

COMMITTEE	Strategic Transformation Committee
DATE	9 February 2018
REPORT TITLE	Tier 2 – Chief Officer Recruitment Process
REPORT NUMBER	CG/18/021
DIRECTOR	Steven Whyte
REPORT AUTHOR	Morven Spalding

1. PURPOSE OF REPORT:-

- 1.1 This report outlines the proposed process for filling the Tier 2 Chief Officer posts established by Council on 11 December 2017 including the requirement to procure a recruitment partner to provide recruitment services as part of the recruitment and selection process.

2. RECOMMENDATION(S)

- 2.1 It is recommended that Committee:
- (a) note the proposed process for filling the Tier 2 Chief Officer posts established by Council on 11 December 2017.
 - (b) note the schedule of dates set out in the report.
 - (c) approve the procurement of a recruitment partner to provide recruitment services to support the recruitment and selection process by compliantly calling off from the ESPO Framework 3S Strategic HR Services and awarding to one of the providers on that Framework, Penna plc.
 - (d) approve the costs associated with the appointment of the recruitment partner and recruitment advertising campaign for Tier 2 as set out in section 4 of this report.
 - (e) note that the external recruitment process will not begin until the completion of the internal recruitment process

3. BACKGROUND/MAIN ISSUES

- 3.1 Council at its meeting on 11 December, as part of the report on the target Operating Model, approved the establishment of a new interim 2nd tier structure. This report sets out the process for filling the new Tier 2 Chief Officer posts. The process has three key stages – job matching, internal recruitment and external recruitment. These stages are detailed below.
- 3.2 In line with the Tier 1 Director appointment process, it is proposed to use an external recruitment partner to assist with Stage 2 and Stage 3 (if Stage 3 - external advertising is required).
- 3.3 It is proposed to engage Penna plc. as the Council's recruitment partner to support the recruitment and selection process for Tier 2. Penna plc. have developed an understanding and expertise of the Council's requirements, processes and executive search needs; and provided expert advice and support during the recruitment and selection process for Directors. This continuity will help to deliver a search and selection approach that will more effectively assist both Members and officers to achieve a successful outcome. It will also reduce duplication and cost associated with building relationships with a third party provider at a critical time in the restructure exercise.

Stage 1 – Job Matching Process

- 3.4 Stage 1 is the job matching stage where existing Heads of Service have had the opportunity to establish a claim on the Tier 2 roles in the new structure. This process was agreed with trades unions and was appended to the report to Council on 11 December 2017.
- 3.5 As provided for in the job matching process, any displaced Head of Service will be considered for any suitable redeployment opportunities. It is also open to displaced Heads of Service to apply for voluntary severance / early retirement.
- 3.6 Once job matching has been completed, Stage 2 – Internal Recruitment Process, can commence.

Stage 2 – Internal Recruitment Process

- 3.7 The minute of Council on 11 December 2017 required that an internal recruitment process be followed before undertaking an external recruitment process for any posts that then remain unfilled.
- 3.8 The Tier 2 posts which are currently outwith the job matching / redeployment process, were advertised internally from 16 January 2018 for a two-week period to allow employees of the Council the opportunity to apply and be considered for these roles.
- 3.9 For reasons of internal capacity, it is proposed to utilise Penna plc. to assist assessment centres and support to the Appointments Panels which are proposed for week commencing 5th and 12th February 2018.

- 3.10 It is proposed that a similarly robust recruitment and selection process be used as was used for the Director roles. Applications for each role will be presented to Appointments Panels convened to agree the shortlist for each role. Shortlisted candidates will progress to Assessment Centres and Appointments Panel Interviews. All shortlisted candidates will be required to complete psychometric tests prior to assessment centre. The psychometrics will be undertaken by Penna plc. using qualified occupational psychologists.
- 3.11 The Assessment Centres will be designed and delivered by Penna plc. and will comprise a number of elements designed to test candidates' skills, behaviours and abilities against the job profile for the roles. The elements are designed to demonstrate a candidate's competence and capability to be successful in the role against the Council's job profile and behaviours framework. The elements of the centre included are as follows:
- A technical interview, undertaken by the relevant Director / Technical Specialist and a Penna Consultant, to assess a candidate's ability to be the professional lead for a function/ service;
 - A written exercise that requires candidates to read and research a strategic issue, assimilate information and present conclusions and advice on the options available for consideration;
 - An interview with an Occupational Psychologist to discuss the results of the psychometric assessments. This will provide an indication of a candidate's typical responses when under pressure or in conflict, and their preferred leadership style.
 - A simulation exercise to test in practice how a candidate leads and manages a discussion about a performance related issue with an employee.
- 3.12 The final stage of the selection process will be a Selection Panel interview with the Appointments Panel who will ask a series of set questions to each candidate. Decisions will be made on the basis of interview performance together with outcomes of the assessment centre.
- 3.13 Following the Final Interviews and outcomes, preferred candidates will be notified. Following completion of pre-employment checks, contracts of employment will be issued.
- 3.14 Any posts which remain unfilled following this process will move to Stage 3 External Recruitment process.

Stage 3 – External Recruitment Process

- 3.15 At Stage 3, should this be required, the external recruitment process will follow the Council's agreed process for Chief Officer Appointments. The process for advertising the roles, as well as the selection process is set out below. It is proposed to utilise Penna plc. should this stage be required, to undertake the executive search element of the process and to work in partnership with the Council on these critical appointments.

Advertising Campaign

- 3.16 It is proposed that as these are key senior roles, they will need to be advertised widely to attract as wide a pool as possible of high calibre candidates who have the necessary combination of skills, knowledge, experience and behaviours as well as to recruit them all first time.
- 3.17 It is proposed to use a range of online and in-print media to advertise these roles to the widest possible audience. The roles will also be promoted extensively on social media.
- 3.18 In addition to advertising, Penna plc. will undertake a comprehensive targeted executive search, using their well-established networks throughout the UK to source candidates who meet the requirements for these roles.
- 3.19 The advertising microsite developed for the Director recruitment 'helpshapeaberdeen' will be refreshed and used to promote the opportunities and to provide information about:
- the Council, the Target Operating Model and the transformational journey we are on;
 - the roles including job profiles;
 - Aberdeen as a place to live and work;
 - how to apply and the selection process timeline.
- 3.20 The external recruitment and selection process will mirror that of the internal process outlined above.

Indicative Timeline for Internal and External Recruitment Process

- 3.21 A summary of the key stages is detailed below.

Stage 2: Internal Recruitment Process

Roles advertised internal only	17 January 2018
Closing Date	Monday 29 January 2018
Shortlisting	w/c 29 January 2018
Assessment Centres and Appointment Panel Interviews	w/c 5 and 12 February 2018

Stage 3: External Recruitment Process (if required)

Commence Advertising / Executive Search commences	19 February 2018
Closing Date	Friday 9 March 2018
Shortlisting	w/c 19 March 2018
Assessment Centres (to take place over 3 week period dependent on number of	w/c 26 March 2018, 2 April and 9 April 2018

applicants)	
Appointment Panel Interviews (to take place over 2 week period dependent on number of applicants)	w/c 16 April 2018 and w/c 23 April 2018

4. FINANCIAL IMPLICATIONS

- 4.1 There will be costs associated with the recruitment process. Detailed cost information cannot be determined until the number of posts to be advertised has been confirmed, but it is estimated to be a maximum of £200,000.
- 4.2 This will include the consultancy services of our Recruitment Partner, advertising costs and psychometric tests.
- 4.3 The full costs of the recruitment process will be met from the transformation fund.

5. LEGAL IMPLICATIONS

- 5.1 It is important that the job matching process for Tier 2 officers and further recruitment of any unfilled Tier 2 posts are completed in accordance with the Council's decision on 11 December 2017 and in terms of Standing Orders and the Scheme of Delegation as failure to do so could result in challenge that the Council has acted outwith its powers or claims of substantive or procedural unfairness including claims to the Employment Tribunal. The processes outlined above provide such compliance.
- 5.2 Market research was undertaken for the Director restructure in conjunction with the Commercial & Procurement Service and the recruitment services were procured by compliantly calling off from the ESPO Framework 3S Strategic HR Services and awarding to one of the providers on that Framework, Penna plc. The Framework states that contracting authorities can undertake a mini-competition of the suppliers who are on it or can make a direct award to one of the suppliers without re-opening competition. The Guidance on the Framework states that the latter can be done: - "If you decide that a single supplier can meet your requirements based on the pricing and/or other information provided in the User Guide simply place an order with that supplier."
- 5.3 The recruitment services will be procured by compliantly calling off from the ESPO Framework 3S Strategic HR Services.

6. MANAGEMENT OF RISK

6.1 Legal and Reputational

The decisions made as part of the job matching process for Tier 2 officers could result in appeals by the current Heads of Service. This risk is being

mitigated in terms of ensuring a fair and transparent process of job matching and providing appropriate and targeted support for Tier 2 officers who are subject to the matching process.

There is a risk that if the Council is unable to appoint to all the Chief Officer roles, progressing the development and execution of the Target Operating Model will be impacted. This risk is being mitigated in terms of the comprehensive recruitment process outlined in this report.

- 6.2 The other risk categories – financial, employee, customer / citizen, environmental and technological have been considered and no further risks have been identified.

7. IMPACT SECTION

People

- 7.1 Through the processes outlined in this report, the Council aims to ensure that people with the right skills, knowledge, experience and behaviours fill the new Tier 2 posts to ensure the successful delivery of the target operating model.
- 7.2 The categories of Place, Economy and Technology have been considered and the recommendations in this report have no impact on these categories.

8. BACKGROUND PAPERS

Report to Council, 11 December 2017 – Target Operating Model

9. APPENDICES (if applicable)

10. REPORT AUTHOR DETAILS

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