

Criteria for determining hard to fill roles as agreed by PPDC – December 2014

No	Criteria
1	<p>Retention issues High turnover rate with inability to fill and loss of critical/organisation specific knowledge or capacity.</p>
2	<p>Significant recruitment issues E.g. two or more failed recruitment attempts using all available channels in the rolling 12 months.</p>
3	<p>Benchmarking of pay (including any additional information on reward package) Shows significant difference to competitors for same candidates with immediate impact</p>
4	<p>Service delivery impact Critical issues impacted by staffing levels e.g. safeguarding, immediate risk of personal safety, economic loss, damage to property, damage to reputation.</p>
5	<p>Short-term measures in place that require urgent review In order that permanent solutions can be implemented, e.g. <i>very expensive or failure to review may lead to increased likelihood of service delivery issues.</i></p>
6	<p>Significant budget impact Need for agency or locum staff to fill vacancies to medium or long term at higher cost rate.</p>
7	<p>Pay differential issues connected to partnership working with external organisations, e.g. progression.</p>

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