



Recruitment and Selection Policy

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1. Aim of this Policy & Procedure

The Council is committed to complying with employment legislation, internal HR Policies and Procedures and all other applicable laws, rules and regulations. We are committed to developing flexible methods of recruitment to meet the diverse needs of the authority and its service users. This policy has been developed to ensure that the Council's recruitment processes are honest, fair, and effective to assist in meeting our business and service objectives and provide equality of opportunity for all.

This Policy should be read in conjunction with the Recruitment and Selection Policy guidance, the Equality Act Statement, the Alternative Employment Policy and the Guidance on Changes to Establishment including Re-modelling / Restructuring activity.

2. Scope

This policy applies to the recruitment of internal and external applicants, except those on Chief Officer terms and conditions. The policy applies to all recruitment, whether permanent, temporary, casual or volunteers.

Where the recruitment process is carried out by a third party on our behalf, that third party must be provided with both a copy of this policy and the Equality Act Statement. They will be expected to adhere to the legal requirements and principles outlined in these policies.

3. Roles & Responsibilities

All managers and employees with responsibility for recruitment and selection must pay special attention to their obligations under existing employment legislation.

Any breach of this Policy by an employee may result in disciplinary action against that employee.

Directors and Heads of Service will be responsible for:

- Ensuring all employees engaged in recruitment and selection processes are aware of, understand and are able to implement this Policy.
- Ensuring all of those employees within their service area have received the appropriate training and are, therefore, eligible to participate in the recruitment and selection process.
- Ensuring that all employees follow the policy and procedure.

The recruiting manager will be responsible for:

- Preparing the job description and person specification to ensure it accurately and fairly reflects the requirements of the post, and that it has been evaluated under the Council's Job Evaluation scheme(s).
- Ensuring that internal departmental / Directorate procedures for approval to fill vacancies are followed.
- Ensuring that ALL vacancies are referred to Workforce Management Group, via HR Consultancy, and that the Alternative Employment Policy is followed.
- Providing HR with all appropriate documentation, within agreed timescales, to enable them to administer the recruitment and selection process.
- Ensuring that internal departmental / Directorate procedures for media expenditure are followed.
- Ensuring that adverts are accurate and approve any associated costs.
- Conducting the interview and selection process in accordance with this policy and procedure.
- Keeping accurate records relating to the recruitment and selection process and ensure these are shared with HR so that they can be retained in accordance with the required timescales.
- Providing feedback to candidates on request.
- Undertaking any relevant qualification, registration, DBS and Right to Work identity checks during the interview.
- Ensuring that, where used, Agencies carry out any appropriate and necessary checks and references.

HR will be responsible for:

- Quality checking job descriptions and person specifications provided by recruiting managers, ensuring that posts have been evaluated under the Job Evaluation Scheme(s).
- Co-ordinating the agenda for Workforce Management Group.
- Placing advertisements/job vacancies in the agreed media.
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- Undertaking all pre-employment check etc.
- Producing and issuing the relevant documentation for the successful candidate.
- Monitoring and evaluating the recruitment and selection process.
- Maintaining a record of suitable, appointable candidates.

4. Procedure

Please refer to the Alternative Employment Policy and Flowchart for re-modelling / restructuring procedure, for further information regarding the process and our duty to explore suitable alternative vacancies for those employees whose employment is likely to end.

Identifying a Vacancy

(Refer to Recruitment & Selection Policy guidance section 5)

- Consideration must be given initially to the need for the vacancy and managers must undertake the requirements of this procedure in line with the Council's procedures for restructuring and job evaluation.
- If the vacancy has arisen due to a resignation or if there is a proposal for a new or amended post then the manager should liaise with HR Consultancy to consider the next steps including alternatives to replacement, which may include a change to the duties or requirements of the role.
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- The job description and person specification must be shared with HR to ensure that all grading implications remain satisfied and that the post has been evaluated under the appropriate scheme(s).
- In all cases, prior to advertising a vacancy, both the requirements of the role and the selection criteria must be defined to ensure that they accurately and fairly reflect the post.
- Once vacancy rationalization has been considered, vacancies must be submitted to Workforce Management Group for approval.

Advertising a Vacancy

(Refer to Recruitment & Selection Policy guidance Section 6)

- Before any vacancy is advertised, it will be submitted for consideration at Workforce Management Group by HR. The HR Service will undertake vacancy matching to determine whether the vacancy is a suitable alternative for eligible redeployees (see Alternative Employment Policy for process). All vacancy matching will be discussed and agreed at Workforce Management Group.
- Vacancy matching is the process of identifying potentially suitable individuals for consideration or appointment to a vacancy which has arisen.
- If the vacancy is not filled via vacancy matching then the Workforce Management Group will take a decision on the next steps of advertising.
- HR will inform recruiting managers of the decision of Workforce Management Group and facilitate progressing the vacancy.
- In the case of some vacancies, there may be the potential for centralised / shared recruitment and managers will be advised and provided with further advice from HR where this applies.
- An agreed timetable for the recruitment and selection process shall be arranged and included in the advertisement.
- Media monitoring will be undertaken by HR for each post advertised.
- HR will develop a record of potential candidates from recent recruitment where the individual was not successful but was an appointable candidate (this would be subject to the agreement of the candidate). HR will then explore vacancy matching for these applicants for similar roles which may arise for a period of six months. This would happen prior to the advertisement of the vacancy but following consideration of any eligible redeployees. The decision regarding whether to consider candidates from the appointable list prior to advertising the vacancy will be determined by the Workforce Management Group.
- All applicants will complete the online application form for any vacancy, unless prior agreement has been reached with the Director of HR, Legal & Corporate Services.

Stage 1 – Shortlisting Applications

(Refer to Recruitment & Selection Policy guidance Section 7)

- Shortlisting is to be completed by the recruitment panel, which is the lead recruiting manager plus one other person as a minimum.
- Recruitment panels should have a gender mix and where practicable a mix of ethnicity, and can be up to four people but must be a minimum of two people.
- The recruitment panel will review the application form(s), which details the work history, qualifications and experience of the applicants, and limited personal information. The equal opportunity monitoring information will not be disclosed.

- When shortlisting, the selection must be based on the criteria identified in the person specification and must be objective and justifiable, non-discriminatory and relevant to the role. The recruitment panel is therefore required to use the standard shortlisting matrix. On completion of the matrix, all documentation must be shared with HR.
- All applicants who declare that they have a disability and who meet the essential criteria for a vacancy must be shortlisted.
- The shortlisting process as detailed in the guidance must be followed at all times.
- All documentation relating to the application of unsuccessful candidates will be retained by HR for a period of 9 months, after which time the information will be deleted.
- If candidates request feedback as to why their application has been unsuccessful, a member of the recruitment panel must provide this.
- HR will request reference(s) following the determination of the shortlist by the recruitment panel.

Stage 2 – Interview process

(Refer to Recruitment & Selection Policy guidance Section 8)

- Prior to confirming the shortlist of applicants, the recruitment panel should consider appropriate selection methods. Interviews must be conducted as a minimum for all posts, however it may be appropriate in addition to use an assessment centre approach, including presentation, work based exercise or psychometric testing. For support in identifying and developing additional selection methods contact HR for further advice.
- At the time of the interview, assessment centre or other means of selection are arranged, candidates will be asked if they have any additional needs or requirements which should be taken into account. For example, candidates with certain disabilities may require additional time to complete tests or require large print copies.
- Assessment of candidates must be based on the criteria identified in the person specification and must be objective and justifiable. A standard interview scoring matrix must be completed for all candidates, with questions linked to the criteria identified to ensure consistency of approach.
- All interviews must be undertaken by the same recruitment panel that determined the shortlist.
- Any tests used as part of the selection process must be appropriate, reliable and appropriately validated and administered. Psychometric tests must be interpreted against appropriate norm groups by trained assessors. They must also be capable of being marked objectively. Prior to using any test, it is wise to take advice from the

HR Service to ensure that the test being used does not discriminate against certain groups. The inclusion of a test in the process must be capable of objective justification.

Stage 3 – The Selection Decision

(Refer to Recruitment & Selection Policy guidance section 9)

- Candidates will be selected on merit, and the decision will be based on the evidence demonstrated during the selection process, a key record of which is the interview scoring matrix.
- The lead recruitment panel member will review all the individual scoring matrices and collate the scores and outcome (link)
- If no candidate has achieved the agreed benchmark, the recruitment panel should consider the appointment of internal candidates who may have narrowly missed the benchmark but could perform the role with the appropriate amount of training and development.
- The recruitment panel will then consider the reference(s) prior to confirming their final appointment decision. If the reference(s) are not available at this stage, the lead recruiting manager can contact the referee for a verbal reference. If the referee is not available the appointment cannot be confirmed until satisfactory reference(s) have been received. (Please note a minimum of two satisfactory references are required for any external or safeguarding appointments. For the appointment of any internal vacancies only one satisfactory reference is required).
- The lead recruitment panel member will inform the successful candidate of the offer of employment subject to the appropriate pre-employment checks A Details of Successful Candidate Form must be completed and forwarded to HR.
- The lead recruitment panel member should inform the unsuccessful candidates by telephone or personal contact, normally within 24 hours of the interview taking place.
- All documentary evidence relating to unsuccessful candidates (application forms and scoring matrices) should be shared with HR where it will be retained for a period of no more than 9 months, after which time it will be deleted.
- A member of the recruitment panel will provide candidates with feedback, if requested.
- Records of the decisions made by a recruitment panel and the reasons will be retained to enable management information to be compiled to identify current trends and identify the need for further action.

Offer of Appointment

(Refer to Recruitment & Selection Policy guidance section 12)

- Any initial offer of appointment must be conditional and subject to satisfactory pre-employment checks and references.
- No internal appointment can be confirmed without receipt of a minimum of one satisfactory reference.
- No external appointment can be confirmed without receipt of two satisfactory references.
- No appointment to a safeguarding role can be confirmed without receipt of two satisfactory references.
- All offers of employment to internal and external candidates will be conditional and will not be confirmed until all the appropriate medical and DBS clearances have been satisfactorily completed. Once the successful candidate has been selected by the recruitment panel, HR will progress the appointment process.
- If the post being recruited to is subject to DBS/ Safeguarding Children clearance, please refer to guidance document.
- All candidates will be given an opportunity to make representations should any reference or other check indicate a discrepancy, which may or may not result in the offer being confirmed.
- Upon receipt of the necessary clearances and notification of a start date, HR will liaise with the recruiting manager, and issue the Statement of Particulars and appointment letter that will be emailed to the candidate.
- Where recruitment has been carried out by a third party e.g., through a recruitment agency, all appropriate references and checks should be carried out for workers provided by the agency. Managers must satisfy themselves that the appropriate checks have been carried out, prior to allowing workers to commence.

5. Volunteers

The Council welcomes the involvement of volunteers and recognises the skills and experience they bring and the value they add to the wider organisation and the community we serve.

All managers **must** follow these procedures to ensure a safe, efficient, effective and consistent approach to the recruitment and selection of volunteers across all Council departments. The Council is committed to providing the best possible volunteer recruitment service at all stages of the process. This is done by incorporating the principles of the Council's existing policies and procedures in relation to recruitment and selection and equal opportunities into the Volunteer Framework. In order to widen participation in volunteering, recruitment and selection procedures are underpinned by a commitment to equality of opportunity, social inclusion. As such, volunteering opportunities will be open to all regardless of disability, gender, ethnic origin, sexual orientation, age, religion, background or economic circumstances.

All volunteer opportunities will be advertised on MyView and the Councils Facebook page for Recruitment.

Individuals applying for a volunteering role will have their applications dealt with as quickly as possible. If the Council is unable to accept an individual for a volunteering role, a full explanation will be provided. The usual recruitment process must be followed ensuring;

- Applications for all Volunteers highlight employment history including any gaps.
- All references, ID Checks and DBS clearances where appropriate are complete.
- Compliance and consistency across the Council.

6. Confidentiality

All documents and procedures relating to employee recruitment, selection and interviewing are confidential. All employees and external referees must be aware that the confidentiality of these documents may not be able to be maintained where a complaint is made under the Equal Opportunities in Employment Complaints Procedure or where a complaint is made to an Employment Tribunal. In these circumstances, our statutory duties can override the right to privacy, and information contained in application forms and references, as well as that contained within other recruitment and selection documents, may have to be disclosed to the complainant, to Tribunal members and Trade Union representatives. Every effort will be made to ensure that information cannot be used to identify people. Medical information provided by candidates to the Occupational Health team is also confidential.

7. Monitoring & Review

Human Resources will work with managers to monitor the application of this policy. They may review any aspect of the procedure in light of changing circumstances at any time, in consultation with the trade unions. They will review the whole policy three years from the implementation or earlier if the need arises.

8. Approving Body & Date:

LJNCC 11th August 2015
Director Sign Off David Fairclough 20th August 2015

Updated: March 2016