



A GUIDE TO EASING PUBLIC SERVICE RESOURCING PRESSURES



How technology can help prove ROI in business processes, enhance talent attraction strategies, make redeployment easier, improve organisational diversity and support the rise of apprenticeships.

INTRODUCTION

As the pressure of budget cuts continues, public service providers are looking at a wholesale transformation of services in the face of mounting barriers including reductions in funding, changing legislation, pay freezes and the subsequent need to be more commercially-minded and business-focused than ever before.

Data from the Office for National Statistics shows the public-sector workforce (excluding outsourced services) is not small. It stood at 5.3 million in mid 2016.

The NHS, the education sector, central and local government, and the police service are the four largest areas - spending on these workforces total somewhere in the region of £90 billion.

The public sector needs people with the right skills to cope with the significant challenges expected from citizens. While training and continuous development are important, a large part of securing a qualified workforce is to attract people with the right qualifications and best potential in the first place.

Both jobsgopublic and Manpower Group have recently released data that suggest the outlook is looking increasingly bright for the public sector when it comes to vacancies and hiring.

For recruiters and resourcing leaders, the big question that this raises is:

“ How can we continue to retain and attract the talent we need to remain effective and dynamic in these challenging times?”

This guide explores key ways of helping businesses to answer this challenge. It is broken into the following industry challenges:

CHAPTER ONE

A growing need to prove ROI in business processes (including shared services)

CHAPTER TWO

Enhancing talent attraction strategies

CHAPTER THREE

Facilitating high levels of employee mobility

CHAPTER FOUR

Meeting ethnicity/diversity expectations

CHAPTER FIVE

Supporting apprenticeships in the near future

A GROWING NEED TO PROVE ROI IN BUSINESS PROCESSES

Councils and Police Forces continue to express serious concern that they will not be able to maintain high service quality under the current rate of budget cuts from central government.

With tightened budgets and conditions, public service organisations must demonstrate ROI at every level. Operating under financial constraints means making sure the organisation gets maximum value from its investment.

Embedding new processes that automate recruitment and redeployment has the potential to result in millions in spending efficiencies in the long-term, especially when there are thousands of posts with manual administration processes needed to filter applications being replaced with highly sophisticated automation techniques that do not jeopardise the quality of recruits hired. Oleeo's Recruiting Enablement automation technology is built to enable

time efficiencies and save on resourcing costs so that you recoup your investment in as little as six months through efficiency savings alone. Ask us for a personalised calculation of potential ROI savings to give you an idea of what you could achieve by switching to us & help drive your business case.

“Oleeo has been an essential partner helping us to re-engineer our recruiting process and ensure that we are supporting a better candidate experience in our e-recruitment and redeployment efforts. We have seen direct savings of £18k of postage, printing and staffing saving alone.”

Danny Wilks, Resourcing Manager
West Yorkshire Police

DON'T JUST TAKE OUR WORD FOR IT - HERE'S WHAT OTHERS HAVE ACHIEVED:

- West Mercia and Warwickshire Police Authorities reported a 294% savings rate in the first six months of using Oleeo. Its agency spend has dramatically fallen from £3m in 2015 to £1m in 2016.
- In the first six months after initial implementation in 2008, Hampshire Local Government Partnership reported savings of £280,000 across all 12 councils with a ROI of 240% via a single online jobs portal. Using our systems they have also seen time to hire shrink from 44 days to 31 days on average, resulting in a 33% deduction on the average cost per payslip.
- The Tri-force police collaboration across Bedfordshire, Cambridgeshire and Hertfordshire reports annual savings of over £26k commutatively across the 3 forces using Oleeo.
- Similarly, the Multi-Force Shared Service collaboration between Cheshire Constabulary, Northamptonshire Police and Nottinghamshire Police noted £18.5m savings in its first 4 years, equivalent to 330 Police officer years and 40% back-office savings.
- Nottinghamshire County Council realised savings of £400k over 3 years after transforming its recruiting strategies using Oleeo and other systems.

ENHANCING TALENT

ATTRACTION STRATEGIES

A February 2017 report from the think tank Reform, *Work in progress. Towards a leaner, smarter public-sector workforce*, states: “An area for improvement which came across repeatedly in interviews, is the need for public sector bodies to develop stronger employer brands.”

“Millennials often cite ‘meaningfulness’ as a key priority in choosing a job, and this appears to be even more important for Generation Z. Employers should therefore emphasise the opportunities unique to the public sector in having a positive impact on citizens’ lives.”

Fighting for talent against a much more monetised private sector will always be a challenge for the public sector and it’s therefore crucial that leaders review and restructure employee benefits propositions to ensure they are flexible enough to reflect the market and still compete effectively. Research shows that all generations are now as interested in corporate responsibility and a work/life balance as much – and even sometimes more so – than financial rewards.

Public sector pay has been criticised as “historically low”. It was frozen for two years in 2010, except for those earning less than £21,000 a year, and since 2013, rises have been capped at 1%.

In September 2017, it was announced that the cap would now be lifted and larger increases were at management discretion (the government has said police officers will get a 1% rise plus a 1% bonus, with prison officers getting a 1.7% rise). Yet this alone will not solve the challenges surrounding talent acquisition.

A recent resourcing and talent planning survey by the CIPD/Hays backs this. It found that in public services, organisational values (52%) topped the list of themes that organisations believe most important to attracting candidates. This is followed by working practices (43%), career development opportunities (34%) and an organisation’s pay and benefits (32%).

This mirrors what candidates say they are looking for from new roles. Candidates say companies pique their interest if they talk about organisation culture, values and offer career growth.

CASE STUDY

Oleeo has been a key part of the transformation of Met Police recruiting in conjunction with Shared Services Connected Ltd (SSCL) helping to ensure that the force amplifies its recruitment marketing and deepens its relationship with candidates throughout their journey. The material it places on its application pages helps to help applicants understand why working with the force offers a fulfilling career opportunity and a diverse network of peers who share their interests and backgrounds.

Focusing on engagement seems to have paid dividends with 100% of candidates rating their experience as good to excellent and a number of people sharing the application pages using social media to encourage others to apply.

Hiring managers also realise the benefits reporting a reduced time taken to create vacancies, lower costs for time investment in recruiting and more interest in dedicated events to help build talent pools and ensure great candidate experiences.

“ With Oleeo’s help, we can engage candidates more actively using the online portal, make use of dynamic dashboards & real-time reporting to truly measure our success, focus more on diversity to ensure the service is representative of the many cultures that make up London and to some degree accelerate the time to hire for our forces.”

Morag Gardner, Director of Operational HR and Payroll at SSCL delivering services to the Metropolitan Police



**METROPOLITAN
POLICE**

FACILITATING HIGH LEVELS OF EMPLOYEE MOBILITY

Upskilling and internal mobility is key for hard-to-fill roles. Research from CIPD and Hays shows that many public services organisations are now likely to reduce recruitment difficulties by upskilling existing employees to fill hard-to-recruit-for positions. In 2017, 30% of public sector recruiting was anticipated to be done in this way, up from 23% in the previous year.

The CIPD/Hays 2017 survey also found that organisations anticipate a greater focus on developing more talent in-house (75%), recruiting for key talent/niche areas (68%) and using new media/tech to recruit (63%). There is also a noticeable anticipated increase in focusing more on retaining rather than recruiting talent and investing more time and effort in the quality of candidates (both up by 22%).

With this trend on the rise, it is vital to ensure that an organisation can manage the sensitivities of the situation and work in partnership to support both corporate needs and those of affected individuals, during what is a difficult time for all involved.

Embedding new processes that automate recruitment and redeployment has the potential to equate to millions in spending efficiencies in the long-term, especially when there are thousands of posts with manual administration processes needed to filter applications being replaced with highly sophisticated automation techniques that do not jeopardise the quality of recruits hired.

Oleeo is a government-listed provider of e-Recruitment solutions across the Civil Service – available via the

Digital Marketplace - and is accredited to high industry standards to provide full accountability for risk management decisions. Security and data protection is a high priority for many of our clients and as such is something we prioritise and take extremely seriously.

The same technology is also used to help public services firms build talent pools. Warwickshire Police & West Mercia Police are an example of a force using this technology. Award-winning recruitment manager Kesh Ladwa explains the benefit of this: “By maintaining ownership and control of the recruitment processes ourselves, the forces can build a more manageable and accessible talent pool, which gives a critical competitive edge in the continuous search for new talent for our organisation.”

Dean Shoesmith, Executive Head of HR, London Boroughs of Sutton & Merton, adds: “The Oleeo system allows us to pool all high quality candidates together online and quickly fill roles with shortfalls. This technology is essential to us adapting recruitment strategies to find the best people for public-facing critical roles.”



Expertise provided by Oleeo has helped central government to enable resourcing teams and line managers to efficiently recruit and re-deploy experienced staff and provide a view to internal and external job seekers of the career opportunities available across more than 150 public sector organisations, cumulatively employing almost half a million people.

Applicants using Oleeo internal mobility systems have continued to give us useful feedback over the years and **97% have expressed satisfaction with the processes we use**. Judges of the Chartered Institute of Personnel & Development People Management Awards have highly commended the solution and hailed it as ‘groundbreaking’ in helping to ‘streamline’ HR processes.

MEETING ETHNICITY & DIVERSITY EXPECTATIONS



The Public Sector Equality Duty consists of a general equality duty and specific duties, which help authorities to meet the general duty. The aim of the general equality duty is to integrate considerations of the advancement of equality into the day-to-day business of public authorities.

However, recently government commissioned studies have found that people from ethnic minorities are less likely to get the top jobs in the public sector than they are among Britain's biggest companies – despite the legal obligation on state bodies to promote equality and diversity in their staff. The latest Green Park Public Service Leadership 5,000 study reveals that the Civil Service as a whole is around 97% white at its senior levels, with just 3% ethnic minority makeup compared to the 13% average for the UK population.

One of the main reasons for this is that currently, many firms do not adequately monitor the extent to which their specific intake produce better outcomes than a different, and perhaps more diverse intake would have done.

Oleeo's Recruiting Enablement technology incorporates and monitors compliance to diversity and inclusion policies ensuring standardisation of HR policies and adoption of best practice across any public sector needs, e.g. "Guaranteed Interview Schemes"; highest levels of accessibility adherence; and real-time diversity reporting.

The Oleeo Recruiting Enablement tailored approach is able to incorporate crossdepartmental design demands and extensively works with stakeholders to meet the varied needs of specific public sector posts and help to encourage incremental savings in the process. Support is offered throughout the process.



“Oleeo has really helped the BTP to make the most of events and make applications more user-friendly to effectively meet our organisational goals and increase recruitment in line with diversity targets. The management information and talent pool it always provides helps us to make recruitment campaigns much more successful and relevant to applicants.”

Ashninder Malhi, Strategic Resourcing Manager, BTP

The British Transport Police (BTP) is the national police force for the railways in England, Scotland and Wales. It knows that a workforce that reflects the communities it serves across the diverse population of Great Britain was essential but was struggling to attract applications from women and black minority ethnic applicants in particular.

Working with Oleeo, it reshaped its recruitment process to streamline applications from attraction through to on-boarding. Crucially, this allows the force to monitor diversity performance and host events to maintain positive perceptions from all applicants whatever their background.

Since deploying Oleeo, the BTP has seen numerous benefits including:

- Improved use of government positive action provisions to improve diversity in their workforce when recruiting and promoting candidates – including tailored events.
- Compared to previous years, these actions have doubled the numbers of successful female and black and minority ethnic applicants.
- Oleeo provides the BTP with detailed reports and filters so they can report information to ministers or chief constables at any given time and demonstrate full compliance in doing so.
- The BTP are also able to use the Oleeo system to hold talent pool applications and have continuous engagement with promising talent who want to join the force outside of a normal application window.

SUPPORTING APPRENTICESHIPS

IN THE NEAR FUTURE

Operating in the public sector means recruiters here are often the first to need to be able to react to legislative changes quickly. In the latest CIPD/Hays research, while the majority of organisations expect their recruitment to stay the same as a direct result of the most recent pieces of legislation, over a quarter expect that the apprenticeship levy will lead to an increase in recruitment.

Public sector organisations are more likely to say that recruitment will increase as a direct result of the apprenticeship levy (40% say this, compared with 26% of the private sector and 22% of not-for-profits) and larger organisations are more likely to anticipate an increase here as well, being subject to the levy.

This is becoming ever more important with public sector employers being given targets for the number of apprentices they need to appoint – at least 2.3 per cent of the workforce of public-sector workplaces with more than 250 employees should be apprentices is the current expectation. As such local government may have to offer six times more apprenticeships than they currently do. The College of Policing is planning a three year police constable degree apprenticeship to ensure all police officers are degree educated by 2020 –as part of the Policing Education Qualifications Framework.

Oleeo offers all its public sector users assistance with making sure this need is met via a partnership with the Corndel Management School and the Corndel Software Developer Academy to offer high quality training using your levy funding, effectively making it free.

“ Public-sector employers should therefore take responsibility for the provision of high-quality apprenticeships, both to their own and national advantage.”

*Reform,
February 2017*

Many employers believe that apprenticeship funding is only for low-level learning for young people. But under the new Levy arrangements:

- Training can be provided to any member of staff including existing employees enrolled onto an apprenticeship framework.
- The training can be provided to all members of staff, including those who already have qualifications including degrees.

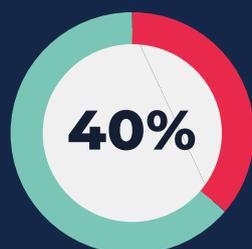


Furthermore, you can spend your levy on professional development such as leadership training for existing managers or high end IT skills training – areas where many organisations struggle to deliver.

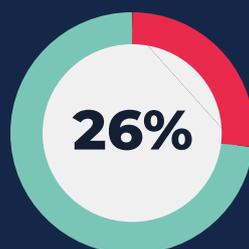
Corndel can help with these or any other areas where you feel an apprenticeship course would offer high standards of professional development. Corndel are well-established training providers who will guarantee that your mandatory levy payments are used to deliver highly sought after and valuable courses which will create real value in your organisation.

At least **2.3%** of the workforce of public sector workplaces with more than **250** employees should be apprentices is the current expectation.

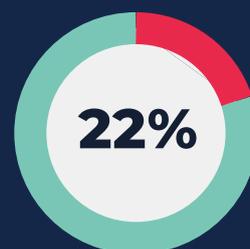
Percentage of organisations more likely to say that recruitment will increase as a direct result of the apprenticeship levy:



PUBLIC SECTOR



PRIVATE SECTOR



NOT-FOR-PROFIT

Source: Hays/CIPD, 2017



FORMERLY WCN

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