

RECRUITMENT & SELECTION POLICY

Version History			
Version	Date	Detail	Author
-	December 2001	Recruitment & Selection Handbook	County Personnel Officer
0.01	18 March 2015	First Draft	Nicky Keep
0.02	13 April 2015	Incorporating comments from colleagues	Nicky Keep
0.03	19 May 2015	Incorporating comments from DMTs	Nicky Keep
0.04	20 July 2015	Incorporating comments from Legal	Sharon Minshall
0.05	9 th October 2017	Incorporating comments from unions	Nicky Keep
0.06	25 April 2018	Update of terminology	Sharon Minshall
0.07	15 April 2019	Longer retention period for interview documentation	Nicky Keep

1. Purpose

The purpose of this procedure is to set out the council's approach to ensuring it is effectively resourced to meet service delivery needs.

2. Scope

This procedure covers resourcing in its broadest sense, including not only recruitment from external and internal sources but all other means of identifying the best people to enable us to meet our service needs. It applies to the resourcing of all employees of the Council except those employed in schools where the Governing Body is the employer.

3. Key Principles

Our aim is to ensure that the council has a skilled and confident workforce which is able to deliver excellent services to improve life for local people. We provide a range of employment opportunities and recruitment initiatives to encourage people from all communities and backgrounds to work for the council so that we can become more reflective of the population we serve. Our commitment to providing the best service possible means that we recruit on merit, i.e. we choose the best person for the job from the available field in all circumstances.

All jobs are advertised openly so that we reach the widest field of applicants and promote equality of opportunity. This does not mean that every job is advertised externally, as there are sometimes circumstances where it is in our and our employees' best interests to recruit internally. It does mean that all roles are offered to as wide an audience as possible to recruit and retain the most effective workforce possible.

As a major local employer we aim to be an employer of choice with a diverse workforce which reflects the community we serve.

4.Roles and responsibilities

Managers must ensure that they find the most effective way of resourcing the roles in their team and that they fully embrace the principles of supporting equality and diversity throughout their recruitment and selection activities.

HR Development provide guidance on resourcing strategy and procedure together with statistical information on staffing utilisation and spend to assist in this process. The Learning and Development team oversee the recruitment to and management of our apprenticeship scheme.

Departmental HR teams provide advice on implementing our procedure in specific situations, carry out briefing sessions on recruitment and selection for managers and provide support on workforce planning.

Shared Services Centre (Human Resources) (SSC) The SSC handle the adverts and administrative processes for appointments to all posts in conjunction with managers.

Equal Opportunities Observers are appropriately trained Trade Union representatives who sometimes observe the shortlisting and interview/selection process to ensure a fair process.

Resources@Derbyshire are an internal agency service providing staff for short-term (up to eight weeks) Business Services Assistant assignments.

Detailed guidance for recruiting managers on all the areas covered below is available separately on the council's intranet.

5. Resourcing Solutions

There are a number of options to consider when a resourcing opportunity occurs.

5.1 Reviewing the situation

When a vacancy arises, managers should take the opportunity to reappraise how services are delivered. Sometimes a resignation will provide an opportunity to explore whether the role can be delivered in a different way. Managers should ensure that departmental vacancy control procedures are followed before making any arrangements to fill vacancies whether internally or externally. More advice can be obtained from departmental HR.

5.2 Redeploying existing employees

Existing employees covered under the Council's Redundancy, Redeployment, Protection of Earnings and Buy Out Of Hours Policy must be considered for suitable vacancies. Employees with 'priority status' should be considered before other candidates, if they meet the essential criteria for the post or could

do so with reasonable training and support. Retaining such employees captures their existing knowledge and experience and avoids the expense, delay and potential risk of taking on a new employee. Whenever authority is given to recruit to a position, the first option should be to consider, with HR, whether it can be filled from within our existing workforce, the 'internal jobs market'.

5.3 Growing our own

Effective workforce and succession planning can enable us to develop employees to fill the gaps which will arise as their colleagues move on and/or resourcing needs change. There are benefits to both the organisation and to employees when individuals work together with their managers to progress their development which encourages their retention within the council, along with their increasing skills and experience.

As part of our commitment to increase the number of young people employed by the council and gaining work, the Council has an Apprenticeship Scheme. Strategic Directors are asked to identify potential opportunities for apprenticeships and any new proposals for apprenticeship or graduate trainee schemes should be discussed initially with your team. We are also committed, as an employer, to providing good quality work experience opportunities across the communities we serve, to help raise aspirations and awareness of the job opportunities the council can offer.

5.4 Agency workers and Resources@Derbyshire

Agency workers should only be used as a last resort and if there are no alternatives. Senior manager approval must be sought in advance and usage of agency service will be monitored and could be challenged.

For temporary resource requirements which are not related to business services, the council has an arrangement with Comensura for the supply of agency staff, which simplifies the way agency workers are hired and enables the council to manage its use of agency workers more effectively.

All requests for temporary business services resources, and also Comensura assignments, must initially be raised with our in-house service, Resources@Derbyshire who will then advise and co-ordinate requirements using in-house resources where possible.

5.5 Recruiting Externally

It is anticipated that that all vacancies should normally be advertised internally initially, ensuring adequate access for all employees. A job should only be advertised externally - on our jobs website and in other external media - if it cannot be filled as a redeployment or career development opportunity for an existing employee from within our existing workforce (internal jobs market) or if it has been demonstrably difficult to recruit into the post. If advertising externally consideration should be given as to what type of appointment would be most suitable - permanent, fixed term and for how long, etc. and the most appropriate methods of reaching potential candidates.

6.Reaching the whole talent pool

Jobs advertised externally should always be placed on our website via the Shared Services Centre. In addition, other ways of publicising vacancies should be explored which might appeal to potential candidates, particularly in circumstances where attracting candidates with relevant skills from diverse backgrounds is not easy. As well as ensuring adverts are clear about the job and in the right place to reach potential applicants, other methods should be considered, taking into account the target market and budgetary constraints. Local marketing knowledge is valuable and targeting of potential sources of applicants for local jobs should be used as appropriate. This is particularly important for jobs which are traditionally hard to fill or which have a high turnover. Information on the effectiveness of previous vacancy advertising campaigns or advice on alternative approaches is available from the Shared Services Centre or HR as required.

7.Attracting and engaging the best people

The use of job families, to group similar jobs together, and the associated role, job and person profiles enable applicants to have a clear picture of where the job they are applying for sits in the organisation, and their potential career paths.

It is vital that managers think carefully about the values, skills and behaviours they are looking for in potential applicants so that they can identify these in the candidates who apply. It's important that an individual's values and attitudes, are aligned to organisational values, and it is more difficult to change or develop these than skills, experience and knowledge which can be more easily acquired in the role. Requirements for certain levels of knowledge and experience should be scrutinised carefully to ensure that they are necessary and not a barrier to less experienced applicants or employees seeking redeployment. Statutory requirements of professional bodies will of course always need to be taken into account.

8.Selecting the most appropriate candidate

The council's relevant job application form should normally be used for all posts. The form captures information about the applicant in a clear and structured way. This helps applicants to demonstrate their suitability for the job, and enables the recruiting manager to make effective selection decisions. There may occasionally be some senior or technical posts for which Curriculum Vitae (CVs) may be an acceptable alternative or addition, if the recruiting manager wishes to consider this approach, and has HR and senior manager approval to do so.

Recruitment panels should consist of a minimum of two people, normally at least one grade senior to the vacant post, who should be involved at all stages of the recruitment and selection process and who have received appropriate training. Departmental HR teams will provide training to new managers and to those who would benefit from refresher training.

All applicants who declare that they have a disability and who meet the minimum essential criteria of the job should be invited to interview in accordance with the Disability Confident Guaranteed Interview Scheme.

Candidates who are employees with priority status must be seen before other candidates.

Candidates who have applied electronically should be asked to sign a hard copy of their application at interview. Identity, Asylum and Immigration and qualification verification checks should be carried out as part of the interview process.

9.References

A reference must be sought for all appointees from the candidate's current or most recent employer. If the candidate is internal, the recruiting manager may have a conversation with the internal referee (the most recent line manager) and make a file note as a record instead of receiving a formal reference. **Please note separate procedures exist for posts covered by the Safer Recruitment and Warner measures.**

Sickness absence data will be sought for and discussed with the successful candidate only, in line with the Equality Act 2010. This does not prevent candidates from providing monitoring data or letting us know if they need a reasonable adjustment during the recruitment process.

If none of the candidates are suitable an appointment should not be made.

10.Safer recruitment procedures and Warner recommendations

Safer Recruitment procedures apply when the position requires working in a school. Warner recommendations, which include additional reference checks must be followed when recruiting to Children's Residential Establishments. Further advice can be gained from your departmental HR team and the Recruitment, Selection and Appointment of Staff in Residential Children's Establishments Guidance. It is essential to ensure that the National Minimum Standards for recruitment procedures are followed when recruiting for regulated services – i.e. Fostering and Adoption, Domiciliary Care and Residential establishments.

11.Unsuccessful Candidates

If the first candidate does not take up the appointment, the panel can offer the job to the second (or even further) choice applicant provided they are appointable and this is within 6 months and there are no employees at risk of redundancy for whom this would be a suitable redeployment opportunity.

If you have appointable candidates who are unsuccessful on this occasion, you can offer them the next job which becomes available if the details are the same and it is within 6 months of the original appointment.

Candidates who are unsuccessful may request written reasons for their non-selection. If they are not satisfied that the recruiting panel have followed the Council's recruitment and selection policy, they should write to the Director of Organisation Development and Policy setting out the grounds of their complaint and detailing where the policy has not been followed. The Director of Organisation Development and Policy will carry out an independent review and report the findings to the candidate. Candidates may be able to bring a complaint under the Equality Act 2010 for discrimination. Every effort should be made to ensure that fair recruitment takes place and that feedback is accurate and genuine.

12.Retention of Records

All application forms and interview notes should be kept for each candidate for 12 months to support the recruitment decision. Those for unsuccessful candidates should then be destroyed securely, with all documentation for the successful candidate forming part of the personnel file.