

## ABERDEEN CITY COUNCIL

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<b>COMMITTEE</b>	Staff Governance Committee
<b>DATE</b>	1 October 2019
<b>EXEMPT</b>	No
<b>CONFIDENTIAL</b>	No
<b>REPORT TITLE</b>	New Approach to Internal Recruitment and Internal Movement of Staff
<b>REPORT NUMBER</b>	RES/19/371
<b>DIRECTOR</b>	Steve Whyte, Director of Resources
<b>CHIEF OFFICER</b>	Isla Newcombe, Chief Officer (Organisational Development)
<b>REPORT AUTHOR</b>	Lesley Strachan, Talent Acquisition Lead
<b>TERMS OF REFERENCE</b>	2.1

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### 1. PURPOSE OF REPORT

On 18 June 2019, the Staff Governance Committee approved the Council's Workforce Plan. As part of that report the Chief Officer (Organisational Development) was instructed to develop a new approach to the internal recruitment and movement of staff across the Council and to report back on this approach in October 2019. This report sets out the proposed new approach.

### 2. RECOMMENDATIONS

That Committee:

- 2.1 approve the new approach to internal recruitment and internal movement of staff as set out within this report and instruct the Chief Officer (Organisational Development) to implement the approach;  
  
and
- 2.2 note that following consideration of this report, and consultation with trade unions, the redeployment process and the managing recruitment and selection guidance will be updated to align with the approach and circulated to this committee as a service update.

### **3. BACKGROUND**

- 3.1.1 In August 2017 Council approved the 'Building a Council of the Future' report which set out our Target Operating Model (TOM) and the workforce we will require in the future. The Workforce Plan approved at Staff Governance Committee in June 2019 builds on this, and the Council Delivery Plan approved at Committee in March 2019, by setting out how we will develop and deliver that workforce during 2019/20 and 2020/21.
- 3.1.2 Within the Workforce Plan, there is a clear commitment to focus on our internal talent by supporting agile career opportunities; building organisational capability through development of generic skills and knowledge and building organisational capacity and resilience through cross skilling and taking a more flexible approach to the recruitment and movement of our existing workforce.
- 3.1.3 Our current selection process is the same whether we recruit internally or externally. The process focuses on the qualifications, technical skills and experience set out within the job profile and a candidate's ability to meet these from day one, rather than considering an internal candidate's potential ability to undertake a role based on transferable skills, knowledge and behaviours, and with time and development.
- 3.1.4 As demand on our services continues to change, it is proposed that the focus moves to re-skilling and re-training existing employees where needed to be able to recruit on a predominantly internal basis. This will enable a shift of our critical people resource into areas of sustained demand.
- 3.1.5 Benchmarking and research with other local authorities and organisations seeking similar outcomes, has shown success in using an internal recruitment approach which focuses more on a person's 'fit' to a role rather than purely on their qualifications, technical skills and experience.
- 3.1.6 Work already undertaken as part of the Workforce Plan lays the foundation for this focus on internal recruitment and retention by introducing a capability framework which sets out the skills, knowledge and behaviours required at each level in the organisation and by providing the means to support employees to develop these transferable skills through the revised approach to PR&D and the establishment of a Learning Academy. The Learning Academy comprises an online platform which links directly to the capability framework and provides access to self-directed and face to face learning to support the framework.

## 3.2 **Aims of the new approach**

3.2.1 The new approach to internal recruitment and internal movement of staff represents a different approach to resourcing our workforce which will break down the barriers in our current recruitment and selection process, which can prevent internal candidates from being successful.

3.2.2 The scheme aims to:  
move us beyond a traditional recruitment or redeployment model whereby the assessment of employees' technical capabilities is used to move people into new roles. Instead the process is based on an employee's personal qualities and behaviours as well as transferable skills and knowledge (capabilities).

3.2.3 support our required shift in culture as outlined by the TOM and articulated by staff in our Guiding Principles. The approach should also develop individual staff capability as well as organisational capability and capacity.

3.2.4 enable employees to move more flexibly between roles across the organisation, offering opportunities for the retention of internal talent and the redeployment of staff subject to redeployment, including those on medical redeployment.

3.2.5 increase the feeling of support for staff undergoing change in their current role, and therefore at risk of displacement, or those who may have personal reasons for seeking a role change.

3.2.6 support the development of our young workforce as research suggests that younger generations seek varied 'portfolio' careers.

## 3.3 **Consultation and Engagement**

3.3.1 Detailed discussion on the new approach to internal recruitment and internal movement of staff has taken place with the extended corporate management team, a diverse selection of recruiting managers and Trade Unions. All are supportive of the principle of focusing opportunities on internal talent and see it as a positive step for our internal workforce. We are committed to implementing this new approach in partnership with Trade Union colleagues.

3.3.2 Sessions have also taken place with the Council's Engagement Ambassadors, the Equality Ambassador's Network and with the Young Employee Network, where positive feedback and helpful questions and suggestions regarding implementation were received.

### 3.4 **Underpinning Theory – Person Job Fit Theory**

3.4.1 Person-job fit theory (as well as other theories such as person-occupation fit, person-organisation fit and person-vocation fit) suggests that while people can learn skills and gain job specific knowledge and experience which can make them capable in their role, finding a match between the requirements of the role and their transferable skills and abilities, personal preferences and ways of working make them more likely to succeed - increasing likelihood of high performance, motivation and job satisfaction. (Ones et al., 2007; Boon et al., 2011; Huang et al., 2019).

3.4.2 A traditional selection process does not provide evidence about a candidate's working preferences or tendencies, for example creativity, interpersonal style, ability to handle pressure or work as part of a team. The approach, taking account of an employee's working preferences assessment (for example, a psychometric profile such as the SHL Occupational Personality Questionnaire OPQ32 could be used), predicts how a person will work, based on their responses. The attributes under assessment would be aligned to the capability framework and any other requirements of the role.

### 3.5 **Scope and Eligibility for the Scheme**

3.5.1 The scheme will include recruitment to all vacancies, short term projects and secondment opportunities, redeployment (see section 3.8 below) and opportunities for re-training, apprenticeships or traineeship roles (e.g. DLITE for Teachers). By implementing this new approach, recruitment for all roles will go through this internal process initially, substantially reducing the need for external recruitment.

3.5.2 The scheme will operate Council-wide and all employees will have the opportunity to join the scheme.

3.5.3 Employees will be assigned a priority status depending on their current employment situation:

- **Priority 1** - Employees who are subject to formal redeployment (see section 3.8 below);
- **Priority 2** - Employees currently going through changes which impact on their role and are therefore 'at risk' of displacement from their current position, as a supportive measure / mitigation before and alongside formal job matching processes, and
- **Priority 3** - Volunteers - employees who wish to join the scheme as they are seeking a change in role or career.

### 3.6 **The Scheme – (name is to be confirmed)**

3.6.1 The scheme aims to find suitable internal employees for vacant roles within the organisation, based on alignment between the attributes

required to perform a specific role with the attributes of employees held within the scheme.

3.6.2 The high-level scheme is illustrated in the diagram below:



3.6.3 As part of the scheme, the job profile will be considered and where there are qualification or job specific requirements, these will be removed or altered (unless there is a legal / statutory reason that these must be in place immediately or a significant risk to service delivery). The focus of the approach is agreeing what is fundamentally required to deliver the role, transferable skills and knowledge, candidate 'fit' and the potential to learn or gain technical elements on the job and within a defined period.

3.6.4 Support and guidance will be provided to recruiting managers by the People & Organisation team. Where there are gaps in employees' technical skills, knowledge and experience, which are essential to the delivery of the role, learning and development options will be explored. Consideration will be given to providing financial support from the corporate training budget, as outlined in the Workforce Plan.

3.6.5 Considering an individual's 'fit' and potential to fulfil a role is a different approach to our current selection process and recruiting managers will be supported throughout.

3.6.6 Staff who enter the scheme will also be supported – they will be offered a feedback session on their working preferences assessment and other elements of the personal profile. The purpose of this is as a career coaching session, as part of the employee's development and to increase self-awareness.

3.6.7 The scheme will capture two sets of information – employee details and role details. In addition, the priority status of each employee and any weightings on any key job requirements are taken account of. The scheme will provide a list of employees who have a potential match to a role and their priority status.

3.6.8 The selection process will be in accordance with the Council's Managing Recruitment and Selection guidance. Interview questions and / or assessment tools will be based on the capability framework including the Guiding Principles. In addition, if there are any development gaps, these will be considered and assessed to ensure suitability to the role.

3.6.9 Once an employee has been selected and appointed, the employee and recruiting manager will benefit from an introduction period.

3.6.10 **Introduction Period**

There is currently a four-week period within the current redeployment process which gives both the redeployee and the recruiting manager the opportunity to meet regularly during the period to determine suitability for the role.

3.6.11 For the purposes of the scheme, an introduction period will be developed to ensure an employee has an opportunity to gain an understanding and experience of all aspects of the role, progress against an agreed development plan and to have regular 1:1 meetings. This will ensure a full induction process and support managers to gain an assurance that an employee is able to undertake the role effectively with the agreed development plan. A structured plan will be provided to managers undertaking the introduction period.

**3.7 Managing Redeployment**

3.7.1 It is proposed that the provisions of the Council's Managing Redeployment process are incorporated into the scheme. The detail of the process will be reviewed and updated to fit with the scheme and following consultation with trade unions this will be circulated to Staff Governance Committee as a service update.

**3.8 Benefits of an Internal Movement of Staff / Internal Recruitment Approach**

3.8.1 In addition to meeting the aims stated in this report, benchmarking with other organisations (including local authorities), and further research, has highlighted potential additional benefits.

**3.8.2 Individual Benefits**

3.8.2.1 by reducing existing qualification and experience barriers, more role opportunities are available to employees to move across the organisation to fill key roles and develop or continue their careers at Aberdeen City Council;

3.8.2.2 the process is reportedly viewed as fair and transparent by employees and Trade Unions in benchmarked organisations. Recruiting this way provides an objective, transparent and consistent approach to selection.

### 3.8.3 **Organisational Capability and Culture Benefits**

The approach:

3.8.3.1 embeds and reinforces the knowledge, skills and behaviours contained in the capability framework – which supports the delivery of the organisational capabilities in the TOM and our Guiding Principles;

3.8.3.2 provides varied and flexible career development opportunities to our workforce, enabling employees to develop new skills, knowledge and experience, resulting in a multi-skilled workforce leading to improved outcomes for customers and better talent retention;

3.8.3.3 has the potential to break down silos, increasing a One Team, One Council, One City approach and to improve customer service as staff knowledge and understanding is broadened across organisational boundaries;

3.8.3.4 encourages managers to consider their workforce requirements and succession planning earlier than is sometimes currently the case – shifting the attention of recruiting managers onto development of their teams, thereby demonstrating trust in our staff's ability to perform a range of roles and to develop into the roles that are needed;

3.8.3.5 encourages a move to a learning organisation – through the formalisation of an introduction period with a development plan; by promoting a manager's role as a mentor and coach and by reducing stigma attached to identifying and addressing personal development needs or technical knowledge and experience gaps;

3.8.3.6 creates an environment of increased curiosity as new members of staff offer a fresh perspective and are encouraged to ask questions to support their learning. It also creates an environment where everyone has a role in coaching and mentoring to support each other's learning;

3.8.3.7 supports increased self-awareness of knowledge, skills and behaviours and personal attributes or working preferences. As part of the scheme, staff will complete a working preferences assessment and will then be offered a coaching and feedback session. This is a powerful career and personal development tool. It also empowers staff to take responsibility for their own career and professional development and to see viable opportunities for this internally;

3.8.3.8 helps to create a high performing workforce with lower sickness absence levels, improved job satisfaction and performance. It will also increase individual and organisational pride by matching an

employee's strengths to those valued by the organisation and required for a specific role.

### **3.8.4 Support to Organisational Efficiency Savings**

3.8.4.1 the internal movement of staff across the organisation creates a natural turnover, which provides a greater range of opportunities, as well as resultant vacancies, which can further be used as opportunities or put towards efficiency savings;

3.8.4.2 the scheme provides a potential for the reduction in agency spend, an alternative use of recruitment costs as well as providing an alternative for staff to VSER.

### **3.9 Digital and Technology**

3.9.1 Other organisations who have implemented similar internal movement / internal recruitment approaches have benefited from implementing the process with support from a digital tool, to increase self-service, openness and transparency and to reduce manual or administrative intervention where possible.

3.9.2 As part of the implementation of the process, Digital and Technology are working in partnership with People & Organisation to develop the digital elements.

### **3.10 Next Steps**

3.10.1 An implementation group, chaired by the Chief Officer (Organisational Development), will be established and will meet every 4 weeks. Trade Union colleagues will be invited to join. The purpose of the group is to identify issues arising, take decisions in the operational delivery of the scheme and to ensure the process is implemented on time;

3.10.2 Communications and engagement will take place promoting the scheme and the potential benefits for all staff and managers and encouraging staff to sign up – it is proposed that this is a joint approach with Trade Union colleagues;

3.10.3 All recruitment and redeployment will be routed through the new scheme – meaning that roles being recruited to will be reviewed by the team as per the process outlined;

3.10.4 All current redeployees will be entered in the scheme;

3.10.5 All staff undergoing change will be encouraged to sign up to the scheme as a supportive measure;



- 3.10.6 Development and implementation of the digital support mechanism for the process will take place;
- 3.10.7 Guidance on the scheme will be developed for recruiting managers, employees and those administering the scheme.

#### **4 FINANCIAL IMPLICATIONS**

- 4.1 There may be a ‘time to develop’ cost associated with the implementation of digital processes.
- 4.2 There will be cost associated with developing any psychometric assessments to undertake the working preferences assessments for employees registered with the scheme.
- 4.3 These costs will be funded from a combination of budgets previously assigned to external recruitment costs and the corporate training budget and can all be met from within the existing revenue budget.
- 4.4 A further cost will be learning and development support to employees for identified development gaps as they move into new roles, as outlined in the workforce plan and workforce development plan, the corporate training budget will be used to support the re-skilling and retraining of staff where appropriate and where it represents best value.

#### **5 LEGAL IMPLICATIONS**

- 5.1 It is proposed that the Council’s existing redeployment procedures and managing recruitment and selection guidance will be updated to enable the adoption of the proposed new approach to internal recruitment and internal movement of staff. Incorporation of the proposed new approach within existing procedures and processes (which already ensure adherence to duties under the Employment Rights Act 1996 and Equality Act 2010), will ensure compliance with the Council’s employment law obligations.

#### **6 MANAGEMENT OF RISK**

	<b>Risk</b>	<b>Low (L), Medium (M), High (H)</b>	<b>Mitigation</b>
<b>Financial</b>	The continued application of rigid qualification and	L	By reducing existing qualification and experience barriers, more

	<p>experience requirements reduces our ability to move people freely around the organisation. This may result in increased costs due to reliance on external recruitment and agency to fill gaps which could have been filled by existing staff.</p>		<p>opportunities are available to employees to move across the organisation to fill key roles internally and develop or continue their careers at ACC</p>
<b>Legal</b>	None	L	None
<b>Employee</b>	<p>Without this scheme the ability to move between jobs is restricted. There is a risk that this could result in increased numbers of staff on redeployment while at the same time there is an inability to fill certain roles.</p>	M	<p>The scheme opens up an internal job market which allows greater movement, development and career opportunities. This is likely to result in a greater ability to fill roles internally and improved retention and job satisfaction of valued employees.</p>
<b>Customer</b>	<p>There is a risk that in moving employees into roles where there is a potential gap in skills and experience initially, there may be an impact on customer experience until the employee is fully cognisant with the role.</p>	L	<p>Whilst the employee is undertaking their introduction period, ongoing support with all aspects of the role will be provided together with a comprehensive development plan designed to minimise the learning period.</p> <p>In addition, the scheme seeks to match an individual's strengths and working preferences to roles. This, in turn, makes it more likely that a better match will be achieved resulting in higher performance and greater</p>

			job satisfaction with resulting impact on customer experience.
<b>Environment</b>	None	L	None
<b>Technology</b>	As with all digital solutions there is a risk that some staff may have difficulty in accessing the tool.	L	Work is underway with Digital and Technology to ensure the solution is accessible for all staff. Any individual struggling to access will be supported to do so in the first instance. Any individual with additional needs will be supported to access the scheme in an alternative way if necessary by the team.
<b>Reputational</b>	Without these internal opportunities we may have an inability to fill skill gaps in areas of growth thus impacting on our reputation as a council in terms of service delivery.	M	A clear and planned approach to internal recruitment and internal movement with a focus on developing skillsets and promoting fluidity and flexibility across the workforce should provide opportunities for existing staff and demonstrate we value our workforce by investing in their development.

## 7 OUTCOMES

<b>Design Principles of Target Operating Model</b>	
	<b>Impact of Report</b>
<b>Workforce</b>	The impact of this proposal is primarily intended to ensure we have the internal capacity to deliver the Target Operating Model. This should, in turn, impact on our ability to deliver on outcomes for our citizens and improve the services delivered to our customers.

## 8 IMPACT ASSESSMENTS

<b>Assessment</b>	<b>Outcome</b>
<b>Equality &amp; Human Rights Impact Assessment</b>	Required
<b>Data Protection Impact Assessment</b>	Required
<b>Duty of Due Regard / Fairer Scotland Duty</b>	Not applicable

## 9 BACKGROUND PAPERS

None

## 10 REPORT AUTHOR DETAILS

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