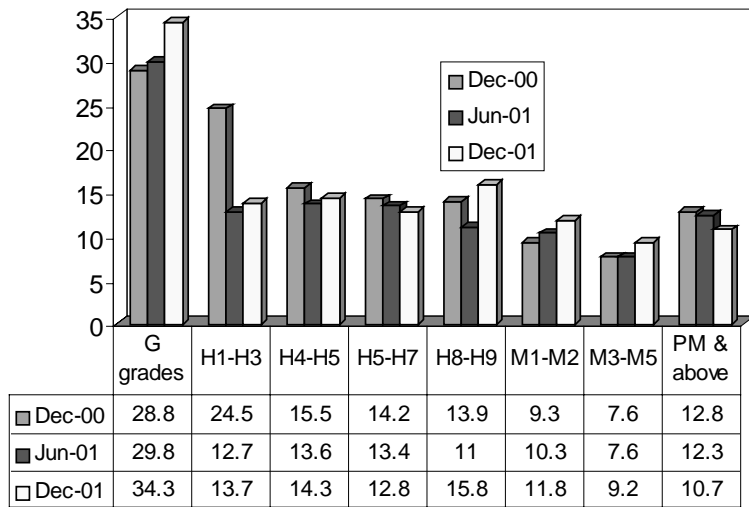
*Voluntary turnover (BVPI base) for the years to Jun 01 and Dec 01*

	Jun-01	Dec-01
APT&C	11.6	11.6
Teachers	14.7	13.7
Uniformed	7.2	6.5
Manual	29.8	31.8

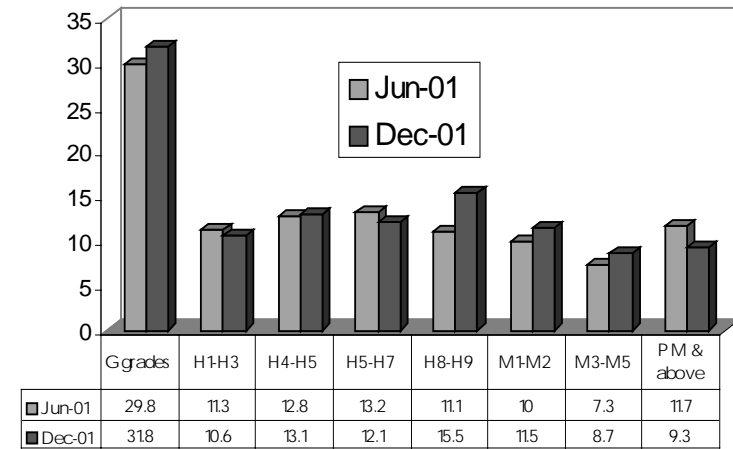
## APPENDIX 2

### Turnover by grade

All turnover by grade group for the years to Dec 00, June 01 and Dec 01 (all HCC)



Voluntary turnover (BVPI base) by grade group for the years to, June 01 and Dec 01 (all HCC)



## APPENDIX 3

### Length of Service

**Length of service profile (including schools and permanent employees only)**

**APPENDIX 4**  
*Advertising*

**Advertising - Year to December 2001 vs. Previous Year**

<b>Schools</b>	<b>Year to Dec 2001</b>	<b>Previous Year</b>	<b>% Change</b>
<b>Volume</b>	<b>4313</b>	<b>3881</b>	<b>11.1%</b>
<b>Spend</b>	<b>£912,209</b>	<b>£630,708</b>	<b>44.6%</b>
<b>Non Schools</b>	<b>Year to Dec 2001</b>	<b>Previous Year</b>	<b>% Change</b>
<b>Volume</b>	<b>2138</b>	<b>1910</b>	<b>11.9%</b>
<b>Spend</b>	<b>£1,196,043</b>	<b>£1,002,704</b>	<b>19.3%</b>

**APPENDIX 5**

*WTE vacancies*



## APPENDIX 6

### RECRUITMENT AND RETENTION – Action Plan Update (January 2002)

Action	Update since last meeting
<b><i>1. Improve Management Information</i></b>	
<ul style="list-style-type: none"><li>• Drill down to identify where the major problems are occurring.</li></ul>	A detailed breakdown of recruitment and retention data to identify patterns relating to employment group, grade, geography, age, length of service and reasons for leaving to highlight problem areas that are not obvious from the high level

	<p>statistics is now available. Appropriate action can now be targeted. (Mar 01)</p> <p>Departments are providing monthly vacancy data by geographical area. (Jun 01)</p> <p><b>ACS have identified 3 residential establishments with most significant recruitment problems for targeted action</b></p>
<ul style="list-style-type: none"> <li>• Produce improved leaver information <ul style="list-style-type: none"> <li>- Carry out exit interviews</li> <li>- Continue postal survey until fully implemented</li> </ul> </li> </ul>	<p>Face to face interviews undertaken by line managers for all leavers. (Jul 01)</p> <p>Uses the postal questionnaire as the 'notepad' for line managers. Returned to county personnel to input into computer system.</p> <p>Postal survey continues as back up until fully implemented.</p> <p>A revised questionnaire and reporting system is currently being June 02)</p> <p>Postal survey remains for teachers and Shire Catering.</p>
<ul style="list-style-type: none"> <li>• Use of regular employee attitude surveys to: <ul style="list-style-type: none"> <li>-provide an early warning of issues that might cause employees to leave</li> <li>- monitor employees expectations of work</li> <li>- allow internal comparison of results</li> <li>- provide data on the effectiveness of HR policy and practice.</li> </ul> </li> </ul>	<p><b>Strategy and Consultancy have carried out survey based on focus groups of key workers. Nov 01</b></p> <p><b>Key results and actions are summarised at Appendix 7</b></p>

Action	Update since last meeting
<b>2. Improve Recruitment Practice</b>	
<ul style="list-style-type: none"> <li>Develop a clear and attractive 'Employer Brand'</li> </ul>	<p>Included in the Recruitment Centre Contract. Scheduled to be in place Spring 2002.</p> <p><b>Work in progress to improve applicant packs</b></p>
<ul style="list-style-type: none"> <li>Improve information about the benefits</li> </ul>	<p>Benefits Leaflet for applicant pack in print June 2001 To be updated with additional benefits (<b>Revised draft Feb 02</b>)</p>
<ul style="list-style-type: none"> <li>Ensure that we are not overselling jobs and give realistic job information</li> </ul>	<p>Implementation of Recruitment Centre plus improved training of managers. Up to H5 jobs going through RC from June 01 Other jobs from April 2002</p>
<ul style="list-style-type: none"> <li>Speed up recruitment process (candidate database and web-based recruitment)</li> </ul>	<p>Implementation of Recruitment Centre Fully interactive web-site by May 2002 Further review of internal HCC processes required post RC implementation. CSF have introduced fast track interview process for social workers with a standing interview panel and decision to applicant within 5 working days</p>
<ul style="list-style-type: none"> <li>Improve recruitment techniques – towards an assessment centre approach.</li> </ul>	<p><b>training of HR staff and line managers</b> <b>Revised refresher training modules piloted in November and being rolled out from Feb 2002)</b></p>
<ul style="list-style-type: none"> <li>Explore new recruitment media e.g. posters and billboards, ethnic press, leaflet drops, local club publications</li> </ul>	<p>Has already started – more planned as part of the Recruitment Centre Contract Implementation Major leaflet drop campaigns in ACS and CSF In CSF:</p> <ul style="list-style-type: none"> <li>qualified staff who have left Hertfordshire in the last 12 months are currently being contacted</li> <li>all student social workers on placement with Hertfordshire are routinely contacted re career opportunities (78% success rate);</li> <li>a recruitment open evening at Porters Wood in St. Albans, again backed up by a local leaflet campaign, attracted 76 people</li> <li><b>Elsewhere using leaflets and posters to target specific potential applicants.</b></li> <li><b>Work in progress in Shire to use 'introduction bonuses' 35 people successfully recruited</b></li> </ul>

Action	Update since last meeting
	<ul style="list-style-type: none"> <li>- <b>CSF and ACS trialling a recruit a friend ‘bonus’ scheme for key shortage skill areas</b></li> <li>• <b>CSF has set up team to target recruitment difficulties. All Educational Psychologist vacancies have been filled. Now working on Childcare Social Worker Vacancies.</b></li> </ul>
<ul style="list-style-type: none"> <li>• Explore new recruitment markets e.g. overseas candidates, over 65’s, under 25’s, re-skilling people, New Dealers</li> </ul>	<p>In CSF:</p> <ul style="list-style-type: none"> <li>- a team of 3 managers spent 5 days in South Africa in October interviewing social workers who plan to come to the UK; <b>11 offers ,9 accepted</b></li> <li>- <b>Wider use of recruitment agencies for permanent staff being considered for social workers and RSW’s</b></li> <li>- <b>In ACS piloting ‘Agency Transfer Scheme’ to move to permanent payroll Jan to March 02</b></li> </ul>
<ul style="list-style-type: none"> <li>• Work with schools and the careers service to improve our image with young people.</li> </ul>	<p>Improved careers information will be achieved through the Recruitment Centre contract. Nov 01 Other actions to be agreed by HR Managers</p>
<ul style="list-style-type: none"> <li>• Review incentives and non-pay benefits offered to recruits – (including housing)</li> </ul>	<p>The revised relocation scheme introduced from April 2001. <b>Implementation of Starter Homes Initiative (Jan 02)</b> Other housing support measures are under discussion (Nov 6<sup>th</sup> 01 Conference) Partnership Group established to develop key worker housing strategy Dec 01. <b>Developing proposal to use funding from schools balances to extend affordable housing schemes Dec 01</b> Other benefits are being introduced e.g. the supply of low cost computers, reduced rates for local leisure facilities, preferential deals on insurance, AA/RAC membership.</p>
<ul style="list-style-type: none"> <li>• Ensure that starting salary and progression opportunities are attractive.</li> </ul>	<p>The Recruitment Centre provides regular market information <b>Consultant engaged to extend career grade schemes. Report due March 2002</b></p>
<ul style="list-style-type: none"> <li>• Consider markets-forces payments, golden hellos, golden handcuffs, and loyalty payments.</li> </ul>	<p>This will be based on the detailed management information referred to above. Any measure will be related to the market and carefully targeted Consultant engaged to develop market forces payment scheme. <b>Report due March 2002</b></p>
Action	Update since last meeting

<ul style="list-style-type: none"> <li>Explore the potential of job re-design changing or redistributing certain duties</li> </ul>	This will be targeted on the detailed management information referred to above.
<ul style="list-style-type: none"> <li>High temporary staffing levels will continue to be needed in the short term to plug gaps. This will be easier, speedier and cheaper through the Recruitment Centre.</li> </ul>	Implementation of the Recruitment Centre for temporary staff completed Jun 01 - already achieving targeted savings on agency rates. <b>Volumes have doubled in the last year. Unit costs have reduced. Year 2 improvement plan includes simplifying temp pay rates and introducing a better telephone ordering system</b>
<b>3. Improve Staff Retention</b>	
<ul style="list-style-type: none"> <li>Improve Induction</li> </ul>	<b>Included in BV review - work is in hand with departments to revise information and courses.</b>
<ul style="list-style-type: none"> <li>Introduce support networks for key staff</li> </ul>	Pilot work is underway with young people focussed on Modern Apprentices.
<ul style="list-style-type: none"> <li>Improve access to training and development. <ul style="list-style-type: none"> <li>Effective performance and development Schemes</li> <li>Increased use of career grade schemes</li> <li>Help with career planning as more Traditional paths disappear</li> <li>Support for qualification training with day release etc encouraged</li> <li>Increased secondment opportunities.</li> </ul> </li> </ul>	<p><b>Focus of BV review.</b></p> <p><b>HR managers to be brought together to agree an action plan. Specific targeted action within in departments.</b></p> <p>Training Development Survey2001 shows that 98% of staff receive performance appraisal and 84% have personal development plans. Performance schemes are being reviewed to make them simpler and easy to use</p> <p><b>The development of career schemes is a key outcome of the reward review</b></p>
<ul style="list-style-type: none"> <li>Management support and coaching</li> </ul>	This will be focussed on areas of recruitment and retention difficulty with departments providing dedicated HR support to help with problem identification and resolution.
<ul style="list-style-type: none"> <li>Job Enrichment: <ul style="list-style-type: none"> <li>Ensuring there are opportunities for self and career development</li> <li>High levels of recognition and feedback</li> <li>Significant levels of autonomy and a high degree of personal responsibility</li> <li>The opportunity to use a variety of skills</li> </ul> </li> </ul>	Included in BV review -HR managers to be brought together to agree an action plan
<b>Action</b>	<b>Update since last meeting</b>
<ul style="list-style-type: none"> <li>Get the physical working environment right.</li> </ul>	This will be focussed on areas of recruitment and retention difficulty with departments providing dedicated support to help with problem identification and

	resolution.
<ul style="list-style-type: none"> <li>• Pay is likely to be a significant factor in improving retention as it is in attracting staff. The work in hand (above) will address this</li> </ul>	<p>First phase of Reward review is now completed.</p> <p><b>Market forces and career grade work in hand Reports due March 2002</b></p> <p><b>Review of Long Service Awards is underway (Dec 01)</b></p>
<ul style="list-style-type: none"> <li>• Work-life balance needs to be addressed - Lifewise initiative</li> </ul>	<p>The Lifewise initiative will address this issue.</p>

## Appendix 7

### SUMMARY OF ATTITUDE SURVEY

The survey was conducted during October/November 2001 with eight focus groups of staff in geographical and work type areas where there are acute recruitment and retention difficulties.

#### 1. *Strengths*

- Benefits (e.g. leave entitlement, flexible working arrangements car-lease scheme)
- Good induction and basic training
- Professional skills development
- Variety and responsibility
- Focus on helping people
- Location (although expensive, Hertfordshire is safe and close to London)
- Relative job security
- Pay rates higher than some local authorities

#### 2. *Motivators to Join HCC*

- Professionals
  - good arena for training and development
  - flexible working arrangements
  - some salaries slightly higher than other local authorities
- RSWs
  - Career development
  - Helping clients
  - No entry level qualification
- CSF Admin.
  - Client contact
  - Friendly atmosphere
  - Job security
  - Flexible working arrangements
- Libraries staff
  - Dealing with/helping public
  - Varied and interesting work
  - Flexible working arrangements
  - Personal Interest.

3. *Issues and Concerns*

ISSUE	ACTION
<ul style="list-style-type: none"> <li>• <b>Pay and Reward</b> <ul style="list-style-type: none"> <li>➤ Low pay compared with private sector and London Boroughs</li> <li>➤ Agency work is more lucrative/flexible</li> <li>➤ Reward not commensurate with responsibility</li> <li>➤ Experience/performance not rewarded through job evaluation</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>➤ Market Forces Pay and Career Grade work is in underway-report due March 2002</li> </ul>
<ul style="list-style-type: none"> <li>• <b>Career Development</b> <ul style="list-style-type: none"> <li>➤ Progression usually means applying for a new job</li> <li>➤ Limited training and development opportunities beyond induction and basic training</li> <li>➤ Insufficient secondment opportunities</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>➤ Work to develop career grades should increase opportunities ( report due march 2002)</li> <li>➤ BV Review recommendation to establish minimum standards for, and improved planning and monitoring of, learning and development. This includes simplification of procedures such secondment and better information about opportunities.</li> </ul>
<ul style="list-style-type: none"> <li>• <b>Managers and Performance Management</b> <ul style="list-style-type: none"> <li>➤ Managers who are good professionals but don't manage</li> <li>➤ Inconsistencies in applying performance management</li> <li>➤ Lack of positive feedback</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>➤ Review of Performance Management underway to agree and implement minimum standards</li> <li>➤ BV recommendation to develop managers as developers, simplify processes and provide better information, guidance and support</li> </ul>
<ul style="list-style-type: none"> <li>• <b>Stress</b> <ul style="list-style-type: none"> <li>➤ Long hours and high emotional content of some jobs</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>➤ Occupational Health Unit to produce Stress Management Policy</li> <li>➤ CoreCare Contract</li> </ul>
<ul style="list-style-type: none"> <li>• <b>Image of HCC</b> <ul style="list-style-type: none"> <li>➤ Ageing workforce</li> <li>➤ Not a sociable workplace</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>➤ Developing trainee schemes</li> <li>➤ Developing contact with schools, universities and careers services</li> <li>➤ Working with Corporate Communications and Manpower on employer brand</li> </ul>

ISSUE	ACTION
<ul style="list-style-type: none"> <li>• <b>Image of HCC cont'd</b> <ul style="list-style-type: none"> <li>➤ Perception that the best people work in the private sector</li> <li>➤ Some jobs have poor image e.g. Librarian – old fashioned RSW - second class - not for young men</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>➤ Working with Corporate Communications and Recruitment Centre on employer brand</li> <li>➤ SOCPO commissioning work at a national level</li> </ul>
<ul style="list-style-type: none"> <li>• <b>Job Descriptions/Information</b> <ul style="list-style-type: none"> <li>➤ Making specialist roles more generic has adverse impact on some people</li> <li>➤ Overselling jobs and career opportunities</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>➤ Developing improved applicant information with Recruitment Centre and Corporate Comms.</li> </ul>
<ul style="list-style-type: none"> <li>• <b>Bureaucracy</b> <ul style="list-style-type: none"> <li>➤ Slow recruitment processes</li> <li>➤ Daunting applicant information</li> <li>➤ Frustrating internal processes</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>➤ Working with Recruitment Centre to speed up recruitment processes and improve applicant information</li> <li>➤ BV recommendation to re-engineer personnel processes</li> </ul>
<ul style="list-style-type: none"> <li>• <b>Benefits</b> <ul style="list-style-type: none"> <li>➤ Not communicated well enough</li> <li>➤ Inconsistently applied</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>➤ The county council's first ever benefits leaflet that includes existing and new benefits is being finalised and will be communicated to all employees using a variety of media eg team talk, hard copies, intranet, notice boards.(Due March 2002)</li> </ul>
<ul style="list-style-type: none"> <li>• <b>Communication</b> <ul style="list-style-type: none"> <li>➤ See Benefits</li> <li>➤ Team talk good but inconsistently applied</li> <li>➤ Intranet needs to be more up to date and accessible</li> <li>➤ Dependent on individual managers</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>➤ Fed into Communications BV review</li> <li>➤ Work in hand to revamp intranet</li> </ul>
<ul style="list-style-type: none"> <li>• <b>Others</b></li> </ul>	
<ul style="list-style-type: none"> <li>➤ Location of offices not always ideal e.g. Porters Wood</li> </ul>	<ul style="list-style-type: none"> <li>➤ Fed into Herts Property</li> </ul>
<ul style="list-style-type: none"> <li>➤ High Housing Costs</li> </ul>	<ul style="list-style-type: none"> <li>➤ SHI and Key Worker Housing Initiative underway</li> </ul>