

Resource Utilisation FUND projects Handbook



Implementation plan

Provider name/consortia members	Oaklands College
Project title	Recruiting effectively and attracting talent into FE in the East
Project summary	Develop and implement a sustainable, innovative, technology-based, efficient staff recruitment and selection process. The strategy involves the creation of a regional talent pool of 'FE-ready' candidates, particularly in hard-to-fill areas, to be shared with other colleges, using innovative attraction methods to reduce costs of recruitment advertising and agency fees.
What were the aims of the project?	<p>To improve the learner experience through the provision of high-quality lecturers and support staff in a timely and cost-beneficial model using aspects of technological innovation, procurement deals and shared services.</p> <ul style="list-style-type: none">• The College needed to reduce the cost and time spent to hire staff, while still attracting talented and appropriately qualified candidates. At the start of the review, the average advertisement cost £1,159 and it took up to 22 weeks to make an appointment. There was no procedure to review which media were most effective and why.• The College already operated a staff bank for temporary cover but this needed to be developed by adopting more proactive recruitment methods. Development of an 'FE-ready' talent pool that enabled the College to have access to candidates at minimum notice would reduce the need to adopt emergency recruitment methods that are costly and ineffective.• Greater efficiency was needed in the recruitment and selection process

within the College, from advertising to application, shortlisting, interview and selection. This would require less HR administration and less time for managers to spend on the process. At the start of the project, recruitment administration was a full-time job equivalent to 1 FTE = £25,000 pa. Development of new technology-based forms and workflows that can be shared with other colleges would ideally migrate onto an e-recruitment platform.

- In order for the College to make better use of its budgets, a full review of its advertising was needed, followed by negotiating lower advertising rates and adopting new methods. The College’s recruitment budget had been reduced from £100,000 in 09/10 to £80,000 in 10/11.
- As colleges reduce their numbers of permanent HR staff and vacancies are fewer, there is a danger that recruitment expertise is lost and colleges will resort to expensive agencies to recruit. The proposed service provides an alternative to that scenario.
- In the last four years, Oaklands College had spent over £270,000 on using recruitment agencies to fill 41 vacancies for permanent appointments. However, 21 of those appointed left their posts within the first six months. The College needed to move away from using recruitment agencies for permanent recruitment in the future.
- 85% of total advertising spend was on press advertising. This should be reduced to a maximum of 50%. This would reduce recruitment advertising spend by £20,000.
- The learnings from the work at Oaklands College will be shared with the other colleges in the ACER region with the aim that greater efficiency savings can be made as a result of this project.
- Savings associated with this shared service will be tracked and published as part of dissemination events.

What did you do?

Reduce College advertising by 30%

- By negotiating directly with the media, greater discounts on external college advertising were secured.
- The existing pre-paid advertising through Monster was used.
- The Monster CV Database, which came as part of the job posting inventory, was used to proactively send information about vacancies to potential candidates.

Across the nine colleges involved in the project (Oaklands, Barnfield, West Herts, Peterborough Regional, Lowestoft Sixth Form, City College Norwich, Amersham and Wycombe, Chelmsford, College of West Anglia) savings of over £30,000 have been made. Oaklands alone have tracked £20,000 savings in overall recruitment advertising since the start of the project.

Saving: Over £50,000 to date.

No recruitment agency expenditure for permanent posts

Since the start of the project, none of the colleges involved has used recruitment agencies to recruit to permanent posts. The key to facilitating a higher response to advertisements for hard-to-fill posts that have used recruitment agencies in the past is a) accepting CVs and b) choosing media carefully to ensure getting it right first time.

Saving: Based on Oaklands College average annual spend, savings of around £50,000 are expected.

Reduce press advertising

During the RUN project, 100% of all vacancies for Oaklands and other colleges have been advertised using online media in addition to the College website. This has meant creating direct relationships with media providers, leading to greater discounts and reducing the use of advertising agencies who charge a creative fee for all press advertising.

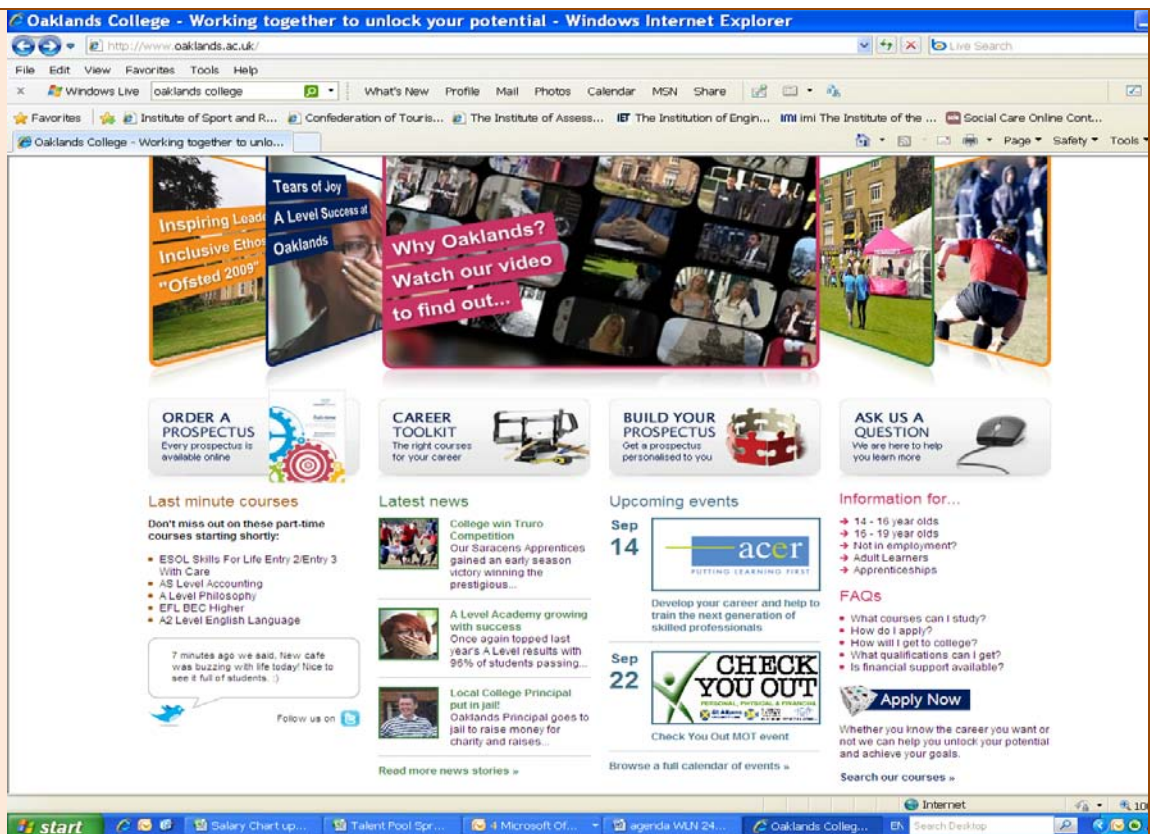
Saving: A reduction of £20,000 in advertising spend has been recorded at Oaklands to date.

FE-ready Talent Pool

Ad hoc campaigns for colleges in the project, including Oaklands, have resulted in over 520 applications. All advertising for these posts has used pre-bought media licences so have not incurred any costs.

The vacancies advertised on Monster for talent pool vacancies in the region have attracted views from 7,072 potential candidates at no additional cost.

Two college Open Evenings were hosted by Oaklands College to attract candidates to a regional talent pool. More than 40 people attended across the two evenings and 198 people applied directly to register their interest. There was no cost associated with either the events or the advertising apart from refreshments at the events. Oaklands College marketing department advertised the events on their website. See below:



Reduce administration workload in recruitment and selection

Three colleges, including Oaklands, have accessed recruitment support through the Regional Recruitment service as part of the RUN project because they had previously reduced overall headcount in the recruitment team by three FTE. Support from this project has enabled them to access recruitment expertise to manage their campaigns and processes without reducing the quality of their recruitment campaigns.

Saving: £75,000

Shortlisting and interview processes have been migrated online to reduce the need for HR to collate and print recruitment packs for managers.

A number of recruitment campaigns were managed remotely from advertisement to short-listing, including for a Nursery Manager, a Facilities Manager and two posts in Construction. This was all done electronically, ie with no printing, and all advertising and receipt of CVs was done online. These appointments were made successfully first time.

New advertising rates and media frameworks

Bulk-buying media collaboratively with other colleges will allow greater economies of scale and attract preferential rates.

The Monster framework has been adopted by 12 colleges in the region in the last two years.

Saving: Over £240,000 per year.

The TES have offered ACER members discounts of between 8% and 15% if they buy collectively. This is a first for the sector.

Saving: Up to £100,000 across the region.

Migrate colleges onto an e-recruitment system

Three colleges are accessing the Regional Recruitment support to migrate onto e-recruitment systems. One college was supported in negotiating an e-recruitment system within budget.

Saving: £4,000.

The other two colleges are migrating onto the same system and are using the RUN Regional Recruitment resource to share training and implementation. A working group has been set up with four colleges in the region who are also using this system.

Saving: £4,000 on training and implementation fees alone.

Dissemination

Dissemination events were held as follows.

- ACER HR Network – 30th September 2010
- ACER HR Network – 9th December 2010
- ACER Annual HR and Staff Development conference – 3rd March 2011
- FE Sussex HR Network – 24th March 2011

£500,000 savings in region by end FY 11/12

The aim of the RUN project is for the learnings to be rolled out and scaled across colleges in the ACER region. Nine colleges have adopted these practices since the start of the project in June 2010. The target is to have ten adoptions by the end of the academic year 10/11 and a further ten in 11/12. The aim is for best practice and models of efficiency to be adopted by as many colleges in the region as possible.

Saving: In 10/11, over £170,000, not including the £240,000 savings from the Monster licence, which is due to be renewed on March 31st 2011. From 10/11 to 11/12, savings are potentially £500,000.

Note

The original agreement for this project included the aim of developing a common induction programme for colleges recruiting from the talent bank. Following discussion with the Project Manager, it was agreed that this aim would be deferred. It may be that a common recruitment programme will be developed before a common induction programme.

<p>What did the project cost, including LSIS funding?</p>	<p>Summary of costs, including travel, resource and expenses covered by ACER</p> <table data-bbox="347 376 1145 533"> <tr> <td>ACER investment</td> <td>£22,000</td> </tr> <tr> <td>Oaklands College investment</td> <td>£5,000</td> </tr> <tr> <td>LSIS Funding</td> <td>£25,000</td> </tr> <tr> <td style="text-align: right;">Total</td> <td>£52,000</td> </tr> </table>	ACER investment	£22,000	Oaklands College investment	£5,000	LSIS Funding	£25,000	Total	£52,000
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<p>Impact</p> <p>What were the benefits of the project?</p>	<p>The overall impact has been the delivery of more proactive, efficient and effective recruitment campaigns that embrace new media, reach out to a diverse audience, and use more efficient methods of attraction and shortlisting.</p> <p>The HR teams that have been involved in the Regional Recruitment activity have had access to a recruitment specialist to support them in all areas of recruitment. The opportunities within FE have been promoted to over 7,000 new candidates since June 2011 through the use of online media alone.</p> <p>These methods have resulted in substantial cost savings and have enabled colleges to continue to compete for local talent, to recruit on time, and to attract high quality candidates.</p> <p>Allowing candidates to apply with their CV speeds up the process and increases the numbers of applicants. This is key for posts that are hard to fill and costly to recruit to.</p> <p>Advertising online rather than offline, eg in the printed press, allows the vacancy to be visible to potential applicants for the whole life of the vacancy rather than just the one day that it appears in the press. It also enables colleges to amend the copy at any time, to extend the final date for applications, and to use tools such as e-newsletters to promote the vacancy to more candidates.</p> <p>Filling vacancies more efficiently and effectively is helping to raise the profile of HR within the College. This is important in aligning HR with College business strategy.</p>								
<p>What were the savings and benefits?</p> <p>How did you calculate</p>	<p>Summary of savings</p> <p>The principal savings were in:</p> <ul style="list-style-type: none"> ➤ staff time ➤ advertising costs 								

<p>them?</p>	<ul style="list-style-type: none"> ➤ recruitment agency fees ➤ training fees <ul style="list-style-type: none"> ➤ £75,000 savings on not filling HR administration posts across three colleges (based on £25,000 salary per post) ➤ £11,590 savings (at least) on attracting over 300 staff to talent pool, (based on ten advertisements at average advertisement cost of £1,159) ➤ £20,000 in recruitment savings at Oaklands College (calculated by Deputy Principal) ➤ £50,000 savings on using no permanent recruitment agencies (based on average spend over the previous four years at Oaklands College) ➤ £4,000 savings in Select implementation Training (based on five days at £800 per day across two colleges) ➤ £30,000 ad hoc advertising savings across nine colleges (based on direct savings from rate card costs) ➤ £4,000 savings on E-recruitment negotiation (based on price quoted to College) <p>Total Payback excluding Monster framework: £194,590</p> <ul style="list-style-type: none"> ➤ Advertising framework with Monster; £240,000 (based on unit savings of £20,000 per college) <p>Total overall payback including Monster: £434,590</p>
<p>What were the lessons learned?</p>	<ul style="list-style-type: none"> • Colleges must be willing to review and/or change their recruitment policies and practices. There are still 22 colleges in the region that are not accessing this support. • Accepting CVs is key to removing barriers in the recruitment process. This enables candidates to apply more promptly so that colleges can fill vacancies more quickly. • The more guidance that colleges give to candidates about how to apply, the better, as it allows managers to shortlist more effectively since the application forms are completed correctly. • Campaign management and using advertising media flexibly will allow colleges to advertise vacant posts in the right way to the right candidates. This has a huge impact on filling vacancies with the right person, first time. • If the correct recruitment processes are in place, there is no need for colleges to have staff dedicated full-time to recruitment. Campaigns can even be managed remotely. A recruitment specialist is needed to manage the campaigns when they arise, but this is not a full-time job. Hence, ACER colleges are sharing and accessing the Regional Recruitment service.

<p>What tips do you have for other providers?</p>	<ul style="list-style-type: none"> • Have full information about the time and cost you spend on hiring staff; measure and review these after each campaign. • Negotiate media rates directly with the providers. • Recruit to your staff bank or talent pool all year round. The most costly recruitment processes are those that are done at the last minute and are business critical. • Have an effective staff talent bank system where candidates can register and can be contacted when a vacancy arises and they can start immediately. Obtain e-references and complete form L99 beforehand.
<p>Further information and key resources</p>	<p>www.monster.co.uk</p>
<p>Contact details for further information</p>	<p>Katie Langham Katie.Langham@acer.ac.uk 07889 602 157</p>