

### Implementation of eRecruitment System

**Committee**          Personnel

**Date of meeting**    7 October 2016

**Date of report**    16 September 2016

#### Report by Assistant Chief Executive (Business Support)

#### 1. Object of report

To update the committee on the implementation of an online recruitment system as part of our commitment to modernise our people policy and practice, increase efficiency, reduce the requirement for paper and create a more professional, customer-focused HR service.

#### 2. Background

- 2.1 Although staff turnover remains relatively low, and staff numbers have reduced significantly, the number of recruitment campaigns has risen steadily over the last few years, increasing fourfold since 2010/11 mainly in response to the restructuring of the organisation. The recruitment methods adopted have remained broadly unchanged and have not kept pace with changes in expectations either internally or externally in an increasingly competitive external recruitment market.
- 2.2 SPT must attract, recruit and retain the right people with the right skills if it is to continue to successfully modernise its operations and continue to deliver the services our stakeholders and customers demand. SPT competes with public and private sector employers for staff, often for scarce and in-demand skills, most of whom have already adopted online recruitment processes to project a more modern, progressive and responsive employer brand to potential candidates. Local Authorities typically recruit through the bespoke myjobscotland portal but this facility would not be flexible enough to meet all of SPT's requirements.
- 2.3 Feedback from candidates, recruiting managers and the HR team highlighted the need to streamline the process, reduce the time to hire and to better manage expectations throughout so as to increase the likelihood of SPT securing the best available candidates. Potential applicants expect to be able to identify and apply for opportunities online; ideally using their mobile devices and in an increasingly buoyant recruitment market in our sector, SPT risks reducing its prospective pool of candidates by not offering a simple online process. The move to digital transformation is in line with the Scottish Government policy.

#### 3. Progress to date

- 3.1 SPT completed a procurement process in May 2016 for an eRecruitment system that will deliver the capability to streamline the recruitment process for the customers of the system (candidates and recruiting managers) and for HR. Operational managers

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were involved in the supplier evaluation to ensure that their requirements were understood and the chosen system will deliver a simplified, less time consuming and more effective method for the approvals and shortlisting processes when these go online. The system has been procured at a cost of £29,500 over three years.

The system will enable SPT to build a stronger employer brand online, making it easier for candidates to apply for suitable roles and to set up alerts for future opportunities, which in turn allows SPT to create a talent bank. The system will improve accessibility as application forms can be created in multiple formats. By retaining data at source, SPT will be better able to analyse the best routes to market and to monitor equal opportunities.

With streamlined processes and automation, SPT's average time to hire will reduce (it is currently 9 weeks, with some campaigns taking twice as long) and the overall candidate experience will be enhanced, whether they are ultimately successful or not, as they will be able to track their own progress of the campaign online. Ultimately, streamlined processes should reduce costs and improve delivery.

With less recruitment administration required, the HR team will focus more time on providing advice and guidance to, and supporting up-skilling of, line managers across a range of people issues, providing a more professional and responsive HR service.

- 3.2 The HR team has worked closely with the chosen supplier, Vacancy Filler, as well as operational departments, IT and Communications teams internally, to implement the system. The first phase saw the system launch through our redesigned Careers webpage at the start of July. Candidates, whether internal or external, are submitting their applications online and are utilising the self-service interview booking facility. Recruiting Managers have been trained as and when they have a requirement and are shortlisting candidate details online.
- 3.3 HR continues to work with Vacancy Filler to implement the second phase that will introduce an online recruitment authorisation process, improve the onboarding process and further integrate our processes with our most commonly used job board (S1jobs). Detailed user guides continue to be developed to supplement the ongoing management and staff training and support available both face to face and online.

## 4. Conclusions

Like many other organisations SPT is operating in an increasingly competitive employment market and needs to keep pace with good practice and customer demands if it is to attract and retain the best talent. By adopting this eRecruitment approach and streaming all applications through an online portal we clearly signal to current and future staff our commitment to modern practices and the need to keep pace with new technology and improved processes, no matter what role staff play in the organisation.

## 5. Committee action

The committee is asked to note the implementation of an online recruitment system as SPT works to continue to attract, recruit and retain the best possible talent in the years ahead.

## 6. Consequences

Policy consequences	<i>Policies updated to reflect changes.</i>
Legal consequences	<i>Policies comply with legislation.</i>

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Financial consequences	<i>Implementation costs will be contained within the existing recruitment budget.</i>
Personnel consequences	<i>HR to communicate changes to all managers and staff and to provide training as required.</i>
Equalities consequences	<i>None envisaged – alternative arrangements will be put in place to support applicants with a disability.</i>
Risk consequences	<i>Failure to modernise recruitment practice and improve the candidate experience reduces SPT's ability to attract, recruit and retain the talent required to modernise the organisation.</i>

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