

## **RECRUITMENT & RETENTION POLICY**

### **General**

- 1 The Council wishes to recruit and retain staff who are properly qualified and experienced. If it fails to do this the quality of services it provides will suffer.
- 2 Failure to retain staff will also incur additional recruitment and training costs.
- 3 In order to achieve this objective, the Council will have to offer terms and conditions of service that are competitive with other equivalent posts in public (and in some cases private) sector posts in the locality. A new recruit will start on a salary appropriate to their qualifications and experience.
- 4 In considering whether the Council is competitive it is essential to look at terms and conditions as a package. The pay should not be considered in isolation. For some staff, particularly those not on a career path, other conditions such as a congenial working environment, easy travel, opportunities for education and training, or flexible working hours can be as important as pay.
- 5 A long-term failure to recruit or retain staff in one or more departments should prompt a scrutiny of the overall quality of management in that area or a substantive review in accordance with current provisions for terms and conditions. This may or may not involve job evaluation.
- 6 The Council should not, however, seek to remove all turnover at great cost. It is good for the Council to bring in staff with new ideas and good for staff to seek wider experience or promotion with other employers.
- 7 Persistent recruitment and retention problems with a post or posts should lead to a substantive review in accordance with current provisions for terms and conditions. This may or may not involve job evaluation.

### **Retention Allowance**

- 8 It is possible for the pay of particular key staff occasionally to prove inadequate to retain his/her services even though the post is properly graded according to its responsibilities. The Council's pay arrangements should be sufficiently flexible in these circumstances to offer the employee a retention allowance provided that the following points have been taken into consideration:
  - (a) there is clear evidence that the employee has applied for another post
  - (b) there is evidence that the employee's current pay is significantly out of line with comparable pay being offered locally by other public or, in some cases, private sector employers

- (c) it is in the interest of the Council and the employee that he/she should remain in their current post for at least another 12 months
- (d) any pay increase might not lead to pressure from other Council staff to restore pay differentials
- (e) it is understood that the increase is a retention allowance not a merit award
- (f) any such increase is payable only to the individual concerned and is not an increase in the pay of the post
- (g) the increase is at management's discretion and is not negotiable with the trade union
- (h) the allowance is not subject to an annual cost of living award
- (i) the amount of the allowance shall not normally exceed 10% of the current salary.

It is anticipated that the Retention Allowance will only be paid in extreme circumstances