

RECRUITMENT AND RETENTION POLICY

Contents

Section 1.0	Introduction	Page 2
Section 2.0	Principles	Page 2
Section 3.0	Options for recruiting employees	Page 2-4
Section 4.0	Options for retaining employees	Page 4-5
Section 5.0	Manager/Headteacher's Responsibility	Page 5
Section 6.0	Contract and Retrieval of Payment	Page 5
Section 7.0	Equality and Diversity	Page 6
Section 8.0	Income Tax and National Insurance	Page 6
Section 9.0	Further Information	Page 6

RECRUITMENT AND RETENTION POLICY

1.0 INTRODUCTION

- 1.1 The Council aims to recruit and retain the best possible staff with the skills, knowledge and experience needed to deliver excellent services and to meet its corporate objectives.
- 1.2 The Council has taken great care to ensure that Job Evaluation is a fair, transparent and objective process. We also recognise that there may be occasions when the pay of a job determined by this process may not result in a salary range that attracts and retains suitably qualified and experienced staff.
- 1.3 This policy has been devised to assist managers in recruiting and retaining those employees to ensure that the Council maintains a skilled and experienced workforce.
- 1.4 The policy is applicable to all those covered by NJC and JNC terms and conditions. For NJC employees in locally managed schools this is subject to the policy being adopted by the respective governing body. This policy does not apply to teaching staff as they are remunerated in accordance with the School Teachers Pay and Conditions Document and the individual school's pay policy.
- 1.5 To ensure that the Council complies with Equal Pay legislation the salary for a role should be determined using the relevant job evaluation scheme and any additional payments made under this policy should be paid separately.
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2.0 PRINCIPLES

- 2.1 Before applying a recruitment or retention payment it is important to consider:
- Is the job profile an accurate reflection of the post?
 - Recruitment – could the advert be improved or advertised to a different market. Further advice can be sought from your HR Business Partner.
 - Can the service be delivered in a different way and the role redesigned accordingly?
 - Is there a regional / national skills shortage for which new / alternative training schemes would be a more appropriate solution to develop existing employees?
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3.0 OPTIONS FOR RECRUITING EMPLOYEES

3.1 Recruitment Payment

- 3.2 A recruitment payment is a payment that can be used to attract candidates to certain positions, which may have been advertised and not filled or require a specific skill that is in short supply.
- A recruitment payment should be 10% of the evaluated grade for the role (pro rata for
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part time employees).

- The payment should be made as a two lump sum payments; one payment should be made 6 months after commencing subject to satisfactory performance. The second payment should then be made 12 months after commencing, subject to continued satisfactory performance.
- There is an option to extend this payment for up to three years subject to approval of the Director- HR, Performance & Communications
- A contract will be issued stating that the employee must remain in post for **two** years. If the employee leaves the post in which they are being retained before this period ends they will be required to return all of the payment.

3.3

- When the position is advertised the payment should be shown separately to the evaluated grade.

Barnsley Graduate Incentive Payment

The Barnsley graduate incentive payment is a lump sum payment that can be used to attract graduates who are from Barnsley. A graduate may have studied outside of Barnsley but must be from and reside in Barnsley.

This targeted approach is in line with the council's objective - citizens achieving their potential.

- The job profile may need to be reviewed to relook at the experience criteria for the job to enable graduates to apply. Please speak to your HR Business Partner for further advice.
- Payments should be based on 10% of the evaluated grade for the role (pro rata for part time employees).
- The payment should be made as a two lump sum payments; one payment should be made 6 months after commencing subject to satisfactory performance. The second payment should then be made 12 months after commencing, subject to satisfactory performance.
- A contract will be issued stating that the employee must remain in post for **two** years. If the employee leaves the post in which they are being retained before this period ends they will be required to return all of the payment.

3.4

Market Rate Payment

A market rate payment is a payment in addition to the evaluated grade which brings the total salary in line with the external market for posts that are suffering from recruitment or retention problems.

- Pay benchmarking is the most common method for determining market rates. In identifying whether a market supplement may be appropriate a pay benchmarking exercise must be undertaken to clearly establish any differences between the rates of

pay.

- The pay benchmarking evidence must be provided to the Pay & Reward team to review.
- Payments must be reviewed every 12 months to ensure that they are still being paid in line with the external market.
- Once a supplement is applied a contract will be issued stating that the employee must remain in post for 1 year, if the employee finds alternative employment before this period they will have to return all of the payment made.

3.5

Relocation Allowance

Under the current [Removal and Disturbance policy](#), newly appointed employees can claim a relocation allowance when they have had to move home as a direct result of their appointment. For criteria and full details of this you should refer to the policy or your HR Business Partner for advice.

3.6

Non Pay Retention Benefit

Not all employees are motivated by money and offering an employee a monetary payment may not be the most attractive option to them. In these cases, there is the option to consider awarding additional annual leave. If managers are considering this option please discuss with a member of the pay and reward team.

4.0 OPTIONS FOR RETAINING EMPLOYEES

4.1 A retention payment is a tool for retaining business critical employees. These payments are more effective during periods of organisational change but can also be used to support ongoing operations.

4.2 Lump Sum Payment

- A payment which is 10% of the employee's current salary.
- The payment should be made as one off payment subject to the employee remaining in post for a further two years.
- If the employee leaves the post in which they are being retained before this period ends they will be required to return all of the payment.
- This payment should not be made to employees who are subject to any of the formal stages of the Managing and Supporting Attendance at Work Policy, Improving Performance policy or the Disciplinary policy.

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A market supplement is a payment that is paid in addition to the evaluated grade which brings the total salary in line with the external market for posts that are suffering from recruitment or retention problems.

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5.0 **MANAGER/HEADTEACHER'S RESPONSIBILITY**

- 5.1 It is the responsibility of the manager to identify when Recruitment or Retention Payments are necessary. You can also obtain advice from your HR Business Partner.
- 5.2 There is a flow chart available which should be followed and then the Recommendation for Approval form should be completed and submitted to the Pay & Reward Team along with any supporting evidence.
- 5.3 Head teachers have the responsibility for identifying when recruitment and retention problems exist in their schools. Information should be submitted via the Governing Body for approval.
- 5.4 It is important to be aware that making a payment to a specific group can become a source of friction, and also undermine efforts to create team working and a fair reward system.
- 5.5 Once all evidence had been submitted and a payment has been agreed, you should complete the correct e-form to implement the change. For further advice please contact your HR Business Partner.

6.0 **CONTRACTS AND RETRIEVAL OF PAYMENT**

- 6.1 Once a payment has been agreed and the relevant paperwork submitted to implement the change, a contract will be automatically generated detailing the payment amount, the term in

which the payment is for and what amount will have to be paid back if the employee leaves before the time that has been agreed i.e. Two years for recruitment and retention payments and one year for market rate payments. Repayments will be collected from an employees final salary should they leave before the end of the contract term of the payment.

7.0 **EQUALITY AND DIVERSITY**

7.1 There are no direct equality implications, therefore a full equality impact assessment has not been undertaken. Although after consulting with the Equality & Diversity Manager, the gender balances of those receiving payments will continue to be monitored as part of the annual Equal Pay Audit.

8.0 **INCOME TAX AND NATIONAL INSURANCE CONTRIBUTIONS**

8.1 Payments are subject to Tax and National Insurance deductions.

9.0 **FURTHER INFORMATION**

9.1 Further information on pay and grading and job evaluation, including policies, procedures and pay scales can be found on the [Pay, Benefits, Pensions and Allowances](#) and [Job Profiles and Job Evaluation](#) pages of the HR Intranet.

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