

APPENDIX 2

Recruitment & Selection Procedure



SOUTH
KESTEVEN
DISTRICT
COUNCIL

1. Introduction

- 1.1 Recruitment and selection is a key public relations exercise and should enhance the reputation of the Council. There are significant costs in recruitment including advertising costs, manager's time and the cost of training new employees. It is important therefore that managers take the time to plan the recruitment process taking account of guidance and legislation.
- 1.2 All managers who are involved in recruiting staff must attend the Council's Recruitment and Selection workshop and attend refresher training as required.

2. Preparation

- 2.1 Once the line manager has identified that there is a need to fill a vacant post they must ensure that they do the necessary preparation to commence the recruitment process as soon as approval is given.
- 2.2 The line manager will decide on the selection panel as soon as the vacancy is advertised. The panel members will be involved in all stages of the recruitment process and should not change throughout the process, except in exceptional circumstances.

3. Legal Considerations

- 3.1 At each stage of the recruitment process consideration must be given to legislation which impacts upon the process including the requirements of:
 - Equalities Act 2010
 - Rehabilitation of Offenders Act 1974
 - Asylum and Immigration 1996
 - Data Protection Act 1998
 - Agency Worker Regulations 2010

Further details and guidance are available in the Manager's Guide to Recruitment.

4. Job Description including person specification

- 4.1 A job description and person specification must be produced or updated for any vacant post that is to be filled.
- 4.2 The job description must accurately reflect the duties of the post. The person specification should state both the essential and desirable criteria in terms of behaviours, skills, aptitudes, knowledge and experience for the job, all of which should be directly related to the job and applied equally to all applicants. Care must be taken when writing the person specification to ensure that criteria used do not indirectly discriminate against certain groups of applicants.
- 4.3 For further information on this please see the Recruitment Framework which offers guidance on producing both job descriptions and person specifications and includes outline templates which must be used.

- 4.4 Once the Job Description and Person Specification are written, the Human Resources Team can arrange for the job to be evaluated to establish the appropriate grade. This will apply to a new post or a post that has had some changes made to it.

5. Vacancy Management

- 5.1 You should complete a Staff Requisition Form and get approval to recruit to a vacancy in accordance with the agreed process. This process should be followed for all vacancies including permanent, temporary, fixed term, secondment, casual or agency.
- 5.2 Completed requisition forms must be sent to the Human Resources team who will arrange for the post to be advertised or appointment to be confirmed.
- 5.3 Guidance on completing a staff requisition form is available in the Recruitment Framework.

6. Attracting applicants

- 6.1 The aim of the People Strategy is to recruit the right people who share our values.
- 6.2 We need to maximise the candidate pool for vacancies and to do this consideration needs to be given to the most appropriate method of attracting applicants.
- 6.3 Consideration will be given to the internal talent pool and whether there is scope to provide an opportunity for development and career progression.
- 6.4 We need to ensure that we use accessible and popular methods to attract and increase the pool of candidates.
- 6.5 Consideration of different methods of recruitment and selection will be made for different groups e.g. young people, line managers
- 6.6 The Human Resources team can provide advice on the most effective method to use including the use of social media and specialist publications.
- 6.7 Agency workers have rights from the first day of their assignment with the Council which includes access to job vacancies.

7. Redeployment

- 7.1 The Council's recruitment and selection processes in relation to redeployment will be followed. Redeployees will be considered in the first instance for any vacancies that arise within the Council, matching them to any suitable alternative positions that become available.

8. Advertising

- 8.1 Vacancies will usually be advertised internally first but there may be occasions where they are advertised internally and externally at the same time. This may include senior posts or posts requiring specialist qualifications.
- 8.2 All externally advertised posts will be placed on the Council's website. In addition posts may be advertised in other media such as jobsites, specialist website and professional journals depending on the nature of the job.
- 8.3.1 Details about where a post is to be advertised should be submitted on the request to advertise form once the vacancy has been approved. The Human Resources team are able to provide guidance on the most appropriate media.
- 8.4 Managers are responsible for writing job adverts using outline templates and these will be placed, using the agreed media, by the Human Resources team.
- 8.4 There may be some circumstances where the need to advertise is waived. This is likely to include:-
- Positions requiring specialised expertise or where there is a skills shortage and where the Recruiting Manager can demonstrate that the nominated individual is the most suitable person for the position
 - Where there is an urgent business need to fill the post and where the Recruiting Manager can demonstrate that the nominated individual is the most suitable person for the position.
- 8.6 For short term temporary resourcing requirements the Recruiting Manager may wish to recruit an agency worker. This requires a staff requisition form to be completed and approved by a member of senior management. The Recruiting Manager must provide Human Resources with the relevant details once the appointment has been made.

9. Relocation

- 9.1 The Council has a relocation policy which applies to specialist and difficult to fill roles. The Recruiting Manager must decide at the early stage of recruitment whether relocation applies and include this information in the advert. The Human Resources team are able to provide advice on the Relocation Policy and its application.

10. External recruitment services

- 10.1 External recruitment services may be used as an alternative to direct advertising to source candidates. This will be considered on a case by case basis and will usually be for senior posts and/or posts requiring specialist qualifications.

11. Name Blind Recruitment

- 11.1 Candidate applications will be available to managers in the iTrent recruitment module once a vacancy is live and applications are received.
- 11.2 To minimise the potential for unconscious bias the iTrent recruitment module is configured to ensure that recruiting managers do not have access to information which can identify a candidate's sex, age and ethnicity. This will include names, personal email addresses and dates of educational qualifications.
- 11.3 Candidates will be identified by an applicant number.
- 11.4 Applicants are made aware that their details will be anonymised through information on the job application page of the website.
- 11.5 Once the shortlisting process has been completed managers will have access to a candidate's name and contact details to enable them to move to the next stage of the recruitment process, inviting the candidate for assessment and/or interview.

12. Shortlisting

- 12.1 Shortlisting must be carried out by a minimum of two people and the shortlist decision recorded on the shortlisting form template. Shortlisting must be carried out against criteria agreed by the panel at the outset of the recruitment. Further guidance on shortlisting is contained in the Recruitment Framework.
- 12.2 Shortlisted candidates should be provided with details of the selection process, including any tests, in writing giving as much prior notice as possible, usually a minimum of 5 working days. In accordance with the Equality Act 2010 they should also be asked to advise if there are any particular arrangements or reasonable adjustments that could be made so that they can participate fully in the selection process.

13. Assessment

- 13.1 Assessment of a candidate's suitability for the post will be made against the person specification and will be done using a variety of methods. These will include:
 - application form
 - job simulation exercises
 - presentations
 - in-tray and written exercises
 - group discussions, role-play exercises
 - psychometric testing
 - assessment centres

14. Interviews

- 14.1 The key purpose of an interview is to assess the skills, experience and general background of the candidate in order to decide if they are a suitable candidate or the most suitable candidate for a particular job.
- 14.2 The interview panel should be made up of a minimum of two people. The panel should meet prior to the interviews to study application forms, plan interview questions and agree the format of the interview.
- 14.3.1 Broadly similar questions must be asked of every candidate at the interview to ensure equity and that every candidate has the same opportunity to demonstrate their suitability for the post.
- 14.4 Further guidance on preparing interview questions and conducting interviews is contained in the Managers' Guide to Recruitment.

15. References

- 15.1 Following the selection process references must be taken up for the selected candidate. The purpose of a reference is to confirm the information gained by the selection panel or contained in the application. All applicants are required to provide two referees for the post they are applying for, one of which must be the current or last employer.
- 15.2 An offer of employment can be made subject to satisfactory references and pre employment checks. However references will need to be obtained before a contract of employment can be issued.
- 15.3 References should be requested in writing however if the appointment is urgent the manager may seek to obtain a verbal/telephone reference using the reference template.

16. Pre employment checks

- 16.1 There are a number of pre-employment checks that need to be carried out prior to the commencement of employment. These include:
- Confirmation of right of abode
 - Pre employment medical check
 - Disclosure & Barring Service check (where appropriate)

17. Safeguarding Posts

- 17.1 Posts that involve working with children and vulnerable adults are covered by safeguarding requirements. Additional arrangements exist for the recruitment process for such posts and managers must ensure they comply with the Safer Recruitment – Guidance for Managers which is available on the intranet. Support and advice is also available from the Human Resources section.

18. Employment offer

18.1 Formal offers of employment should be confirmed following receipt of satisfactory references. Any offer should be made subject to the satisfactory completion of the pre-employment checks detailed above.

18.2 The successful candidate will be provided with clear information about starting their employment with the Council. This will include information about who to report to and times for the first day, pay and probationary periods, including timescales for review.

19. Joining the organisation

19.1 The induction of a new member of staff is important to ensure that the individual is integrated into the Council, embraces its values and behaviours and is quickly able to carry out the full role. Managers must ensure that they follow the Welcome Journey – Guidance for Managers which details the process to be followed during the first six months of employment.

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