

EAST HERTS COUNCIL

HUMAN RESOURCES COMMITTEE - 8 JULY 2015

REPORT BY THE HEAD OF HUMAN RESOURCES AND ORGANISATIONAL DEVELOPMENT

CHIEF EXECUTIVE RECRUITMENT PROCESS

WARD(S) AFFECTED: *None specific*

Purpose/Summary of Report

This report sets out the recruitment process for the appointment of the Chief Executive position

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| <u>RECOMMENDATION FOR HUMAN RESOURCES COMMITTEE :</u> |
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| (A) | the Committee notes the recruitment process for the appointment of the Chief Executive position |
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1.0 Background

- 1.1 The Council on 20 May 2015 appointed the Chief Officer Recruitment Committee for the recruitment of all Chief Officer roles.
- 1.2 George Robertson, Chief Executive retired from the Council on 31 May 2015. The Council approved the interim appointment of Simon Drinkwater as Chief Executive and Head of Paid Services on 20 May 2015.
- 1.3 The Executive Search Consultant GatenbySanderson was appointed to support the Recruitment Committee on the recruitment process for the Chief Executive in April 2015.

2.0 Report

- 2.1 The recruitment process for the Chief Executive position comprises of a number of stages:

- Advert/Recruitment website
- Sourcing and search
- Longlist
- Technical interviews
- Shortlist
- Councillor Panel interviews/121 with Leader
- Assessment Centre/References
- Final Panel Interview/Presentation
- Appointment

2.2 Recruitment Timetable

| Date | Activity |
|----------|---|
| 23 April | Advert placed in MJ/recruitment website live |
| 31 May | Sourcing and Search completed |
| 3 June | Meeting held to agree long lists with the Chief Officer Recruitment Committee |
| 8/9 June | Technical interviews held |
| 17 June | Meeting held to agree short lists with the Chief Officer Recruitment Committee |
| 22 June | Assessment centre /references |
| 22 June | Panel interviews with Councillors/121 with Leader |
| 29 June | Presentation and final panel interviews held with Chief Officer Recruitment Committee |

2.3 Advert/recruitment website

An advert was placed in the MJ on 23 April 2015 to raise market awareness of the role and the Council. A recruitment website through GatenbySanderson was developed to give immediate access to candidates on detailed information about the role and its context within the organisation. The website linked directly to the Council's own website, providing candidates with easy access to relevant material to support their application. Policy and strategy documents, structure charts, job documentation and other materials were replicated on the website, creating a self-contained recruitment portal for the recruitment campaign.

2.4 Sourcing and Search

2.4.1 GatenbySanderson completed the executive search process by identifying:

1. Potential candidates mostly likely to fit the brief whether actively in the market
2. The organisations most likely to contain the sort of candidates the Council is looking for

3. Executives who can approach as 'sources' for recommendations that cross reference with points 1 and 2 above.

2.4.2 All submitted applications received were presented to the Chief Officer Recruitment Committee on 3 June 2015 and a longlist of candidates was agreed to put forward to the technical interview stage of the process.

2.5 Technical Interview

The technical interview process comprised of an extended interview, focusing mainly on candidates' detailed experience and achievements, specialist skills and knowledge, management and leadership styles, self-awareness and understanding of the job and the Council's requirements. This was completed by GatenbySanderson and Technical Adviser. On conclusion a full and comprehensive report was submitted to the Chief Officer Recruitment Committee on 17 June 2015 to agree the shortlist.

2.6 Assessment Centre/121 Leader

2.6.1 The Chief Officer Recruitment Committee agreed on 17 June 2015 that the shortlist of candidates would complete psychometric assessments to measure candidates' leadership capability and test their judgement. This will include personality/leadership profile.

2.6.2 A verbal feedback/validation interview session with a qualified Occupational Psychologist will be provided to each candidate.

2.6.3 A summary report on the key strengths and development areas for each candidate will be provided to the Chief Officer Recruitment Committee at Final Panel interview stage with verbal briefing by a Psychologist.

2.6.4 Each candidate will have a 121 with the Leader to give candidates an insight into the Leader's priorities and give the Leader early sense of the candidate's style in a relatively informal session prior to the Final Panel Interview setting.

2.7 Councillor Panel Interviews

The Chief Officer Recruitment Committee invited all Councillors to be part of the recruitment process by conducting the Councillor

Panel interviews on 22 June 2015. The shortlist candidates will be interviewed by four panels. Each panel has been given a topic and set questions and their feedback will be given to the Chief Officer Recruitment Committee. The topics are Leadership and Management; Member Engagement; Governance and Performance and Relationships and Partnering.

2.8 Final Panel Interview

2.8.1 The Final Panel interviews will be held on 29 June 2015 by the Chief Officer Recruitment Committee and will consist of feedback from the Councillor Panels; verbal feedback from a Psychologist on candidate's psychometric assessments and feedback from GatenbySanderson on references. Candidates will be required to complete a presentation defined by the Committee and will undergo the final stage of interview questions by the Committee.

2.8.2 The Chief Officer Recruitment Committee will then be required to make their recommendations to the appointment of the Chief Executive position to Council.

3.0 **Equality and Diversity**

3.1 GatenbySanderson place a premium on recognising, attracting and helping to develop talent from hard to reach groups and add value by embedding equalities best practice into the planning and implementation of all assignments. This includes:

- Researching and providing a diverse mix of people with non-traditional backgrounds, skills and networks
- Ensuring their processes are based on fair, honest and transparent decision-making
- Advertising attraction strategies that are inclusive and accessible and media planning that looks to attract the widest pool of suitable candidates
- Using technology - in particular considering how social media and behavioural marketing can reach particular groups
- Designing selection processes that are barrier-free and making suitable adjustments where necessary
- Use flexible scheduling to match work-life patterns
- Ensuring they are accessible to all participants.

3.2 Additionally, GatenbySanderson have conducted a major research piece amongst 75 leading organisations examining the impact of diversity on board appointments resulting in a published piece *How Broad is your Board?* They have since aimed to ensure that many of the valuable insights from this research are integrated into their recruitment process. They have also run a number of leadership seminars briefing the results of this research.

3.3 Monitoring Diversity Information

For each stage of the recruitment process online diversity statistics have been recorded (Please see **Essential Reference Paper B**). The data is real time and, therefore, action can be taken before the closing date if the relevant number of applicant groups are under-represented. The equality and diversity information has been presented to the Chief Officer Recruitment Committee at each stage of the process. No action has been required.

4.0 Implications/Consultations

Information on any corporate issues and consultation associated with this report can be found within **Essential Reference Paper 'A'**.

Background Papers

Arrangements with regard to the post of Chief Executive Report – Council on 20 May 2015

Pay Policy Statement 2015/16 – Council 18 February 2015

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