

# Recruitment Policy

*Employing the best people*





# Recruitment Policy

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# Recruitment Policy

## 1. What does this Policy cover?

The aim of the Recruitment Policy is to enable the selection of the best person for the role, provide a structured approach to the recruitment process and ensure consistency is achieved across the Council. Each appointment is viewed as a key business decision and is critical to the success of the appointing Service. Our Recruitment Policy is geared to ensure we recruit the best person for the role with the right skills, experience, attitude and behaviours.

This policy ensures all appointments are made in accordance with our commitment to equality of opportunity and the development of a diverse and inclusive culture. It ensures we adhere to treating all candidates fairly and equitably and in accordance with the Council's Values.

This policy covers the recruitment of:

- All employees (permanent, fixed-term, temporary, secondments)
- Casual workers
- Apprentices and Interns

This policy does not cover the appointment of agency workers and volunteers which are dealt with under separate arrangements.

## 2. How do we recruit the best people?

Recruitment is a two way process. We attract, select, recruit and engage the best people by:

- Becoming an employer of choice through creating a work environment that is attractive to the people we want to employ and by selling the benefits of working for the Council.
- Ensuring our recruitment practices attract as wide a pool of candidates as possible and offer equality of opportunity for all.
- Having an effective candidate selection process that is legally compliant, fair and transparent and focuses on both the skills / experience and the behaviours required for the role.
- Ensuring new employees are engaged in the Council and made to feel welcome from the very start of the process, on their first day and throughout the on-boarding process
- Having a great induction and probation period where people are able to settle in quickly with a clear understanding of their role, what is expected of them and how their role fits into the delivery of their Service and the wider Council Vision and Values.

This policy identifies the key principles and actions agreed by the Council to ensure fair and effective recruitment and selection is carried out across the Council. All Recruiting Managers are responsible for complying with this policy.

### 3. Identifying the need for a vacancy

Where a vacancy need is identified, our recruitment practices will be professional and fair to all candidates. We recognise that the Council's success depends on the calibre of the people we employ. Our approach is to clearly identify the responsibilities of each role and its contribution to the Service and to offer flexible working, where appropriate and we are able, in order to attract and retain the best people.

A lead manager "the Recruiting Manager" will have overall responsibility for the careful planning of each recruitment campaign and in ensuring it engages with a diverse pool of candidates, is fair, timely and legally compliant.

Prior to a vacancy going live, the Recruiting Manager will liaise with the HR Adviser to discuss the recruitment strategy. Where a new role is required, or where the responsibilities of the role have altered, the HR Adviser will support the Recruiting Manager to prepare the role to be evaluated using the Hay methodology and it will be evaluated at the next Job Evaluation Panel.

All appointments and alterations to posts require the approval of the relevant Member of Management Team and confirmation from the Service Accountant that resources and any additional funding is in place.

### 4. Advertising a vacancy

The Council's HR Team administers the recruitment process. The manager completes the recruit to fill form and the HR Admin Team provides administrative support, uploading the vacancy onto our recruitment software, liaising with advertisers, and supporting the timely progression of vacancies through the process to completion with the issuing of offer letters, Statement of Particulars and creating the electronic personal file.

The Recruiting Manager is responsible for proactively liaising with their HR Adviser and HR Admin Team who together provide advice and support on the design of the recruitment campaign and selection processes.

Advertising of vacancies will be undertaken with regard to the Council's corporate brand and will comply with equality legislation. Advertisements will provide a broad statement of the purpose, scope, duties and responsibilities of the role. They will avoid wording which may discourage groups with a protected characteristic from applying.

It is recommended that any employee applying for another role within the Council (permanent, temporary or secondment/acting-up) discusses the opportunity with their line manager prior to applying.

#### **Where are external advertisements placed?**

All external advertisements are advertised on the Council's website and on indeed. The recruiting manager is responsible for the recruitment campaign and this includes decisions on where vacancies are advertised and what social media sites are used to promote roles. This requires careful planning to ensure the widest reach of adverts to a diverse audience.

The approval for all advertising costs sits with the recruiting manager and the relevant head of service.

## Frequently asked questions

Key Questions	Council's Approach
How long do I advertise a vacancy?	We want to enable and encourage a wide range of diverse applications for all of our vacancies and expect opportunities to be advertised for sufficient time to enable a diverse number of applicants to see the vacancy and apply. This supports the Council to recruit the best person for the role. The exact number of days to advertise will vary dependant on the role and HR can support managers with this. We would expect this to vary from a minimum of 1 week to 4 weeks.
When do I advertise externally?	The decision to advertise externally is at the discretion of the Recruiting Manager and Head of Service in consultation with the HR Adviser. They will consider the needs of the service; new skills, experience, behaviours required within the team; talent pipeline and the recruitment market in making their decision.
Who can apply for an internal vacancy?	All TVBC employees - permanent, temporary and casual employees and agency workers, unless roles are ring fenced as part of an organisational change process or there are employees with appropriate skills on the "at risk" register.
How do I recruit to a secondment /acting-up opportunity?	Secondment and acting-up opportunities will be appointed to in an open and transparent way; where appropriate, this will include advertising internally within the team, service or wider Council.  Application will be via an expression of interest form
How do I recruit a casual worker?	A casual worker has no mutuality of obligation – i.e. they can choose to accept or decline any work offered to them. Work offered must be either infrequent or short-term i.e. less than one month.  Opportunities for casual work may be advertised or HR has a Temporary Bank of approved workers.
What happens if a temporary post becomes permanent?	All permanent posts must, as a minimum, be advertised internally. The manager may choose to advertise externally to attract a wider pool of candidates.
How do I extend a temporary contract?	All temporary contract extensions will be undertaken in a fair manner.
Additional hours (temporary or permanent)	Additional hours will be offered out in a fair and transparent way within the team/service area.
How long does authority to advertise a post last?	Authority to advertise from a Member of Management Team lasts 6 months.

## 5. Assessment and Selection Process

Each appointment is a key business decision and our assessment and selection process is geared to identifying the key skills, knowledge, attitude and behavioural competencies, qualifications, training and experience required utilising objective assessment methods. We endeavour to ensure no applicant experiences discrimination because of a disability or a protected characteristic under the **Equality Act 2010**.

Where a candidate indicates that they have a disability as defined by the **Equality Act 2010**, we will provide reasonable adjustments to the assessment process. **Under the Guaranteed Interview Scheme we guarantee disabled people an interview if they meet the essential criteria for the post.**

The recruiting panel is made up of a minimum of two employees who have undertaken recruitment training. The panel are required to have completed, as a minimum, the Council's e-learning recruitment module and ideally to have attended the Council's Manager's Essentials Training recruitment module.

Those involved in recruitment decisions are required to identify any potential conflict of interest where they have close personal or family links with an applicant. The HR Adviser will ensure appropriate measures are taken, which may include the HR Adviser attending/overseeing the selection process.

At all stages of the selection and assessment process the Recruiting Manager will retain notes detailing the selection or rejection of candidates. For candidates who are not successful, these assessment materials will be retained by the Council for 6 months and destroyed in the 7<sup>th</sup> month from the date the decision is made to appoint to the position. For the selected candidate the selection information will be held as part of their employee file for the duration of their employment and for 6 years and destroyed in the 7<sup>th</sup> year following their leave date. Further details about the retention of information can be found in the Council's Recruitment Privacy Notice, Employment Privacy Notice and the Council's Retention Schedule.

Applicants are entitled to have access to their recruitment records. External candidates may request to see their interview assessment notes using a **Subject Access Request** under the **Data Protection Act**.

The Recruiting Manager/panel are responsible for being pro-active in moving through the assessment and selection process in a timely and professional manner.

## 6. Conditional Verbal Offer

It is the responsibility of the Recruiting Manager to provide a conditional verbal offer to the preferred candidate and to email or telephone all unsuccessful applicants with the outcome of their interview. Where candidates are internal, a face-to-face meeting is encouraged wherever possible.

Salary on appointment will be determined in accordance with the Council's Pay Policies. Appointments are usually made to point one or two of the grade. Appointments to the top of the grade require Head of Service approval, in consultation with the HR Adviser.

No appointment can be made higher than the advertised grade.

All conditional verbal and written offers of employment are subject to successful completion of all pre-employment screening checks including references.

### References

**External candidates** - The council normally requires two references which as a minimum cover the previous 2 years of employment.

**Internal candidates** – The Council requires one reference from the current line manager, where the new role is in a different service.

### Occupational Health

All new employees and internal appointees moving into a role where the job hazard and risks are different will need to successfully complete an occupational health pre-employment assessment. This will outline any reasonable adjustments to be considered prior to employment commencing.

### **Right to Work in the UK**

The Council is fully committed to adhering to legal obligations to ensure we do not knowingly employ anyone illegally. Checks will be carried out prior to the person starting employment with ongoing checks, as required, to ensure our people are legally employed. All employees are required to inform us of any changes that affect their immigration status and to provide us with any relevant documentation on request.

### **DBS checks**

The recruiting manager in consultation with the HR Adviser will need to identify any roles which require a DBS check. This will be where the role works with children or vulnerable adults. A basic disclosure check may be required for certain other posts such as those who need a BPSS (Baseline Personnel Security Standard) check for access to a Government secure website or e-mail. For more information, see the Councils **Disclosing & Barring Policy (DBS)**

Once all checks are complete the HR Admin Team will send out a firm offer of employment together with a statement of particulars.

## **7. Candidate On-boarding**

Keeping in touch with the successful candidate is key to keeping them interested and engaged throughout the time between a conditional offer and starting employment. It is the responsibility of the Recruiting Manager to maintain some contact during this time and to start to develop the working relationship. It can be helpful to have a conversation with the person about how they would like to be communicated with, this may include sending internal newsletters/minutes of team meetings/invites to attend team social events and so on.

Setting the right impression for someone's first day and making them feel welcome is essential and a clear plan of support and induction must be put in place by the line manager prior to the first day.

The Council has a corporate Induction programme (e-learning and workshops) and new employees will be invited to attend by HR.

## **8. Appointment of Senior Managers and above**

The importance of appointing and developing Senior Managers and leaders of the highest quality is critical. It is these managers who will influence the strategic direction and continued success of the Council as it faces increasing and complex challenges. It is essential to get the recruitment campaign and selection process right and to appoint the best possible person for the job.

To appoint the best person the Council will follow a process which maximises the diversity of applicants and draws from the widest possible pool of potential candidates, engages a rigorous selection process and minimises discrimination at any point.

Appointments of Chief Officers, that is Heads of Service and above need to comply with the Officer Employment Procedure Rules as set out in the Council's Constitution.

A sub-committee of the general purposes committee (to be inclusive of one member of Cabinet and which complies with political balance) will be set up to make the appointment decision in relation to a Chief Officer. Appointment of the Chief Executive is a full Council decision.

Prior to an offer of appointment being made to a Chief Officer, the HR Manager must notify every member of Cabinet to establish there are no material objections to the appointment.

## 9. Apprenticeships and Internships

The Council offers an Apprenticeship Programme where each apprentice works within a structured framework to achieve a relevant qualification within their chosen service area. Apprenticeships can lead to further professional development as well as opening up career paths. Candidates must be 16+ years old and the minimum apprenticeship duration is 12 months.

Internships are available and provide insight into working for a Council and offer opportunity to undertake specific projects within one of our services. Internships are normally for between 1 month and 1 year.

## 10. Equality of Opportunity

The Council wishes to encourage applications for employment from people from a range of backgrounds and to eliminate unfair discrimination from any stage of the recruitment process. The Recruiting Manager is responsible for ensuring the recruitment and selection process is fair and selects the best person for the job. It is also their responsibility to ensure that no person is disadvantaged because of a disability or a protected characteristic in accordance with the Equality Act 2010 and to make any necessary reasonable adjustments at all stages of the recruitment process.

It is the responsibility of the recruiting manager to be proactive in complying with equality legislation and to promote an open and harmonious environment in which all applicants are treated with dignity and respect and given the opportunity to demonstrate to the very best of their ability their competence in relation to the role.

More information is available in the **Recruitment Toolkit for Managers**.

Policy agreed at PPRG – 05 July 2018

Policy effective – 12 July 2018



## 11. Recruitment and Selection Procedure Summary

