

People Framework

Recruitment & Retention Incentive Procedure



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Tracking

Policy Title	Recruitment & Retention Incentive Procedure		
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Service			

Revision History

Revision Date	Revisor	Previous Version	Description of Revision

Document Approvals

Each revision requires the following approvals:

Sponsor Approval		Name	Date

1. Purpose

It is widely recognised that recruitment within the public sector is increasingly challenging, with competition from other sectors offering higher levels of pay, additional staff benefits, and other recruitment incentives.

Particular problems for Epsom & Ewell Borough Council have been recognised in some professional and technical services, where pay related forces have impacted on the Council's ability to attract and retain staff.

Recruitment and retention incentives that are time limited are increasingly more favoured than 'across the board' rises, and can avoid the pitfalls of other/previous approaches such as market supplements.

2. Scope

The policy applies to all employees appointed to positions at grade 6 or above, on a permanent contract of employment.

Employees employed at grades 11-7 are not eligible as the Council would normally expect to recruit to these roles.

3. Recruitment Incentive

A recruitment incentive payment will be applicable only to vacant posts that have been advertised and have been unsuccessful in making an appointment, and will not be applied to other posts.

To qualify posts must have been advertised at least twice, and for it to have experienced difficulties in filling the post due to salary related issues.

The payment is understood as a recruitment incentive to secure an appointment to a post which qualifies as hard to recruit.

A Recruitment Incentive may apply to new staff in difficult to recruit areas. This may be up to 10% of the maximum of the grade. The payment is made with the first month's salary as a one off lump sum with the following repayment plan over a 3-year period as follows:

Leave within first 12 months	100% repayment
Leave 13-36 months	Reduced 1/24 for each month employed during that period

4. Retention Incentives

Retention Incentives can apply in the following circumstances:

- In difficult to fill posts where there are demonstrable recruitment difficulties
- One-off payments to retain staff to complete key projects or tasks
- Loyalty payments linked to closure of services and where staff will be redundant

5. Retention Incentive - Difficult to Fill Posts

The retention incentive will be paid to those people in posts deemed to be 'hard to fill' if they were to become vacant. Hard to fill posts are those posts where Epsom & Ewell has experienced difficult recruitment problems or where it is known there is a national or regional shortage of those particular professions/occupations.

The allowance will be agreed by Head of Service and Chief Operating Officer/ Chief Executive for a one-year period only.

In order for cases to be considered, Service Heads must complete the attached pro-forma setting out the reasons for the allowance being paid to particular people/posts.

The form should include information as follows:

- On the current employment market for those particular posts
- Turnover at Epsom & Ewell in the service and for those particular posts
- Any recruitment difficulties in that Service

The incentive will be based on 10% of the individual's spinal column point and will be taxable and pensionable.

Once agreed, the incentive will apply for a one-year period and be paid on 2 occasions during the calendar year from the date of agreement.

The incentive will not be paid if a person leaves (for whatever reason) within the 6 month period or has given / been given notice to terminate their employment with Epsom & Ewell at the time of payment.

Anyone in receipt of a recruitment incentive will not receive the retention incentive, if applicable to their post, until they have been in post for 2 years.

The incentive will only apply to posts within the Grade G1 to G6.

6. Retention Incentive - One off Payments

A lump sum retention incentive will be paid in cases recommended by Heads of Service and agreed by the Chief Executive Officer / Chief Operating Officer to encourage key staff to remain at Epsom & Ewell while undertaking key projects or tasks, usually linked to the delivery of key priorities.

Performance measures will be set and monitored.

The lump sum payment will usually be to a maximum of 10% of the individual's spinal column point and will be subject to tax and national insurance contributions, but will not count as normal pay for the calculation of redundancy payment or pension.

Payments will be paid on completion of agreed objectives.

The payment will not be paid if the person leaves (for whatever reason) before the agreed objectives have been met, or was under notice at the agreed date.

7. Retention Incentive – Loyalty Payment in Redundancy

Loyalty payments where it has been agreed that services will cease at a future date and there is a need to maintain current service levels and staffing until that date.

Loyalty payments will be paid to retain staff until that date in recognition of staff's contribution to the running of existing services during times of change.

The lump sum will be set at an appropriate level.

Conditions applying to the payment will include

- Remaining employed up to the specified date
- Where employment ends at the specified date due to redundancy, retirement or at the end of a temporary contract
- Subject to tax and national insurance contributions, but will not count as normal pay for the calculation of redundancy payment or pension
- Pro-rata reduction for any sickness absence or unauthorised absence in the specified period
- Not payable where staff remain employed permanently anywhere in the Council beyond the specified date
- Chief Executive / Chief Operating Officer are able to authorise payment of a Loyalty Payment in other exceptional circumstances where the above broad principles apply