

Appendix E – Recruitment Intervention

Recruitment

The recruitment and selection intervention commenced in March 2014, with a new approach considered for each recruitment exercise. This is a significant area of work for HR with 98 people recruited since 2014, across 77 vacancies.

The old approach Purpose: To recruit people to posts

The recruitment process previously operated under a “one size fits all” approach, using a standard advert, job description, person specification and lengthy application form for every post.

HR provided a support role advising managers and managers were responsible for their own recruitment administration, including vacancy approvals, drafting adverts and inviting candidates in for interview. The whole process was very extensive and included a lot of unnecessary and time consuming administration.

There was a lack of communication with applicants; whilst feedback was provided after their interview, candidates did not hear from us if they were not shortlisted.

The new approach Purpose: Right person in the right job, at the right time

The difference the “Vanguard Method” has made to Recruitment at Fareham Borough Council

What it was....	What it is.....
Our Customers - Candidates	
Lack of communication to applicants. Give me more info on the culture	Feedback whether good or bad System changes needed to allow better communication.
One sizes fits all	Bespoke recruitment, more personalised
Lengthy/Overly complicated/Make it easy to reapply	Changing application, turn sections on and off to suit the job
Unfriendly/Wordy	Simplify job details, make it easier, more communication
Too much paper in contract pack	Look to online on-boarding, remove the unnecessary
Our Customers - 'Managers'	
HR are supportive in interviews but too much paperwork for managers	HR take the lead, turn off unnecessary systems and paperwork. Talk!
Process takes too long. Employment checks delay start dates	Start the process earlier at assessment stage
Scoring (unpopular)	Justifiable reasons, not scores
Lengthy Business Case to recruit	Talk about who it is and why needed – approve
One size fits all	Bespoke recruitment

The new process is much quicker and slicker, with unnecessary systems and administration being removed. HR now lead the process and more time is spent speaking with managers and candidates to understand their requirements. Remaining administration is dealt with by HR, allowing managers to focus on delivering their services.

Feedback is now provided to candidates at every stage of the process

The recruitment process is tailored to fit the job, rather than using a standard approach.



“I had a genuine picture of what the job was about...I felt I could sell myself better”

Customer feedback

Recent job advertisements for two very different roles

