



People Framework

Recruitment & Selection Procedure



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Tracking

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Service			

Revision History

Revision Date	Revisor	Previous Version	Description of Revision

Document Approvals

Each revision requires the following approvals:

Sponsor Approval		Name	Date

1. Introduction

This procedure outlines the key stages to follow when recruiting employees. Further advice and guidance is available from HR.

2. Review & Monitoring

This procedure will be monitored and reviewed on a regular basis. All recruitment exercises will be recorded for monitoring purposes.

Recruitment data will be prepared by HR and may be made available to Leadership Team on request.

3. Training

The Council offers a recruitment and selection training course for managers who are new to the recruitment process or as a refresher course. Any hiring managers will be expected to complete the Recruitment and Selection Training (including Safer Recruitment).

Experienced managers who have been recruited from other local authorities and who can demonstrate prior training and experience of recruitment and selection will attend a shortened version of the course which will outline the recruitment process at Epsom & Ewell.

A record of who has attended the training will be kept by HR and any managers who are required to take part in interview will be invited to attend if they have not already done so.

4. Considering the Vacancy

Where a vacancy arises the hiring manager should assess if and how the vacancy should be filled, taking into account factors such as:

- Have the needs of the service changed or is change imminent?
- Are there any changes to the duties and tasks undertaken?
- Why did the previous post holder leave?
- Could the role be carried out in a different way?

If the manager concludes that a vacancy should be filled, the next step is to prepare the role profile and person specification.

5. Role Profiles and Person Specification

An up-to-date role profile and person specification must be produced for all posts. Any new role profiles, or ones which have been significantly amended must be job evaluated before an advert can be processed. (***Refer to job evaluation procedure for further information***).

Role Profile

No role profile should contain any discriminating language.

The role profile should provide an overview of the key duties or tasks that are required and should be written in plain English which can be easily understood and should be in a suitably accessible format for all applicants.

A Role Profile Template must be used. (LINK)

Person Specification

The person specification forms part of the role profile template and should outline the knowledge and skills specific to the role and also the behaviour /abilities that are required to successfully carry out those tasks and responsibilities within the role.

They will contain:

- Examples of behaviour /core abilities necessary for effective performance in the role.
- Language that can be used in job advertisements.
- Criteria for choosing and designing assessment methods.
- Criteria for decision making.
- A structure for giving feedback.

6. Authorisation and preparing for advertising

An authorisation to recruit form (REC01) must be completed. The REC01 form must be authorised by the Head of Service and other relevant signatories.

DBS and Political Restriction

As part of the authorisation process managers are required to identify whether the role requires a DBS check and/or is politically restricted. Please see the Council's Safer Recruitment and Political Restriction Procedures. (Link to forms?)

Advertisements

Advertisements must positively encourage applications from all suitably skilled, experienced and qualified people and must be free from any bias regarding: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

In preparing adverts, managers should ensure that the language is non-discriminatory and that the essential requirements of the role are a genuine occupational requirement for the role to avoid exclusions.

All job advert will have an Equality and Diversity statement and wordings will be 'inclusive' and non-discriminatory with information on Disability Confident scheme in the job information pack. A candidate should be given the choice to discuss any adjustments to the working environment as a result of being invited to attend an interview and must be supported to participate fully in the selection processes.

Advertising costs must be obtained from the HR team and agreed in advance. In line with Council policy any vacancy should be advertised using the advert template. **(Refer to Appendix 2– Advert template)**

Internal/external adverts

Managers should advertise all roles to as wide a pool of people as possible. A diverse pool of applicants, shows that the Council is fair and supports equality of opportunity.

All vacancies will be advertised by using Epsom & Ewell Borough Council website, Jobsgopublic, Surreyjobs, Indeed and any relevant role specific websites (which are free of charge). The advert will be placed by the HR Team. Vacancies will be advertised for a minimum of 10 working days.

Where Managers wish to advertise internally only advice from HR should be sought and justification for advertising internally only should be recorded on the REC01.

Redeployees

The HR team will ensure that any employees on the redeployment register are made aware of the opportunity in line with the Council's Management of Workforce Change Procedure.

7. Application Forms & CV's

The Council will provide a Recruitment Privacy notice to applicants to inform them of how and why we require their information. (***Refer to Privacy Notices***).

The Council has a number of application methods which include:

- Standard Application Form
- CV and role specific questions

Candidates completing a standard application form or role specific questions will be asked to detail how they best meet the criteria for the role and demonstrate how they have the relevant qualifications, knowledge and skills.

A decision about the format of the application should be made by the manager prior to any advert being circulated and agreed with HR in advance.

The Council will accept CV's for roles such as casual work.

The Council also has the facility to flex the application process relevant to the role for example, the application process may include specific questions that applicants are required to answer.

8. Disability Confident

The Council operates a guaranteed interview practice as per the Disability Confident scheme. All applicants with a disability as defined under the Equality Act 2010, who inform the Council at the time of their application of their disability and who meet the minimum criteria of the post must be offered an interview. Recruitment practices should support the aim of the policy including due consideration to reasonable adjustments.

9. Shortlisting

The recruiting manager will be provided with access to undertake shortlisting online via the Council's recruitment portal. Managers will not have access to candidates' personal data at shortlisting stage however they will be advised if an applicant has disclosed a disability.

The Hiring Manager has a responsibility to ensure that only the criteria stated on the Role profiles (including Person Specification) are used for shortlisting purposes and

that the same criteria is applied to all applicants. Short-listing must be carried out independently by each member of the panel before meeting together to agree a final short-list. Applicants will be assessed according to:

- Whether they meet all the essential criteria – those who do not, will not be short-listed
- If an unmanageable number of applicants meet all the selection criteria, they will be assessed according to how well they meet the desirable criteria

In line with Council policy, disabled people who have applied under the guaranteed interview scheme will always be offered an interview if they meet the essential criteria. Assumptions should not be made about how their disability will impact on their ability to perform the job. Disabled applicants should only be assessed using the information on their application form.

Written/online records of shortlisting decisions must be kept to help provide feedback, if requested, and to justify selections against claims of discrimination or other complaints. Hiring managers should therefore complete a shortlisting assessment online for each recruitment process.

Declaration - Relationship

Where a candidate has disclosed a relationship with a Council employee or Councillors, the person identified should not form part of the recruitment process or panel.

Re-advertising

The Hiring Manager can make the decision, with agreement from all panel members, to re-advertise a post if it is not possible to form a shortlist from the applications received. Candidates should be advised that the field was insufficient to progress with the recruitment process.

10. Interviews

Wherever possible, shortlisted applicants should be given at least 5 working days' notice of their interview.

The Hiring Manager should finalise the interview and assessment criteria for the interview process. They should ensure suitable rooms are booked and any necessary IT equipment is available. They will advise HR of the interview location, the candidates they wish to invite to interview and interview times.

HR will send emails inviting candidates for interview which will:

- Give details of the interview panel and interview location, the date and time of the interview.
- Ask candidates to advise any special requirements in relation to the interview, including aids and adaptations.
- Outline the nature of any assessments to be performed at the interview.
- Outline any documentation they are required to bring to the interview.

Interview panel members should meet in advance to plan the interviews and the questions to be asked. The questions should be designed to test whether candidates meet the criteria on the person specification which are measurable at interview.

Interviews may be supplemented with assessments to show how an applicant would respond in a work setting. Assessments should be developed in liaison with the HR Team to ensure that they are not discriminatory in nature.

An interview score sheet should be prepared for each applicant. The 'comments' section of this form should be completed independently by each panel member either during or immediately after each interview.

The Hiring Manager is responsible for ensuring that the assessments/interviews are chaired effectively and conducted fairly with equal treatment of all candidates. The same selection process must apply to all candidates.

The selection processes should be appropriate to the grade and level of responsibility to be held by the post holder.

The Hiring Manager must ensure all aspects of the application form are explored during the interview and documented on the Candidate Interview Assessment form including:

- Interview questions
- Any disclosures made on the application form
- Any potential conflict of interest
- Gaps in employment history

11. Documentary Evidence – The Right to Work in the UK & Qualifications

Under the Asylum and Immigration Act 2006 every external applicant, without exception, should be asked, when they attend for interview, to produce evidence of their right to work in the UK. Details of the type of evidence required can be found in the Recruitment Checklist (Link to Form). Only original certificates, rather than copies, will be acceptable.

Hiring Managers must take a photocopy of the original documentation, which must be signed and dated by the Hiring Manager and returned to HR as part of the recruitment pack. No formal written offer of employment can be made without this documentation: employing someone who does not have the right to work in the UK is a criminal offence. Copies of original qualification certificates and/or proof of membership of professional bodies should be taken if they are listed on the person specification as essential or desirable criteria.

The Hiring Manager should consult HR to ensure that the necessary right to work documentation is in place.

12. Interview Expenses

The Council does not pay for interview expenses.

13. Decision to appoint

After interviewing all the candidates, the chair of the panel should, in consultation with the other panel members, come to a decision based on the interview score sheets, in order to determine who should be selected. Appointment must be on merit.

The Hiring Manager must be aware that a verbal offer of appointment is as binding in law as a written offer. When making a verbal offer it is important to state that the offer is subject to pre-employment checks. A member of the interview panel will inform both successful and unsuccessful candidates of the outcome of their interview within an agreed timescale. If a candidate requests detailed feedback it will be provided by the chair of the panel.

The successful candidate will be verbally offered the position, subject to satisfactory pre-employment checks. They should be advised not to resign from their employment until all pre-employment checks are confirmed.

The manager will then need to complete a successful authorisation to appoint form (LINK TO FORM).

When making the initial offer of employment, the successful candidate will be offered the minimum pay point of the grade for the role in line with the Council's Employee Pay & Reward Policy.

Where there is evidence to support making an offer of employment at a higher scale point within the grade, Managers follow the process outline in the Councils Employee Pay & Reward Procedure and must ensure they have authorisation before making the offer. (Refer to Employee Pay & Reward Procedure)

The Hiring manager must provide the name and details of the successful candidate to HR and also upload;

- Copies of mandatory qualifications (taken at interview)
- Copies of mandatory professional registrations (taken at interview)
- Copies of Right to Work and Identity (taken at interview)
- Candidate Interview Assessment Form

On receipt of this forms, HR will issue the conditional offer to the candidate and progress the necessary pre-employment checks before a final offer is made. The offer is subject to successful pre-employment checks including confirming right to work, references and satisfactory DBS and medical checks. If candidates fail to complete their pre-employment checks (which are outlined in their conditional offer) within 10 days the Council reserve the right to with draw the job offer.

14. Medical Clearance

All new employees must be medically cleared before appointment. This is done via our Occupational Health Provider.

It will be used solely to determine the fitness of a prospective employee for a specific post and ensure that their employment will present no risk to the health of themselves or other employees.

Where appropriate, reasonable adjustments will be made for disabled appointees in accordance with the Equality Act 2010.

15. References

HR will request references for a Hiring Manager after the conditional offer has been made. All appointments are subject to the receipt of two satisfactory work references, one of which must be the applicant's present or most recent employer. References will be skeleton confirming mostly the job title and duration of work. **(LINK to LETTER A- Reference request Letter).**

The following exceptions apply to this rule:

- Where an existing Council employee is appointed to a new internal position **and** they will remain in the same team **and** continue to have the same Line Manager, no reference is required.
- Only one reference is required for internal applicants when their line management changes. This should be written by the employee's current line manager.
- In exceptional cases the panel may agree that either one or both references need not be work references (e.g. for school leavers or women returning to work after a long career break). Where this is the case, character references should be sought instead.

The HR team will contact the chair of the panel to arrange for the review of references once they have been received.

When providing a reference for existing employees, the Council will confirm the following information only:

- Dates employed
- Current role held

There is no legal obligation to provide a reference.

16. Disclosure & Barring Service Checks

Where a role is identified a requiring a DBS check, this will be done in line with the Council's Safer Recruitment Procedure.

17. Unsatisfactory Checks

If any of the applicant's pre-employment checks are unsatisfactory, the Hiring Manager should consult HR at the earliest opportunity and decide whether further information should be sought before withdrawing the conditional offer of employment. Detailed guidelines about unsatisfactory DBS checks are outlined in the Council's Safer Recruitment Procedure.

18. Formal Offer of Employment

Once all pre-employment checks have been satisfactorily completed, the line manager will contact the successful candidate and agree a start date. In order to preserve continuity of Local Government Service candidates transferring from another local council should normally finish on a Sunday and commence with the Council on a Monday. The manager should advise the successful candidate to give

notice to resign from their current job only on receipt of a written, unconditional offer from Epsom & Ewell Borough Council. The HR team will then send a contract of employment to the successful candidate.

19. Record Keeping

Managers undertaking recruitment and selection are responsible for ensuring that copies of all documentation, evidence gathered and correspondence sent to individuals are kept securely while in their possession and returned to the HR Team at the earliest opportunity. The HR Team will retain a file in respect of each job advertised. This will include:

- The business case (where applicable)
- The recruitment authorisation form, as completed by the recruiting manager
- A copy of the job profile, person specification and advertisement
- A log of individuals requesting and returning application packs
- All application forms for those not short-listed
- The completed shortlisting assessment sheet
- All application forms of people who were shortlisted, interview notes and score sheets
- Copies of questions asked at interview
- Assessments and their results, where applicable
- Sensitive data relating to applicants will be anonymised and retained for reporting purposes

The recruitment file and any electronic files relating to unsuccessful candidates will be retained for six months after the appointment decision has been taken in order to provide feedback, respond to any complaints of unfair treatment and to keep the details of any reserve candidates available. After this six-month period the file will be shredded and any information kept electronically will be permanently deleted. It is important to ensure that all paperwork contained within the recruitment file is in order, fully completed and signed as it could potentially be required as evidence in an employment tribunal.

20. Unsuccessful candidates

Candidates who are unsuccessful after interview will be informed of the outcome by the HR team. The Hiring Manager should provide constructive feedback to candidates, if requested to do so. Appointable candidates may be re-considered for the role they have applied for should a vacancy arise within 3 months without a further interview/selection process.

21. Induction and Settling-In

The Council's Induction and Settling In procedure will be followed for all new employees.