

VACANCY MANAGEMENT PROVISIONS

The Vacancy Management Provisions provide guidance on managing the vacancy fulfilment process in the most cost effective way and considers the hybrid approach to working arrangements and the challenging economic climate.

Don't assume that, just because there is budgetary provision, you are entitled to fill the vacancy. Employing someone is a very expensive decision which requires careful scrutiny.

Managers should follow these provisions prior to completing and submitting a request to fill a vacancy. When it is considered essential to fill a vacancy, managers are responsible for liaising with representatives from Finance and Human Resources as well as discussing and seeking agreement from their Service Manager/Head of Service before submitting a vacancy request.

Take Time to Consider:

What alternatives to recruitment could be considered?

- Do you need to recruit?
- What makes it critical that the post is filled now? Could the recruitment process be delayed to contribute to slippage targets? You can progress with submission of a vacancy request and schedule the advert for advertising at a future date.
- Can the key tasks of the vacancy be combined with other existing vacancy responsibilities to create a single new post which will deliver the essential tasks?
- Can the work be re-allocated amongst existing staff either at the same level or, particularly where there is uncertainty over future work activity, at a lower level with short term temporary higher duty payment?
- Could you redesign the work/post to create an entry level position?
- Is there an opportunity to optimise the use of resources due to current ways of working, either within the Service/across Services? Is the type of work carried out elsewhere in the organisation? (Discuss this and potential implications for colleagues with your HR Officer.)
- Where will work be carried out and who is best to deliver the work either across PKC or in collaboration with others and how does this affect the vacancy?
- Is there an opportunity for integrated working, specialised hub or partnership working?
- Is there an opportunity to make better use of technology?
- Is there an opportunity to offer a Job Family move or secondment opportunity?
- Would a fixed term appointment allow for a specific time-limited piece of work to be undertaken or consideration to be given to current external factors with an uncertain impact and what future service delivery will look like?
- Is there any learning as a result of change arising from Covid-19 about our workforce requirements? For example, how has Covid-19 impacted on future service delivery and the type of worker/skills required?

Recruitment

Only where all other alternatives have been explored, there are valid exceptional business reasons and the appropriate level of approval has been given, will a vacancy be progressed for advertising.

Recruitment, in most circumstances, will be restricted to **internal only** in order to provide development opportunities and to protect our people.

For relevant posts, recruitment via the Job Academy will be the first option. Wider advertising within PKC and/or externally will be held until this has been explored.

If a vacancy has been identified as hard to fill or it is already known that the skills do not exist within the organisation, a request may be made to advertise externally on [myjobscotland](https://myjobscotland.gov.uk/) to attract a strong pool of candidates. You should demonstrate that you have considered responses to similar, recently advertised posts, current job market conditions and potential proposals due to future organisational change.

The current job market is one of strikingly different pressures. There are areas of work which will receive a reasonable or even high volume of applicants. You should consider the impact of this on your workload as well as potentially affecting the candidate experience and the Council's image as an employer. There are also job types for which recruitment can be problematic. Consider how to effectively [advertise/promote](#) the vacancy to attract a pool of applicants that allows you to successfully appoint. To have to re-advertise, especially after spending time on interviewing, involves significant additional work and delay.

It may be that, despite approval to advertise, a vacancy is identified as an opportunity for potential suitable alternative employment and is therefore held pending further discussions. Further details can be found in the Framework for Managing Workforce Changes.

Examples of Exceptional Business Reasons

- Is this a statutory role or required to maintain mandatory staff ratios?
- Are there any other statutory requirements which require this post to be filled?
- Are there health and safety reasons critical to service delivery, safeguarding the health, safety and wellbeing of our employees, service users or citizens?
- Is this post critical to the transformation agenda/key Council priorities or protected service areas and non-filling of it places unacceptable risks on these projects/service areas?
- Service levels may have to be reduced or work reallocated – what is the minimum level of service that is acceptable within a service area and is this post a critical part of meeting that minimum level?

Reason for Vacancy

- Describe why it is critical that the vacancy is filled on a permanent or fixed term basis. Consider the number of necessary working hours per week.
- Is this post part of essential service delivery?
- Are there plans to make changes to the post in future? How will these changes impact on the post?
- If requesting to advertise externally, demonstrate reasons why i.e. are there difficulties recruiting to the post in the current job market, skills shortage, statutory post which may also require a specific professional qualification etc? How does this fit into workforce planning?