

The Future of Recruitment and Retention in Local Government: Is there a New Normal?

Suzanne Hudson

Senior Workforce Adviser

December 2021

www.local.gov.uk

Suzanne.hudson@local.gov.uk



COVID 19... new recruitment processes

- video interviewing
- more abstract or open-ended job descriptions
- shorter application forms and CVs
- mobile-friendly recruitment processes
- improved candidate experience
- remote working
- returner programmes
- although hiring through social media isn't anything new, it has been a powerful way to reach candidates.



Age

In England and Wales approximately 4.7 per cent of the workforce were under the age of 25, a quarter (25 per cent) were between 25 and 40, two-thirds (67 per cent), were aged between 40 and 64 and 3.5 per cent were aged 65 and older.



Tang ping



The Great Resignation

Vacancies are high and resignations are rising.....

Flexibility

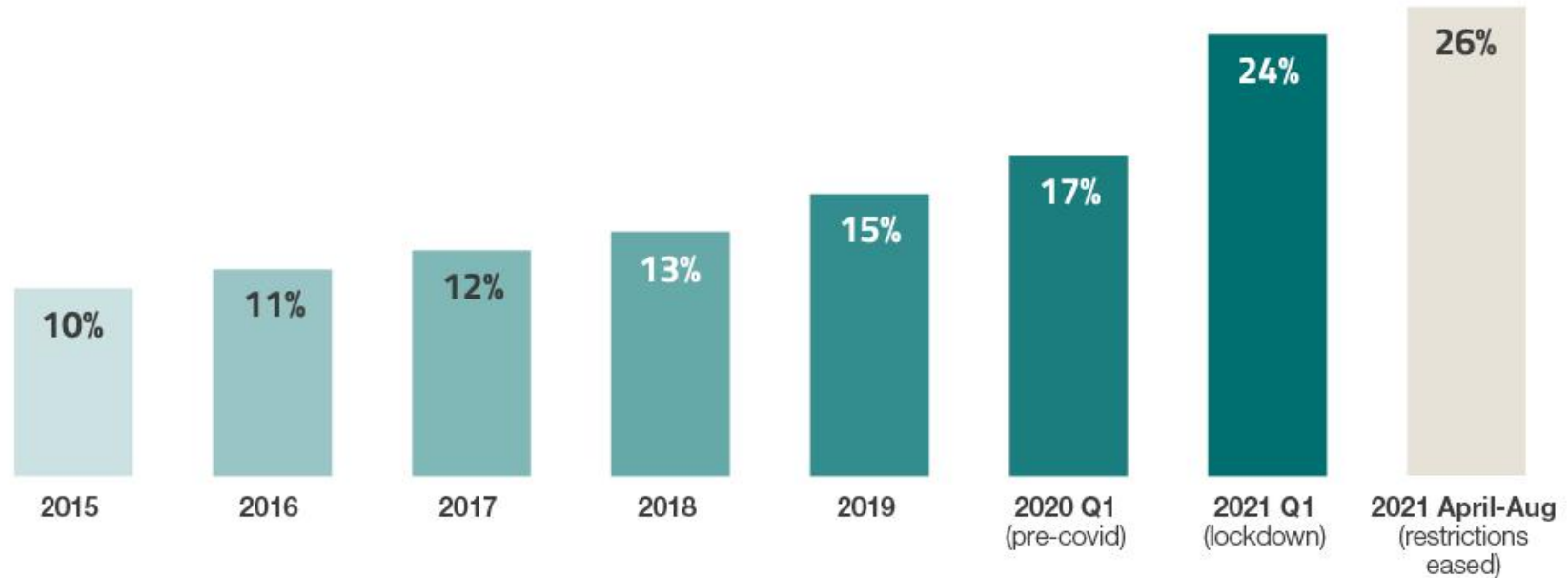
9/10 applicants want flexibility

1/5 won't apply if it's not stated in the advert

1/3 flexible working requests are turned down



Proportion of job adverts that offer flexible working



The Great 'Working from Home' Experiment?

What did we learn from the last year?

Pivotal role of the
line manager

Communication and
team cohesion
impacted

Equalities
weaknesses
exposed

We can be remote,
flexible AND
productive

Well-being matters

hybrid working is not
the only form of
flexible working

Some Questions for you...

- Do you spend the time needed to get to know your candidates?
- Are you meeting their expectations?
- Are you looking further afield?
- Are you paying the same attention to your employees?
- Are your line managers your ambassadors or your blockers?
- Are you making the best use of virtual technology?



What makes an attractive workplace?

Other things to think about

Do you have ways for teams to come together, share ideas, innovate, and learn from each other?

Will you need to rethink what jobs, skills and behaviours are suitable to deliver work in new and effective ways?

Do managers understand how to manage, motivate and include staff who don't sit next to them?

Do your governance and reporting systems support more devolved decision making and agility?

The future of work in local govt?

More flexible
working options
for all staff

Employee-
centric and
collaboration
focussed

Agile working
cultures

Compassionate
management
styles

Outcomes-
focussed
cultures

Supports
knowledge
management not
process

Top Tips for Recruitment and Retention in local government in 2022

1. Ask questions 😊
2. Offer remote work or flexible hours. Being able to work remotely and having the freedom and flexibility to manage their own schedules is quickly becoming expected by applicants
3. Broaden the scope of your search. ...look further afield
4. Create and nurture a positive culture that people want to be a part of.
5. Recruit from within - Career progression and development
6. Look after wellbeing and it will look after you
7. Allow workplaces to be social – be inclusive.
8. Create a purpose – why do I need to go in?
9. Encourage collaborative working
10. Don't throw your learning away – focus on R&R and EACH



The challenge for tomorrow's leaders is to manage an organisation that is not there in any sense in which we are used to.

Questions?

Visit	Visit our website for resources, information and news on local government workforce issues www.local.gov.uk/workforce
Sign up	Councils can sign up to our monthly newsletter to get a snapshot of the key issues we're working on right now https://local.gov.uk/about/news/e-bulletins
Follow	Follow us on twitter @LGAWorkforce
Email	If you are a council, email us with questions or to talk about getting involved in projects or being a case study workforce@local.gov.uk