

## **Recruitment and Selection - Managers Guidance**

### **Different ways to resource**

When a resourcing opportunity occurs there are several options to consider when deciding what to do next.

#### **Reviewing the situation**

When circumstances change and a vacancy occurs, it can sometimes be a good opportunity to reassess how services are delivered. Instead of automatically filling the job, consider whether the service should continue or be delivered in a different way. Does the job still need to be done like this? Can it be achieved in a different way? Can existing staff absorb the work? Can the job be divided up into separate elements (job carving) and part of it used to provide an opportunity for someone with learning disabilities for example? This can work well if there are elements of the job (or from several jobs) e.g. photocopying which could be separated out to form a part-time role.

Once a recruitment decision has been made, make sure you have the appropriate authorisation to proceed with recruitment. It is important that a prompt decision is made if the continuity of the service is an issue. Check with your manager or departmental HR to confirm your departmental vacancy control process.

### **1 Recruiting options to consider for the short term**

#### **1.1 Redeployees/people at risk**

You must consider whether an employee who is at risk of redundancy/dismissal could be redeployed into the job, following the principles of the Council's Redundancy, Redeployment, Protection of Earnings and Buy out of Hours Policy. The first step of the advertising process will normally be to advertise a vacancy to individually at risk employees first, for at least 5 working days, before opening it up to other employees or externally. Your departmental HR team will advise. If there is no-one suitable other options may be considered. These include the following:-

#### **1.2 Additional hours for existing staff**

If the need for resource is immediate and will only last for 8 weeks or less, you may be able to cover the need by asking existing part-time staff to take on additional hours on a temporary basis.

#### **1.3 Acting Up**

Employees can be asked to "act up" to undertake all or some of the responsibilities of a more senior role in the team to cover a short term absence (up to three months) or pending permanent recruitment. If all the duties of the more senior role are being

covered then the full increased pay rate will be paid. If only some of the duties are covered, then this will need to be evaluated, so seek departmental HR advice in these circumstances. “Acting up” opportunities will not always be advertised unless there is likely to be competition amongst a number of people in the team or if the duration is anticipated to be more than three months. In those circumstances the opportunity should be formally advertised as a temporary job. For “acting up” a Variation to Contract relating to the temporary promotion is issued.

#### **1.4 Secondments and Fixed term contracts**

Another option is for the role to be covered by a secondment – the loan of an employee from another part of the organisation (or even from an external organisation) for a fixed length of time. Under this arrangement the employee’s substantive job remains available for them to return to at the cessation of the secondment. The opportunity should be formally advertised. For more information about secondments please see the secondments procedure which can be found on our website under Working For us, Employment Policies, Recruitment and contractual arrangements. Alternatively the role could be covered by a fixed term contract if a secondment arrangement is not suitable.

#### **1.5 Agency resources**

If you cannot resource your vacancy by any of the above means, you can consider using agency resources with the appropriate approval – check your departmental arrangements. For temporary requirements which are outside the Business Services job family, the council has an agreement with a broker – Comensura which simplifies the way agency workers are hired. Practical guidance on doing this is available in the section on Using agencies for short term resourcing. All requests for temporary business services resources including Comensura assignments must all initially be raised with our in-house service Resources@Derbyshire who will then advise and co-ordinate requirements

## **2 Recruiting Options to consider for longer appointments**

### **2.1 Redeploying existing staff**

If you do need to fill the post longer term and have authority to do so, the normal process will be to advertise to individually at risk employees first, before opening the job up to the wider workforce or externally. Any exceptions to this must be approved during the vacancy control stage at the start of your recruitment process. The council is committed to minimising compulsory redundancies and maximising the potential of the existing workforce. Existing staff who are individually at risk due to restructures or workforce reductions and are seeking redeployment must be considered for suitable vacancies before other candidates. You must consider whether a priority candidate could do the job with reasonable training or support before deciding whether they are suitable for the post. Using employees who might otherwise have to leave the council,

captures their existing knowledge and experience and avoids the expense, delay and potential risk of taking on a new person.

## **2.2 Appointing from within - Growing our own**

The normal process is to advertise vacancies to individually at risk employees in the first instance, and then internally, with exceptions to this being approved during departmental vacancy control. Appropriate timescales should be set to take account of those who do not have digital access to application forms etc.

Careful succession planning can mean that we nurture and develop existing staff to fill the gaps which will arise as more senior people move on. It is important that development opportunities are given to employees based on an objective assessment of business need and the individuals' abilities at that time, to ensure the opportunities go to the best candidates. Managers who take a systematic approach to transforming the skills profile of their workforce can reap huge rewards over time as future needs can be met seamlessly as they arise. There are benefits to both the organisation and individuals as they progress in their own development which ensures their retention, along with their increasing skills and experience.

We strongly support the creation and maintenance of apprenticeships in all areas of the council as part of our work to increase the number of young people employed by the council and gaining work elsewhere, as this is a key Council aim. New opportunities for apprenticeships and graduate trainee schemes should be discussed with the HR Learning and Development team.

## **2.3 Recruiting resources from outside**

If none of the above options result in an appointment, or are practical, then the best solution may be to recruit externally, on either a permanent or fixed term basis, by getting the necessary authority and placing an advert on our website. We are fortunate that as a large employer with a highly visible presence in the community, our website is the obvious place for many jobseekers to look, with more than 1.25 million hits per year. Advertising jobs here shows that we have a transparent and open recruitment process.

Other advertising methods may be considered in order to reach good potential applicants e.g. local noticeboards, job fairs, contacting universities, LinkedIn, other social media etc. Using national or local publications/press can be expensive but is sometimes justified to reach the right candidates in some circumstances where other methods have failed.

## **2.4 Using a recruitment agency**

Where you are recruiting to a post which requires rare skills or expertise, and where there is a severe shortage of suitable candidates and you can prove that suitable candidates cannot be attracted through the usual methods, you can seek permission to use a recruitment agency from your HR Service Partner. Recruitment agencies offer to provide high quality suitable applicants but the use of a recruitment agency is expensive – a percentage of the annual salary of the job in question if a candidate introduced by an agency is appointed is often charged. Using a recruitment agency can avoid further advertising costs so this also needs to be taken into account.

If your HR Service Partner is satisfied that the vacancy has been advertised in the previous 3 months on our website, and if appropriate in external media, and that any applicants meeting the selection criteria have been interviewed and are demonstrably unappointable, and that no further action can be taken to increase the number of suitable candidates, then a recruitment agency can be considered. More guidance on this is available in a separate section on using agencies for permanent appointments.