

# Recruitment Policy

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<b>Policy Author</b>	HR Team - PSPS
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This Policy details the responsibility for appointing internal and external candidates, including Apprentices. The Policy and procedure guidance should be followed to ensure that practices and standards are consistent, efficient and effective in this fundamental element of the Council's operations. There is also some manager guidance which can be found here.

### **Scope of the Policy**

This policy applies equally to all employees who work for the Council, with the exception of those in statutory chief officer, non-statutory chief officer and deputy chief officer roles where separate procedures will apply. Those procedures are set out in the Council's Constitution.

The following statutory chief officer, non-statutory chief officer and deputy chief officer roles within the Council are exempt, and are instead subject to the Chief Officer Employment Panel and Chief Officer Employment Appeals Panel, as set out in the Constitution and within the Memorandum of Agreement relating to an integrated Shared Workforce structure, between Boston Borough Council, East Lindsey District Council and South Holland District Council, known as the South and East Lincolnshire Councils Partnership (SELCP).

The statutory roles are, as follows:

1. Head of Paid Service
2. Section 151 Officer
3. Monitoring Officer

The Chief Officer roles are, as follows:

1. Chief Executive (if different from the Head of Paid Service)
2. Deputy Chief Executive

The Deputy Chief Officer roles are, as follows:

- Assistant Director – Wellbeing and Community Leadership
- Assistant Director – Regulatory
- Assistant Director – Leisure & Culture
- Assistant Director – Neighbourhoods
- Assistant Director – Corporate
- Assistant Director – Governance & Monitoring Officer
- Assistant Director – Finance
- Assistant Director Housing

- Assistant Director – Economic Growth
- Assistant Director – Planning and Strategic Infrastructure
- Assistant Director – Strategic Projects
- Assistant Director – General Fund Assets
- Assistant Director Strategic Growth & Development

## Introduction

The Council is committed to ensuring the recruitment and selection process is a positive experience for all candidates.

It is essential that to achieve a positive experience the process is applied consistently and to a high standard by anyone undertaking recruitment activity on the Council's behalf.

Typically, vacancies will be advertised on internal job pages on the Intranet, One Team Hub and where advertising externally, on the Council's website. The recruitment team will assist in identifying suitable external websites. It is the recruiting manager's responsibility to identify the most suitable platform of advertising to ensure maximum exposure to the appropriate audience.

The Council aims, at all times, to recruit the person who is most suited to the particular job. Recruitment will be solely on the basis of the applicant's abilities and individual merit as measured against the criteria for the job. Qualifications, experience and skills will be assessed at the level that is relevant to the job.

Before embarking on the process of recruitment, the recruiting manager must ensure that there is an up-to-date Job Description for the post that includes a clearly drafted Employee Specification, using the standard template.

The Council is a Disability Confident employer. All candidates who have identified they have a disability and who meet the minimum requirements of the job as set out in the Job Description and Employee Specification will be guaranteed an interview.

Recruiting managers conducting recruitment interviews will ensure that the questions that they ask candidates are not in any way discriminatory or unnecessarily intrusive. Equally, nor should prospective candidates be placed in a detrimental position from having family members, or friends of existing employees placed in a priority position for interview, selection and, or appointment; candidates are asked to declare any relationship with an existing employee. Where a family member or friend of an existing employee applies, interviews shall take place with a member of the HR team present.

The interview will focus on the needs of the job and skills needed to perform it effectively. A record of every recruitment interview must be made and passed to HR to be retained for a suitable period of time. On no account should any job offer be made during or at the end of an interview.

Psychometric testing may be used as part of the recruitment process but only with the prior approval of Management Team and HR. Any test used must have been validated in relation to the job, be free of bias, and be administered and validated by a suitably trained person.

It is the Council's policy that the successful candidate will be asked to complete a pre-employment medical questionnaire (with potential assessment) with the Council's approved Occupational Health provider. Any offer of employment will be conditional on the result of this medical examination being satisfactory.

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## **1.Responsibilities**

### **1.1 Managers Responsibility**

- to comply with this policy and adhere to the key principles, procedures and processes;
- ensure all candidates are treated fairly and consistently throughout the recruitment process;
- ensure safer recruitment practices are adhered to; ensure equal opportunity for all candidates;
- ensuring the candidates receive a positive experience throughout their recruitment journey, regardless of the outcome;
- notifying HR/Payroll of a resignation/leaver from their department in a timely manner;
- ensuring all information submitted is wholly accurate; and
- Check if candidates are Armed Forces CHECK WORDING

### **1.2 Employees Responsibility**

- to evidence their right to work in the UK, their qualifications and provide appropriate referees;
- to undergo the DBS process, where applicable;
- to submit their resignation letter in a timely manner, providing sufficient notice of their termination date; and
- to return all Council assets before their departure.

### **1.3 HR & Payroll Responsibility**

- to guide and provide advice to recruiting managers on the application of the policy and supporting procedure;
- to ensure recruiting managers operate the recruitment processes to satisfy safer recruitment practices and equal opportunity; and
- to process requests received through the HR & Payroll Services Portal in a timely and accurate manner;
- to ensure the policy and supporting procedures are regularly reviewed, in line with evolving legislation, and the appendices remain current and in accordance with process;
- to process reference requests.

## **2.Recruitment & Selection – Vacant Post Identified**

Please refer to the Recruitment & New Starter Managers Guidance for details on the process.

Recruiting managers are responsible for recruitment with support from HR. Recruitment to any role someone (including an Apprentice) must have approval from their Assistant Director, via the Council's Vacancy Management process.

2.1 A post becoming vacant triggers the recruitment process. At this point, it should be considered whether recruitment is a necessity by evaluating:

- the resourcing of the current team;
- new and more efficient ways of working;
- internal environmental factors;
- external environmental factors; and
- financial implications.

2.3 Where any employee leaving the Council is on the grounds of a TUPE transfer or redundancy, this does not render a post vacant. TUPE transfer is on account of a business transfer or service provision change and therefore, the post is disestablished at the point of transfer. A redundancy is on account of a post being disestablished due to a business/operational need.

2.4 If the trigger for the vacant post is as a result of an employee leaving the Council by reason of dismissal, the vacancy management process and recruitment campaign can begin once approval has been confirmed by the Leadership Team, however, the conditional offer of any employment to a prospective candidate must not be issued (verbal or written) until any appeal stage has been exhausted.

### **3. Job Analysis**

3.1 A Job Analysis should be carried out immediately when a post becomes vacant. The assumption should be that a like-for-like replacement is unlikely to happen and all alternative options should be explored in detail. This should include reviewing the completed Leaver's Questionnaire to ensure consideration is given to any comments about the job role by the previous job holder. The following should be reviewed when determining the approach:

- alternative options to direct replacement;
- budget implications if replaced/if left vacant and any other financial constraints;
- current outline (and up-to-date) job description and employee specification;
- change of role, duties and accountabilities;
- opportunity to develop the role with commercial viability; and
- necessity for direct replacement if no other options are available.

3.2 This analysis should take account of the Council's Corporate Strategy, aims, objectives and values, the department's business and operating requirements,

internal and external environmental factors, current departmental resource, financial sustainability and future service demands.

3.3 If the revised role is a cross partnership role, then approval from all Councils will need to be sought prior to the next stage.

#### **4. Corporate Vacancy Management Process**

4.1 Your Assistant Director (AD) will submit a vacancy management request form for consideration at SLT if applicable, which is required before recruitment to the role is considered and approved. Speak to your AD if you are unsure whether this is applicable for your role. By complying with this process, all aspects of the vacancy can be considered, including:

- whether there is a fundamental need to recruit;
- whether an apprenticeship would be appropriate;
- whether the role could be offered as a development opportunity;
- financial resource;
- the potential to link the role with other vacancies in the Council;
- employees 'at risk' and potential redeployment opportunities (in which case the advert must be delayed for a period of time);
- consideration of a secondment; and
- amending the role where necessary.

4.2 If the job analysis determines that the vacancy/new post should be filled (in whatever capacity), the recruiting manager must complete a Vacancy Management request. This process is applicable for most vacancies, but guidance can be sought from the AD. When completing this request, the recruiting manager will be asked to evidence that a job analysis has been undertaken and provide rationale for requesting that recruitment be authorised.

4.3 The Council is committed to growing grass route talent and therefore, consideration should be given to whether an Apprenticeship would be a suitable avenue of recruitment with potential for a clearly defined development pathway. Further advice regarding Apprenticeships can be obtained from HR.

#### **5. Job Description and Employee Specification**

5.1 This documentation should be re-examined in the light of the Job Analysis and any alterations required should be discussed with the Service Manager or Assistant Director and where necessary, an HR. At this stage, any grading implication can be considered and assessed. If the position is a newly established role, has had substantial changes or an alternative grade has been identified for an existing post, the Job Evaluation process will apply.



5.2 Templates are available on in the Corporate Library on the First4HR system, please ensure the correct template is used to avoid a delay in processing your vacancy. Content of the JD can be altered, but take into consideration if this is a significant change and there are current employees in this job who may be affected, contact HR if you have any questions.

5.3 The job description will describe the duties, responsibilities and level of seniority associated with the post, while the employee specification will describe the type of qualifications, training, knowledge, experience, skills, aptitudes and competencies required for effective performance of the job.

5.4 When drawing up the criteria, managers should ensure that the requirements for the post are not artificially inflated so as to exclude certain categories of candidate. This is particularly important for equal opportunity purposes. Any attribute must be wholly job related and justified in terms of job performance.

## 6. Job Evaluation Review

6.1 If the post is revised prior to recruitment (or has been newly created), and has not been formally Job Evaluated at the time, a grade should be obtained from HR.

6.2 The relevant JE process must be adhered to, in full, **prior** to progressing the advertising campaign.

## 7. Advert

7.1 The purpose of an advertising campaign is to recruit the best possible candidate for the role and the advertising strategy is key in the recruitment process.

7.2 The recruiting manager is responsible for advertising strategy and approach and to use the most appropriate channels in order to promote the vacancy to the target audience. The typical channels are set out below but it is recognised for some roles there will be specific targeted channels required, to reach the relevant audience.

- The Council website;
- The Council internal job site;
- Local Government jobs website;
- Social media platforms (e.g. LinkedIn, Twitter, Facebook);
- Forces Families jobs portal;
- Professional online/media publication;
- Online recruitment websites;
- Approved employment agency;
- Partnership agencies;

- Schools & universities;
- The National Apprenticeship Service website; and
- Other local authorities.

7.3 The Council is signed up to the Armed Forces Covenant, with bronze status, and is therefore committed to supporting forces families. On account of this, all external vacancies will be advertised on the 'Forces Families Jobs' recruitment platform for spouses and family members of UK Armed Forces military personnel to apply.

7.4 The use of external agencies as a platform for recruitment are permitted but only by approval from the Assistant Director (or above) for the recruiting department and HR must be notified to help sourcing the relevant agency.

7.5 To serve the public it is vital that those working in public-facing roles can communicate in English when working with members of the public receiving local authority services, therefore this must be included in adverts for the necessary roles. More guidance can be found [here](#).

## Format

7.6 Whilst the format of the advert will take the corporate template, the content is just as important with a desire to attract interest, communicate the key elements of the role, 'sell' the location and the Council, and provide a clear response and application process. It is also essential to inform the candidate of the employee benefits associated with the job role. The candidate journey begins the moment the advertising becomes live.

7.7 Advertisements should reflect the corporate image of the Council and should accurately describe the position to ensure applications are received from suitably qualified and experienced candidates. The job content should not be overstated, nor should any artificial barriers be added which may discriminate against certain individuals or groups.

7.8 All adverts should clarify whether DBS checks are required and, if so, at what level. Additionally, adverts should also clarify whether a post is politically restricted.

7.9 All adverts, online or in publication, must display the Disability Confident logo in recognition of the Council's commitment to this standard.

7.10 At the point of advertising, the advert will remain on the chosen recruitment platform(s) for the duration of the advertising period and will be removed on the closing date. However, if sufficient applications are received before the closing date, the Council reserves the right to close the advert earlier than planned. This should be referred to HR for advice, before doing so.

7.11 Consideration must also be given when producing the content of the advert to ensure there is no direct or indirect racial, age, or disability discrimination. Advice should be sought if in doubt.

7.12 Recruiting managers can specify within the body of the advert whether their professional vacancy is open to applications from candidates who may be part qualified or able to demonstrate relevant experience/potential and may be appointed to a development/trainee role whereby the salary will be commensurate with experience. For example, potential for the part/non-qualified candidate to be appointed on a lesser grade with a commitment to support training/qualification funding with a view to the individual assuming the higher role once fully qualified.

7.13 The content of the advert should include:

- information about the recruiting department and what it does, don't assume the candidate knows
- information about the job role, keep the content clear, concise with key details. Include the main duties of the role, the level of responsibility and any potential future challenges;
- information about the type of person the Council is looking for, include the relevant skills, qualifications and personal attributes;
- include the expected closing date (or advertising period); and

**7.14 DO**

- Use language and vocabulary that is easy to read and digest;
- use language that is targeted to the appropriate audience and platform of advertising;
- accurately reflect the role and responsibilities;
- use short, concise sentences;
- refer to the reader as 'you'
- include information that is new, innovative, exciting or challenging;
- keep the corporate style throughout the body of the advert; and
- keep the content brief - too much text will distract the candidate and they may lose interest.

**7.15 Don't**

- use jargon unnecessarily;
- over-use technical detail in the wording;
- over-complicate sentences/paragraphs;
- use uninspiring descriptions of the job role;
- have too much emphasis on the job role and not enough on the person; and

## **8. Advertising Process**

8.1 On receipt of the full, approved job advert request form, HR will process the form within 2 working days.

8.2 In addition to the advertising channels identified on the advert request, the vacancy will be advertised on the Council's website, Indeed and with the Armed Forces Families (see below).

## 9. Application Process

9.1 The application process for a Council vacancy is by the following:

- a covering letter (Optional); and
- a CV

9.2 Candidates should submit their up-to-date CV via the Council's website.

9.3 Within each online advert, there is an 'apply now' button, which will take the candidate to First4Recruitment, which contains a template to be completed, this is in addition to the above.

9.4 Once the candidate has populated the form and uploaded their documentation via the website, it will automatically be distributed to the HR team who will collate until the closing date.

9.5 The HR team move the applications within the system as they are received and the manager will be notified.

9.6 Applications from internal candidates should be made as per the above process and submitted by the closing date.

9.10 All candidates applying for an internal vacancy should follow the same process as an external candidate.

9.10 Secondments will typically be circulated via email or on the Council's jobs page and candidates will be required to submit a expression of interest to [recruitment@pspsl.co.uk](mailto:recruitment@pspsl.co.uk).

## 10. Longlisting & Shortlisting

10.1 The Longlisting/Shortlisting Assessment (Appendix D) should be used for each application (CV and personal statement) and only those meeting the essential criteria should be considered for interview, unless the advert has explicitly stated that applications are welcomed from candidates who may be part qualified or able to demonstrate relevant experience/potential.

10.2 Candidates who have identified that they have a disability under the Equality Act 2010 should be shortlisted for an interview providing they meet the minimum essential criteria. This ensures adherence with the Council's Equal Opportunity and Dignity at Work policy and supports the Council's commitment to being a Disability Confident employer.

10.3 In shortlisting, managers should note any issues to test at interview which support safer recruitment practices. This includes identifying gaps in employment, training history and reasons for leaving previous roles to seek appropriate explanations at interview.

## NEED TO ADD IN SHORTLISTING TEMPLATE

### **11. Interview Arrangements**

11.1 Once you have changed the status of the candidate to invite to interview, an email will be sent out to the candidate with the time date and location you specify.

11.3 Where interview and selection techniques and assessments have been identified for senior roles, HR will support the recruiting manager with any advice required.

11.4 If an employee applies for an internal vacancy and subsequently leaves the organisation, providing they were employed at the time of submitting their application, then they can be considered for the position.

11.5 If there are suitable candidates once the closing date has been reached (even if the numbers are low) then the recruiting manager should progress with the applications before extending the closing date.

11.6 The recruitment team confirm in a written email to all external applicants at application stage. At interview stage, the recruitment team will check with the Recruiting Manager that they have verbally informed all interview candidates before following up with a written email.

### **12. Interview Selection Tools**

12.1 A number of tools and techniques are available to assist with the selection process. Different types of positions require different kinds of selection techniques. Choosing the right techniques will help the recruiting manager to appoint the best person for the position. The selection techniques the recruiting manager may opt for will depend on the particular skills, attributes and knowledge required for the position, together with, level of seniority.

12.2 The recruiting manager must be able to match the selection method with the selection criteria that are key to the position.

12.3 The following tools/techniques could be used:

- Individual presentation by the candidate – topic provided by the recruiting manager;
- examples of work/reports relevant to the application – to be submitted in advance of the interview;
- psychometric testing;
- general cognitive ability tests;
- aptitude tests;
- skills/ability assessment;
- leaderless group sessions;
- the interview (structured and un-structured); and
- telephone, Skype & video interviews.

12.4 When selecting the appropriate interview and selection techniques, consideration should be given to the following:

- the seniority/level of position;
- the degree to which managerial/leadership ability is critical to success;
- the degree to which technical competence is critical to success;
- the degree to which behavioural competence is critical to success;
- the time and effort required to use the technique, in proportion to the risk of poor selection;
- available resources; and
- the budget;

12.5 Consideration should also be given to equality issues, i.e. does the chosen technique directly or indirectly discriminate against protected characteristic groups.

12.5 HR can support and facilitate the recruiting and selection panel with the preferred techniques. External assessors will be brought in to support some testing and assessments, where relevant.

12.6 Recruitment decisions should not be based on the results of one selection method alone. Very often recruiting managers will need to combine two or more techniques to assess a range of skills, knowledge and qualities in candidates.

12.7 If particular selection techniques are being used, it is important that the candidates are notified of this prior to their interview/assessment.

## **13. The Interview**

13.1 The recruiting manager is the chair of the recruitment panel.

- 13.2 The panel will usually consist of at least 2 members and must always include at least one person who has undertaken safer recruitment training in line with safeguarding requirements.
- 13.3 HR will only support at the interview where there is an extenuating need and/or dependent on the seniority of the role.
- 13.4 The interview is useful for assessing a candidate's presentation and communication skills, 'getting to know' candidates, their skill set, experience and behavioural competencies as well as assessing cultural 'fit' with the Council and the department. An interview is a two-way process and it also allows the candidate to get a more detailed overview of the role and the Council, which they can use in their decision making process.
- 13.5 Recruiting managers can significantly increase the effectiveness of the interviews by using behavioural and competency based techniques/questions. This interview format involves assessing skills, attributes and behaviours through behaviour based questions. Using questions that ask for specific examples of a candidate's past behaviour in situations similar to those they will face in the new position is an effective way of predicting future behaviour in similar situations.
- 13.6 Whilst every effort is made to enable the candidate to feel comfortable, the interview is an artificial and formal environment that may not best show candidates as they behave in the work environment.
- 13.7 The key to a successful interview is planning. It is important that the interviews are thoroughly thought out including the method and approach, with a clear structure and well thought out questions. The questions should be formatted in the Interview Questions template.
- 13.8 Interviews must be fair, objective and structured to allow the maximum amount of information to be obtained from the candidate. The job description and employee specification should form the basis of questioning, which should be relevant to the requirements of the specific post.
- 13.9 Questions should allow the candidate to expand on and highlight other relevant knowledge, experience, skill and behaviours. Questions should not be directed in such a manner as to elicit a "yes" or "no" answer, unless specific clarification is sought.
- 13.10 The tone of the interview should reflect the seniority of the post. It is important that seating arrangements and initial introductions are pitched at an appropriate level.

- 13.11 Other aspects, such as body language and eye contact, can provide useful information to the interviewer and can be an indication of behaviours.
- 13.12 When making notes of responses, only factual and appropriate comments applicable to the job/person that can be justified in relation to the interview process should be made on such documents, which may be scrutinised in a recruitment audit or released under the Freedom of Information Act.
- 13.13 It is essential for safer recruitment practices, that the panel test any gaps in employment, training history, anomalies or concerns arising from the CV and personal statement. Any issues should be explored in detail at the interview and the responses recorded in writing.
- 13.14 During the interview, it is the recruiting manager's responsibility to complete the following and verify the documentation as originals:
- identity check;
  - right to work in the UK;
  - proof of relevant qualifications;
  - proof of professional memberships

## 15. References

- 15.1 The purpose of the reference is to provide relevant additional information, to assess the candidate's suitability and to act as a check on information provided by the candidate.
- 15.2 For external candidates the following must be obtained:
- a minimum of two references;
  - a minimum of one professional reference;
  - one referee must be the candidate's current or last employer however, if they have never had an employer, they must be from the candidate's last place of study or over-arching agency; and
  - where a character reference is provided, the reference must be from a professional individual.
- 15.3 For absolute clarity, referees must not be relatives or partners of the candidates.
- 15.5 The HR department will request references for the recruiting manager, after the conditional offer has been made to the successful candidate.
- 15.6 Agency workers on assignment at the Council are required to provide appropriate references via the recruitment agency.



- 15.7 HR can request additional references if the ones received are not sufficient.
- 15.8 HR will ensure that the references supplied by a candidate match the candidate's work history / academic history.
- 15.9 Conditional offers of appointment can be made subject to satisfactory references, but the employee should not commence employment until these have been received and checked for appropriateness.

## **16. Appointment**

- 16.1 The recruiting manager must verbally issue a conditional offer of employment to the successful candidate. HR will then undertake the pre-employment checks and send out employment contracts, liaising with the new starter frequently in the lead up to their start date. The recruiting manager will need to request ICT equipment via the ICT portal.
- 16.2 Recruiting managers are responsible for notifying all unsuccessful candidates, verbally, following their interview.
- 16.3 Recruiting managers should be sensitive to the need to provide feedback to candidates, if requested to do so, citing clear and objective rationale. Where possible, provide some information about where the candidate could have performed better. Internal candidates should be given an adequate de-briefing and signposting to future development areas.

## **17. Safer Recruitment**

17.1 The Council takes all reasonable steps to ensure that unsuitable people are prevented from working with children, young people and adults at risk, through the safer recruitment and verification processes outlined above. Safer recruitment training is provided for Service Managers and supervisors/line managers; recruitment panels must contain at least one person who has done this training.

17.2 Pre-selection checks for all posts include:

- receipt of an up-to-date, fully complete CV (probed at interview if gaps are apparent);
- receipt of a criminal records self-disclosure;
- where appropriate, consent to check with the Disclosure and Barring Service (DBS) for previous convictions; and
- Substantiation of identity and qualifications.

17.3 When a verbal conditional employment offer is made, references must then be sought, and received satisfactorily, prior to confirming the unconditional offer.

## **18. Disclosure & Barring Service (DBS)**

[Further detailed guidance can be found here](#)

- 18.1 DBS standard, enhanced and enhanced with barred list checks are undertaken for all staff whose role involves working with children, young people and adults at risk as part of their normal duties, where this falls within the definition of 'regulated activity' under the Safeguarding Vulnerable Groups Act 2006, as amended by the Protection of Freedoms Act 2012.
- 18.2 Other staff may be checked through a basic DBS process where their role isn't covered by a standard DBS but it is felt to be necessary. The Council does not accept checks by previous employers or for other current external activities (volunteering or paid).
- 18.3 If a post requires an Enhanced DBS check or an Enhanced check for Regulated Activity the Council can legally re-check their staff as regularly as they wish to. Where there has been no cause for concern checks will routinely be carried out every three years
- 18.3 The list of checks completed, and those due, is held by the HR team. There is a 3-year programme of DBS renewal checks for those staff who require this as part of their role.
- 18.4 A new DBS check should be undertaken for all new, internal appointments, regardless of whether the employee currently has a 'live' disclosure with the Council.
- 18.5 Baseline Personnel Security Standard ( BPSS ) is the recognised standard for the pre-employment screening of individuals with access to government assets. It is not a formal security clearance but its rigorous and consistent application underpins the national security vetting process.
- 18.6 Rehabilitation of Offenders Act 1974 (ROA)
- 18.7 It is unlawful to take into account 'spent' convictions in recruitment situations. The Act sets out rehabilitation periods, after which a conviction becomes spent.

18.8 In these situations this information should not be considered within recruitment and selection.

## **18. Agency Staff**

18.1 Agency staff must be afforded a thorough induction to their role including, where relevant, a Corporate and departmental overview, information security policies, health & safety training, code of conduct expectations, smoking etc. Please contact HR to request access to the relevant training.

18.3 Agency staff are afforded the right to apply for internal vacancies.

18.4 The Agency workers regulations give agency workers the entitlement to the same or no less favourable treatment as comparable employees with respect to basic employment and working conditions, if and when they complete a qualifying period of 12 continuous calendar weeks in a particular job.

## **19. Politically Restricted Posts**

19.1 Section 1 of the Local Government and Housing Act 1989 provides for certain posts in Local Government employment to be deemed “politically restricted”. This means that holders of posts so designated are barred from holding elected office in the European Parliament, The House of Commons or Local Government except Parish and Town Councils.

19.2 Post holders are also disqualified from;

- holding office in a political party;
- canvassing of elections; and
- speaking or writing publicly on matters of party political controversy.

19.3 If a post is identified as being politically restricted, this should be disclosed on the advertisement and written into the contract of employment for the successful candidate. There is no right of appeal against this decision.

## **20. Market Supplement**

20.1 There may be instances where the grade for the post which is determined through the Council’s Job Evaluation process does not result in a salary range that attracts and retains suitably qualified and experienced staff. In these instances, market supplements may be agreed if it can be shown that

the salary range attached to the grade for 'hard to fill' posts is significantly lower than those offered elsewhere.

20.2 Market Supplements must be agreed by Senior Management Team. Please refer to the Market Supplement Guidance for further information.

## **21. GDPR**

21.1 The Council processes personal data collected during the recruitment process in accordance with its Data Protection policy. In particular, data collected as part of the recruitment process is held securely and accessed by, and disclosed to, individuals only for the purposes of managing the recruitment exercise effectively to decide to whom to offer the job. Inappropriate access or disclosure of job applicant data constitutes a data breach and should be reported in accordance with the Council's Data Protection policy immediately. It may also constitute a disciplinary offence, which will be dealt with under the Council's disciplinary procedure.

## **22. Beyond Recruitment**

22.1 On the employees first day, they will report to their designated work base location as stated on their contract. Their recruiting manager should meet and greet them. If applicable, the employee should then be given their security card with photo identification by the Customer Contact Advisor on the reception desk.

22.2 Where the employee will be required to wear PPE to carry out the duties of their role in a safe manner, this should be supplied as a priority on their first day and certainly before the duties of the role are carried out.

22.3 The new employee should be introduced to their immediate team, and availability permitting, their Service Manager, Assistant Director and wider Senior Management Team. Following this, the new employee should be familiarised with their new workplace and all the important places/teams/rooms that may be of use.

22.4 Policies, procedures and safe systems of work should be discussed with the new employee and time assigned during their induction to allow them to familiarise themselves with this documentation.

22.5 It is important that the employees read, understand and are familiar with, Council policies and procedures and in particular, departmental policies, procedures and practices.

22.6 The recruiting manager is responsible for the induction process. They will guide the new employee through the process ensuring the employee is inducted thoroughly. Help and assistance will be offered, where required. At the completion of the induction period (4 weeks) the form must be submitted to HR via a General Enquiry request.

22.7 For internal appointments, the above principles of induction apply, and the formal induction documentation should be completed.

### 23. Recruitment Checklist

1	Does the vacancy need to be filled?
2	Has the role been signed off and budget agreed?
3	Are the Job Description, pay and terms and conditions of employment up to date and relevant?
4	Is a Job Evaluation review necessary?
5	Is the Employee Specification up to date? Does it properly reflect the criteria necessary for the person to do the job?
6	Have you completed a vacancy management form?
7	Has a suitable advert been drafted in the corporate template?
8	Have steps been taken to ensure that there is nothing discriminatory in the Job Description, Employee Specification, advertisement and selection process that will be used?
9	Is the shortlisting process free of bias?
10	Does the recruitment process accommodate disabled candidates?
11	Have the scoring systems in the selection process been agreed?
12	Does the weight given to particular facets of the candidates' abilities reflect the requirements of the job in a non-discriminatory way?
13	Does the vacancy provide either a suitable alternative into which to redeploy potentially redundant employees from elsewhere in the organisation or a career development opportunity for existing employees? If so, subject to procedures and/or union agreements, it may not be appropriate to advertise the vacancy.
14	Is the proposed advertising medium the most cost effective and relevant?
15	Will a CV collect the necessary information relevant to the nature of the vacancy? If not consider adding in screening questions in the process.
16	Has the method of selection been determined and approved (e.g. interview, psychological tests, assessment centres)?
17	Where tests are used are they relevant to, and have they been validated, in the context of the job being filled?
18	Are any candidates disabled? If so, have enquires been made about reasonable adjustments during the selection process or if they were to be offered the job?

19	Has the recruitment process been properly timetabled and arrangements made to ensure that applicants are kept informed of key dates in that process?
20	Have interviewers planned the format of the interview and the questions to be asked?
21	Have HR requested references for successful candidates and have they been received?
22	Has a conditional offer been made?
23	If the offer was conditional, have the conditions been met and an unconditional offer then been made?
24	Has the offer been accepted and a start date agreed?
25	Has a written contract of employment been issued?
26	Have unsuccessful candidates been informed?
27	Are there adequate induction processes once the employee has started work?
28	Has a signed copy of the contract of employment been returned?
29	Has the ICT equipment and user profile been requested and confirmed?
30	Has the induction been planned?
31	Has the initial work plan been designed?
32	Has a work place buddy been assigned?
33	Have the probationary meetings been scheduled in?