

## **MARKET FACTOR SUPPLEMENTS POLICY**

**EXECUTIVE MEMBER:** Norman Williams

**LEAD OFFICER:** Len Glead, Human Resources Manager

**REPORT AUTHORS:** Len Glead, Human Resources Manager  
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### **Summary:**

<b>Recommendation:</b>	That members of the Personnel Panel approve the introduction of a Market Factor Supplement Policy
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**Impact on delivering the Corporate Plan:** The Authority may experience difficulties in recruiting and retaining appropriately qualified and experienced individuals to deliver its corporate objectives.

**Impact on other statutory objectives(e.g. crime & disorder, LA21):** N/A

**Financial and human resource implications:** None arising directly from this report

**Project and Risk Management:** None arising directly from this report

### **Key Decision Status**

**-Financial:** N/A  
**-Ward:** N/A

**Other Ward Implications:** N/A

## **1. BACKGROUND**

Recent recruitment and retention difficulties in key skill areas have highlighted the need for the Authority to have a policy to deal with these problems which, because of staff shortages, can result in a serious impact on the delivery of customer services.

## **2. APPLICATION**

The ease with which suitably skilled and qualified employees can be attracted and retained can be influenced by a variety of factors, such as:

- Quality of recruitment strategy, including advertising campaign

- Use of appropriate recruitment methods, e.g. local Press, Trade Press, web campaign, agencies
- Effective use of appraisal feedback
- Use of relevant exit interview feedback
- Flexible contractual terms i.e. job share, part-time working, home working
- Quality of relocation package

However, where it is believed that the quality of the key elements of the recruitment and retention approach is sound, and there is significant evidence pointing to salary levels that are out of line with the market rate for particular skills as a major contributing cause, a market factor supplement may be the appropriate solution.

### **3. SCOPE**

The proposed policy (**Appendix A**) is designed to regulate the use of market factor supplements, and will apply to all posts below Chief Officer level.

#### **List of Consultees:**

Portfolio holder  
Corporate Team  
Union Representatives

#### **HR Research**

Neighbouring Cumbrian Authorities  
David Carty, North West Employers  
Web based research