



Employment and Appointments Sub-Committee

Date:	Thursday, 14 July 2011
Time:	6.00 pm
Venue:	Committee Room 2 - Wallasey Town Hall

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AGENDA

- 1. APPOINTMENT OF CHAIR**
- 2. MEMBERS' CODE OF CONDUCT - DECLARATIONS OF INTEREST**

Members are asked to consider whether they have personal or prejudicial interests in connection with the item on this agenda and, if so, to declare them and state what they are.
- 3. APPOINTMENT OF A PERMANENT DIRECTOR OF ADULT SOCIAL SERVICES (Pages 1 - 12)**

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EMPLOYMENT AND APPOINTMENTS SUB COMMITTEE**14 JULY 2011**

SUBJECT:	APPOINTMENT OF A PERMANENT DIRECTOR OF ADULT SOCIAL SERVICES: PROCESS AND OPTIONS
WARD/S AFFECTED:	ALL
REPORT OF:	DIRECTOR OF LAW, HR AND ASSET MANAGEMENT
RESPONSIBLE PORTFOLIO HOLDER:	THE LEADER OF THE COUNCIL
KEY DECISION	YES

1.0 EXECUTIVE SUMMARY

- 1.1 The purpose of this report is to ask Members to consider the options in the recruitment and selection process for the appointment of a permanent Director of Adult Social Services, following the decision to appoint, and the decision to approve the use of consultants to support the recruitment process, made by The Employment and Appointments Committee on 9 June 2011 (minute 9).

2.0 RECOMMENDATION/S

- 2.1 It is recommended that The Employment and Appointments Sub Committee:
1. Consider the options discussed in this report.
 2. Consider and agree how the Council can get the best use of the consultants.
 3. Consider a timetable for the recruitment and selection process.

3.0 REASON/S FOR RECOMMENDATION/S

- 3.1 It was agreed by The Employment and Appointments Committee on 9 June 2011 for a Sub Committee to be established to determine the appropriate recruitment methodology and oversee the recruitment process for the Director of Adult Social Services
- 3.2 The Sub Committee is asked to consider the options outlined in this report to determine the recruitment and selection process, including the use of consultants for the appointment of a permanent Director of Adult Social Services.

4.0 BACKGROUND AND KEY ISSUES

4.1 Background

4.1.1 The appointment of an Interim Director of Adult Social Services was approved by The Employments and Appointments Committee on 26 October 2010. The interim end date was further extended to 31 December 2011 by The Employments and Appointments Committee as detailed below.

4.1.2 The Employment and Appointments Committee, 9 June 2011 (minute 9), resolved that:

- That the extension of the appointment of the Interim Director of Adult Social Services from 31 July 2011 to 31 December 2011.
- That the recruitment of a permanent Director of Adult Social Services and the appointment of a proportionate sub-committee of five Members (2:2:1), be approved, with The Sub-Committee having delegated responsibility for the recruitment process and to appoint to the position.
- That the principle of employing recruitment consultants be approved. The decision about the scope of their use and expenditure being delegated to the Sub-Committee.

4.1.3 The position of Director of Adult Social Services is a key appointment for The Council and the people of Wirral. The role is challenging. It is important that the Council attracts a range of candidates so that the best possible choice can be made.

4.2 Key Issues

4.2.1 The Process

An outline of the recruitment and selection process and a draft timetable is attached at Appendix One. A list of key meetings of The Employment and Appointments Sub Committee is attached at Appendix Two. The timetable is indicative and is subject to discussion with the external consultants.

4.2.2 Options for Delivery

The options for the delivery of the recruitment and selection process are attached at Appendix Three. Details of potential external consultants will be tabled for discussion at the meeting of The Employment and Appointments Sub Committee (14 July 2011).

4.2.2 Key Decisions Required

Below are the key decisions that The Employment and Appointments Sub Committee is asked to consider:

1. The timetable for the recruitment and selection process (Appendix One).

2. How the Council can make the best use of consultants (Options attached at Appendix Three).

5.0 RELEVANT RISKS

- 5.1 The decision to start the recruitment process for the Director of Adult Social Services mitigates the risk of gaps in leadership and ensures the continuation of the current leadership arrangements. However, the timetable for appointment will affect the timescale of decision making for this post. At a time of change, a delay in the process can contribute to organisational uncertainty.

6.0 OTHER OPTIONS CONSIDERED

- 6.1 As detailed in the report.

7.0 CONSULTATION

- 7.1 None.

8.0 IMPLICATIONS FOR VOLUNTARY, COMMUNITY AND FAITH GROUPS

- 8.1 None arising from this report.

9.0 RESOURCE IMPLICATIONS: FINANCIAL; IT; STAFFING; AND ASSETS

- 9.1 The financial implications are outlined at Appendix Three. The final costs are subject to the decisions made in relation to the use of the external consultants.
- 9.2 The recruitment and selection process will be facilitated by Human Resources and Organisational Development with the support of consultants, as determined by The Employment and Appointments Sub-Committee.

10.0 LEGAL IMPLICATIONS

- 10.1 The Council will ensure that all relevant employment legislation is complied with throughout the recruitment and selection process.

11.0 EQUALITIES IMPLICATIONS

- 11.1 There are no additional implications.

- 11.2 Equality Impact Assessment (EIA)

- | | |
|---------------------------------------|-----|
| (a) Is an EIA required? | No |
| (b) If 'yes', has one been completed? | N/A |

12.0 CARBON REDUCTION IMPLICATIONS

- 12.1 There are no carbon usage implications or other relevant environmental issues arising from this report.

13.0 PLANNING AND COMMUNITY SAFETY IMPLICATIONS

13.1 There are no planning and community safety implications arising from this report.

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APPENDICES

Appendix One: The outline of the recruitment and selection process outline and indicative timetable
Appendix Two: The key Employment and Appointments Sub Committee meetings
Appendix Three: The options for delivery of the recruitment and selection process

REFERENCE MATERIAL

There is no background information referred to or relied upon for this report.

SUBJECT HISTORY (last 3 years)

Council Meeting	Date
The Employment and Appointments Committee: Interim Management Arrangements	9 June 2011

Director of Adult Social Services
An Outline of the Recruitment and Selection Process and Indicative Timetable

Activity	Draft Timescale (to be confirmed)
Obtain a minimum of three written quotations from prospective external consultants	w/c 18 July 2011
Agree the Job Description and the Person Specification	w/c 25 July 2011
Advert Design	w/c 1 August 2011
Placement of Advert and Search	12 August 2011
Advert closing date	12 September 2011
The Process of Long Listing	w/c 12 September 2011
The Long List Assessment	w/c 19 September 2011
The Process of Short Listing	w/c 19 September 2011
Invitation to selection day(s)	w/c 19 September 2011
Selection day(s)	w/c 26 September 2011
Appointment	w/c 26 September 2011
Notice period	3-6 months
CRB clearance Medical clearance	During notice period
Potential start date	Minimum 6 months from process start Maximum 9 months from process start

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**Director of Adult Social Services
Key Employment and Appointments Sub Committee Meetings**

Activity	Timescale	Options
Agree the scope for the use of the external consultants	The Employments and Appointments Sub Committee: 14 July 2011	Please see Appendix Three
Agree which external consultant to engage	w/c 25 July 2011	Could be delegated to The Chief Executive and The Head of HR/OD, using criteria identified by The Employment and Appointments Sub Committee
Agree Job Description, Person Specification, Advert Design and Placement	w/c 25 July 2011	This could be delegated to: 1. The Chief Executive and The Head of HR/OD. 2. As above, with assistance from the external consultants
Meeting of The Employments and Appointments Sub Committee with the consultants to agree the Long List of candidates	14 – 16 September 2011	N/A
Meeting of The Employments and Appointments Sub Committee with the consultants to agree the Short List of candidates	w/c 19 September 2011	N/A
Meeting of The Employment and Appointments Sub Committee to discuss outcomes of Day One of selection process	w/c 26 September 2011	N/A
Day Two: The Employment and Appointments Sub Committee Interview Panel, to include a decision on the appointment.	w/c 26 September 2011	N/A

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Director of Adult Social Services
Options for Delivery of the Recruitment and Selection Process

Process	Use of Consultants		Potential Additional Costs (approx)	Internal	
	Benefit	Approx Cost		With Consultants	Without Consultants
Agree recruitment and selection brief	Outline the requirements and brief for the recruitment and selection process, including agreement of the timetable.	£1,000 - £1,500	N/A	2 days	1 day
Agree Job Description and Person Specification	Input and advice can be sought from consultants.	N/A	N/A	1 day	Job Description and Person Specification would be produced internally, to be approved by the Employment and Appointments Sub-Committee.
Search	Consultants will conduct extensive search in order to attract the best talent nationally. Includes administration of all applications and queries.	£6,000 - £7,000		N/A	
Advertising and response handling	Agree advertising strategy, advert wording and design. Handling of enquiries from prospective and actual applicants.	£1000 - £2,000	Approximate Publication costs, to be advised: The Times/Sunday Times £13,000	1 day	2 days

Process	Use of Consultants		Potential Additional Costs (approx)	Internal	
	Benefit	Approx Cost		With Consultants	Without Consultants
			<p>The Municipal Journal £3,200</p> <p>The Local Government Chronicle £3,000</p> <p>Specialist Social Services Publication: Community Care £6,000 - £7,000</p>		
Sifting applications and long listing	Includes sifting and grading of candidates against the person specification and production of a long list report with recommendations on the most suitable candidates.	£1,500 - £2,000	N/A	N/A	2 days
Long List Assessment	Consultants will conduct the long list assessment/interview which includes administration and compilation of assessment reports highlighting areas of strength and areas of concern.	£1,500 - £2,000	External technical Advisor costs, approx: £0 – £3,000	1 day	5 days Would require external expertise and/or current Interim Director
Invitation to selection day(s)	Will include notification of	£1,000 - £1,500	N/A	1 day	3 days

Process	Use of Consultants		Potential Additional Costs (approx)	Internal	
	Benefit	Approx Cost		With Consultants	Without Consultants
	outcome to all candidates with feedback to unsuccessful candidates. All administration for the selection days including invitation, travel arrangements, responding to queries and obtaining telephone references for short listed candidates prior to selection day(s).				
Selection day(s)	<p>Facilitation of the selection day(s) including:</p> <ul style="list-style-type: none"> • Day One – design and facilitation of leadership assessment centre. • Day Two – preparation of interview questions. Can form part of interview panel and provide input on evaluation of candidates. 	£1,000 - £1,500	<ul style="list-style-type: none"> • Travel expenses for candidates and consultants • Travel accommodation for candidates • Hospitality costs for selection day(s) <p>Approx £1,000 – £1,500</p>	3 days	5 days

Process	Use of Consultants		Potential Additional Costs (approx)	Internal	
	Benefit	Approx Cost		With Consultants	Without Consultants
	Includes liaising with candidates and responding to candidate queries.				
Appointment	Offer and contract negotiation.	N/A	N/A	N/A	N/A
Feedback	Notification and feedback to unsuccessful candidates.	Included above	N/A	N/A	1 day
Total		£13,000 – 17,500	£26,200 – 30,700	9 days	19 days