

RECRUITMENT POLICY AND PROCEDURE
With effect from 16 July 2015

1. Introduction

The Council aims at all times to recruit the person who is most suited to the particular job. Recruitment should be on the basis of the applicant's abilities and individual merits, measured against the job criteria and competencies.

Employees should be appointed in accordance with relevant statutory obligations, codes of practice and in line with the relevant policies and procedures.

No job applicant or employee will receive less favourable treatment because of their race, sex, religion or belief, disability, marital or civil partnership status, age, pregnancy or maternity, sexual orientation, gender reassignment, or caring responsibilities; or will be disadvantaged by conditions or requirements which cannot be justified.

Whilst the Council encourages "growing from within" to meet its employment needs, there will be times where we have to look outside for new and fresh talent.

2. Purpose

The purpose of this policy is to provide a procedural framework for recruitment and selection which:

- Ensures that through consistent procedures and fair criteria, the best person is appointed to meet the requirements of every vacancy, based on merit.
- Promotes the Council's values.
- Seeks to redeploy existing staff who are on the redeployment register in the first instance. (See Redeployment Policy)
- Ensures equality of opportunity for all applicants and that all candidates are treated with respect and courtesy, aiming to create a positive candidate experience irrespective of the outcome.
- Ensures that the recruitment and selection of staff is conducted in a professional, timely and responsive manner and is fully compliant with relevant employment legislation.

3. Scope

This policy shall apply to all employees and potential employees.

Elected members are responsible for appointing the Managing Director, Corporate Directors and Service Managers.

All recruiting managers should have undertaken the Council's Recruitment training which focuses on legal and appropriate recruitment practices and practical tips on attracting talent and interviewing techniques.

4. General Principles

Appointments must be based on merit. Principles including fairness, credibility and equal employment opportunity underpin recruitment and selection at Worcester City Council.

All vacancies are advertised and managed on WMJobs, a public sector job site for the West Midlands.

5. Recruitment and Selection Procedure

Obtaining Authority to Recruit

All vacancies must have Service Manager, Finance and HR approval prior to being advertised via WM Jobs. The approval process is also undertaken via WM Jobs. Jobs which differ from the agreed establishment must have CMT approval of a business case for the change. (For further details on the approval process, please refer to the manager guidelines on how to place and approve a vacancy).

The following information is required before starting the process:

Job Profile and Person Specification

The correct job profile must be used for any vacant post that is to be filled.

The job profile shows a list of main tasks which cover the broad range of duties and responsibilities performed at each level. ([See Appendix 1](#)).

The person specification states the essential criteria in terms of skills, aptitudes, knowledge and experience that are required for the job, all of which should be directly related to the job and applied equally to all applicants. Care should be taken when updating / drawing up the

person specification to avoid including criteria that may have the effect of indirectly discriminating against certain groups of applicants. (See [Appendix 2](#)).

Advertisement

Advertisements should be based on the person specification and identify a number of the essential criteria, as well as attracting talent in order to maximise the number of suitably qualified applicants.

In normal circumstances posts should be advertised both internally and externally thus allowing career development opportunities for existing staff whilst fulfilling equal opportunities requirements and potentially enhancing the diversity of the workforce.

Publicising the Vacancy

Staff subject to redeployment (see Redeployment Policy) will normally be made aware of and considered for relevant vacancies before they are advertised more generally within the Council or externally.

All vacancies will be advertised on WM Jobs. The recruiting manager is responsible for placing the vacancy details on WM Jobs. (See manager guidelines on how to place and approve a vacancy).

If the recruiting manager wishes to advertise in specialist / professional publications / websites, they should discuss this with the HR department.

In certain circumstances it may be more effective to use Matrix or a recruitment agency than to advertise externally. Approval to do so should be sought from the HR and Finance departments.

Social Media

Many employers are increasingly using social media to recruit staff. Vacancies should normally always be advertised on WM Jobs alongside any social media websites such as Facebook, Twitter or LinkedIn.

Whilst the use of social media in recruitment is to be welcomed, employers do need to be aware that they could face an employment tribunal if they refuse to interview or offer a job to someone based on a judgement they made through looking at a candidate's social media profile.

The recruiting manager should advise the HR department if they would like details of a vacancy to be advertised on social media

Managing the Application Process

Application Forms

All applicants need to complete an online application form which is accessed via the WM Jobs' website. The Council do not accept CVs or paper application forms unless in exceptional circumstances.

Applicants are asked to provide equal opportunities details when making their application to enable a robust means of monitoring the success of recruitment in relation to our diversity aims. The information is separate from the job application and applicants are free to indicate that they do not want to provide these details.

Shortlisting

All applicants should be assessed against the person specification and should meet the essential criteria, as a minimum.

Notes of the shortlisting decisions for each applicant should be recorded by each member of the panel on a Shortlisting Form. ([See Appendix 3](#)).

Shortlisting should be undertaken by a minimum of two people to avoid any possibility of bias, one of whom would be the direct line manager. At least one person should have undertaken the Council's Recruitment training.

The Council operates a guaranteed interview scheme. All applicants with a disability as defined under the Equality Act 2010, who advise the Council at the time of their application and who meet the minimum criteria of the post must be offered an interview. This is in accordance with the Two Ticks "Positive about Disability" scheme.

Selection

Interviews

Interviews should normally be carried out by a minimum of two people, one of whom should normally be the recruiting manager. At least one member of the interview panel should have undertaken the Council's Recruitment training

Interview questions and the structure of the interview should be consistently applied to all candidates and should be based on the person specification. However, flexibility on where and when

interviews take place should be allowed, in order to obtain the best candidate. For example, interviews via Skype.

Notes recording the salient points of the interview should be taken so that these can be referred back to when assessing candidates against the person specification and making decisions; and for providing feedback. Notes should also focus on capability, attitude/ behaviours and values. (See Appendix 4).

Notes of the interview and any other notes on the candidate taken during the recruitment and selection process should be passed back to HR following the selection process and will be kept for a minimum of 6 months.

Consideration should be given to using job-related selection tests or asking candidates to give a presentation as part of the selection process if there are some elements of the person specification that are difficult to test at interview. Tests may include those which are designed to get a feel for the individual's approach, style and/or organisational fit such as those which create artificial environments/ live scenarios, to see people in action.

If selection tests are used, they must be applied to all candidates. It should be determined prior to the test date what adjustments (if any) are needed for a disabled candidate; reasonable adjustments must be made to ensure that a disabled candidate is not disadvantaged by the test format or time allowance.

If within a department, the same job, at the same grade was filled in the six months preceding a current recruitment exercise, and there was more than one appointable candidate, then the recruiting manager can offer the job to the next highest ranked applicant from that process i.e. a reserve candidate, after the vacancy has been through redeployment.

The Council is committed to improving the diversity of our workforce. Where two candidates are equally scored following interview, the recruiting manager may appoint a candidate with a protected characteristic which is underrepresented within the grade or job.

Interview Outcome and Making an Offer

Normally, the Recruiting Manager will inform the successful candidate verbally confirming the conditional offer details, which will be subject to confirmation of eligibility to work, medical clearance, satisfactory references and a DBS check, where appropriate.

Once the individual has accepted, the manager should complete an Employee New Starter Form – Part 1 and submit to the HR department, who will produce a written offer of employment.

Appointments will usually be made at the bottom of the grade, unless there are exceptional circumstances which should be agreed with the Service Manager – Human Resources.

The unsuccessful candidates will be notified by email, via WM Jobs.

Pre-Employment and Vetting Checks

All offers of employment are subject to a number of pre-employment and vetting checks, before a start date is confirmed. These are normally managed by the HR department:

- References (two references are required to include current or most recent employer, if applicable);
- Checking eligibility to work in the United Kingdom ([See Appendix 5](#));
- Medical Clearance;
- Checking and verifying qualifications as deemed essential to the post;
- Completion of a DBS check, where appropriate. (The Council uses the Disclosure and Barring Service (DBS) checking service to assess applicants' suitability for positions of trust when working with vulnerable groups, including children. The Council complies fully with the Code of Practice and undertakes to treat all applicants for positions fairly. It undertakes not to discriminate unfairly against any subject on the basis of conviction or other information revealed).

Once satisfactory clearances have been received HR will notify the recruiting manager who should contact the new employee to arrange a start date. Once a date has been confirmed, the manager should complete an Employee New Starter Form – Part 2 for Systems Registration.

Once the employee does start, the manager should also complete an Employee New Starter Part 3 – Confirmation of start.

6. Induction

It is important that new employees receive a well planned induction to ensure that they are properly integrated into their job, their Service area and the Council. This will include a Health and Safety and HR induction, which ideally should take place on Day 1.

The induction is our essential welcome to the council sharing the vision, values, expected competencies, priorities and services. The induction and on boarding period will ensure individuals integrate successfully, are contributing to the overall objectives with common behaviours and understand the statutory obligations placed upon a local authority. (For further information, please see the Induction guidance document and form on Share Portal; and the Learning and Development Strategy).

7. Probationary Period

All new employees to Worcester City Council are subject to a probationary period of six months. Objectives to be assessed will be set when the employee first starts. For further information, please see the Probationary Guidance document and form on Share Portal and the Learning and Development Strategy).

8. Complaints Procedure

Candidates should make any complaint to Human Resources in the first instance, who will attempt to resolve any concerns, in consultation with the recruiting managers, where appropriate. If candidates are not satisfied with the outcome, they may make a formal complaint to the Council using the Corporate Complaints Procedure which is available on the Council's website. Council employees may use the Council's Grievance Policy and Procedure.

9. Related Policies, Documents and Guidance

Supporting guidance, templates and forms for managers for all stages of the recruitment process are available on Share Portal.

Related policies are detailed below and are also available on Share Portal:

- Code of Conduct
- Re-deployment
- Recruitment of Ex-Offenders
- Learning and Development Strategy

JOB PROFILE

<<Job Family>>

Service Area: <<Department>>

Post number:

Grade: <<tbc>>

Responsible to:

Responsible for:

Working hours: x per week

Main Responsibilities

Standards of service

1. <<in line with the corporate values and competency levels>>

Appendix 2

PERSON SPECIFICATION

POST:

PREPARED BY _____ **DATE** _____

ATTRIBUTES	ESSENTIAL REQUIREMENTS	HOW IDENTIFIED (Application Form, Interview or Test etc)	WEIGHTING HIGH (x3) MEDIUM (x2) LOW (x1)
Education and Qualifications			
Work or Other Relevant Experience and Associated Vocational Training			
Specialist Knowledge			
Job Related Skills and Abilities			
Physical Abilities (only if a justifiable requirement for the post)			
Other e.g. Availability for Unsocial Hours			

Appendix 3

Shortlisting Form

Post	Applicant No. / Name	Completed by								Date	Comments
		1	2	3	4	5	6	7	8		
Criteria											
e.g. educated to degree level or equivalent											
Total											

Rate each criteria on a scale of 0 – 4:
 4 – Candidate meets all essential and desirable criteria
 3 – Meets essential criteria
 2 – Partially meets essential criteria
 1 – Limited / unclear evidence of essential criteria
 0 – No evidence of meeting criteria

APPENDIX 4 **INTERVIEW ASSESSMENT FORM**

NAME:

POST:

CRITERIA	WEIGHT	MARK	SCORE= MARK X WEIGHT	EVIDENCE

**Total
Score**

Mark:

- Can perform well (proven) - 4
- Can perform well (potential) - 3
- Can perform satisfactorily (proven)/willing - 2
- Can perform satisfactorily (potential) - 1
- Cannot perform satisfactorily/unwilling - X (candidate rejected)

Weight:

- H = High - multiply by 3
- M = Medium - multiply by 2
- L = Low - multiply by 1

FOR THE PURPOSES OF PREVENTING ILLEGAL WORKING – ASYLUM AND IMMIGRATION ACT 1996 (SECTION 8)

Please note that for internal candidates no documentation is necessary as we already hold this information.

Potential employees must provide one document from List 1 or two documents from List 2

List 1

- A passport showing that the holder is a British citizen, or has a right of abode in the United Kingdom.
- A document showing that the holder is a national of a European Economic Area country (Austria, Belgium, Denmark, Finland, France, Germany, Greece, Iceland, Ireland, Italy, Liechtenstein, Luxembourg, Netherlands, Norway, Portugal, Spain, Sweden, United Kingdom) or Switzerland. This must be a national passport or national identity card.
- A residence permit issued by the Home Office to a national from a European Economic Area country or Switzerland.
- A passport or other documents issued by the Home Office which has an endorsement stating that the holder has a current right of residence in the United Kingdom as the family member of a national from a European Economic Area country or Switzerland who is resident in the United Kingdom.
- A passport or other travel document endorsed to show that the holder can stay indefinitely in the United Kingdom, or has no time limit on their stay.
- A passport or other travel document endorsed to show that the holder can stay in the United Kingdom; and that this endorsement allows the holder to do the type of work you are offering if they do not have a work permit.
- An Application Registration Card issued by the Home Office to an asylum seeker stating that the holder is permitted to take employment.

List 2

- If potential employees provide two documents from **List 2** which have different names, they should produce a further document to explain the reason for this. The further document could be a marriage certificate, divorce document, deed poll, adoption certificate or statutory declaration.

Once this has been done, you do not need to ask for any further documents contained in **List 1**.

We cannot accept one document from the first combination and one from the second combination.

First combination

- A** A document giving the person's permanent National Insurance Number and name. This could be a: P45, P60, National Insurance card, or a letter from a Government agency.

Along with checking and copying a document giving the person's National Insurance Number, we must also check and copy only one of the following documents listed in sections B-H:

- B** a full birth certificate issued in the United Kingdom, which includes the names of the holder's parents; OR
- C** a birth certificate issued in the Channel Islands, the Isle of Man or Ireland; OR
- D** a certificate of registration or naturalisation stating that the holder is a British Citizen; OR
- E** a letter issued by the Home Office to the holder which indicates that the person named in it can stay indefinitely in the United Kingdom, or has no time limit on their stay; OR
- F** an Immigration Status Document issued by the Home Office to the holder with an endorsement indicating that the person named in it can stay indefinitely in the United Kingdom, or has no time limit on their stay; OR
- G** a letter issued by the Home Office to the holder which indicates that the person named in it can stay in the United Kingdom, **and** this allows them to do the type of work you are offering; OR
- H** an Immigration Status Document issued by the Home Office to the holder with an endorsement indicating that the person named in it can stay in the United Kingdom, **and** this allows them to do the type of work you are offering.

Second Combination

A A work permit or other approval to take employment that has been issued by Work Permits UK.

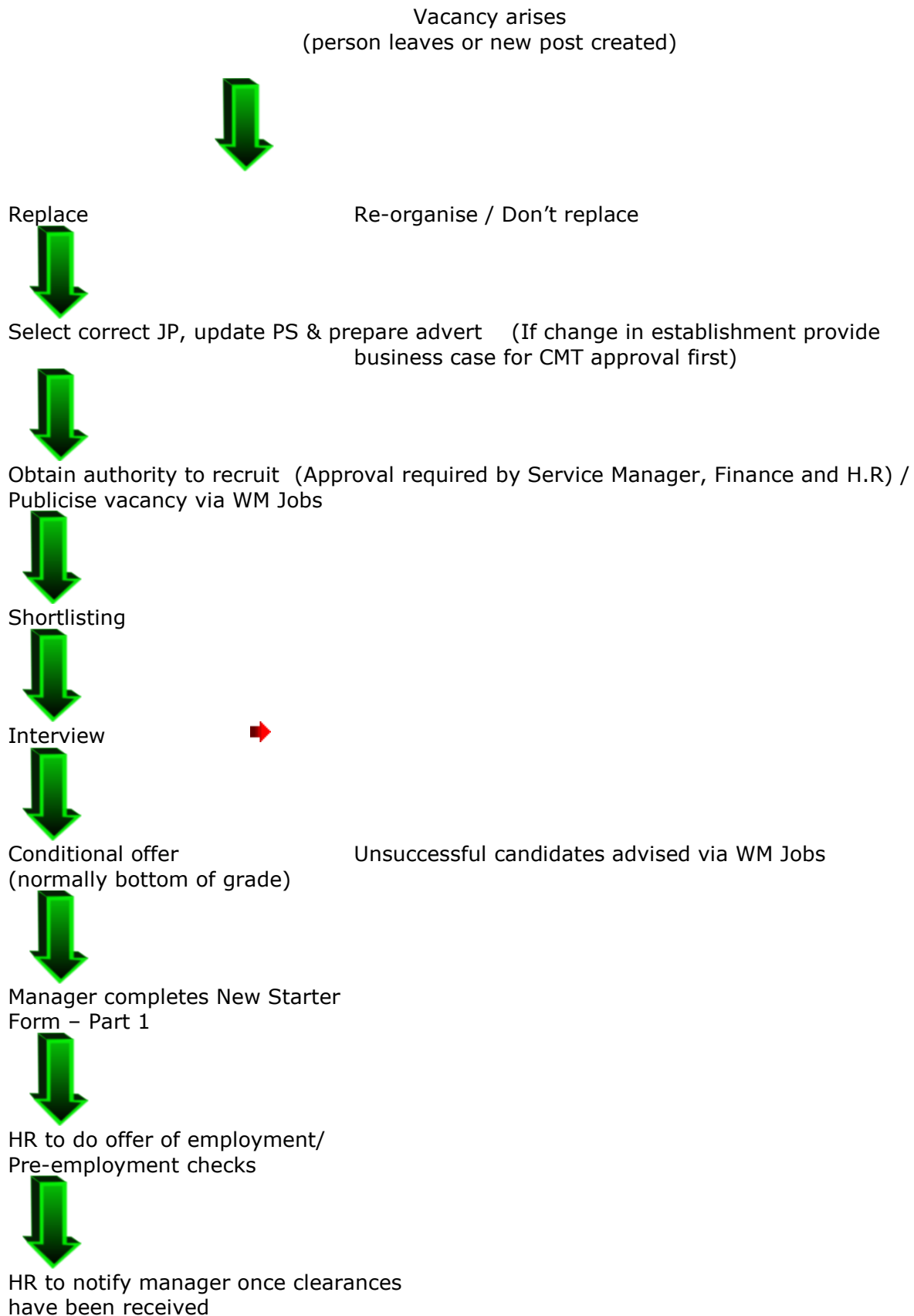
Along with a document issued by Work Permits UK, we should also check and copy one of the following documents listed at B-C.

B a passport or other travel document endorsed to show that the holder is able to stay in the United Kingdom and can take the work permit employment in question; OR

C A letter issued by the Home Office to the holder confirming that the person named in it is able to stay in the United Kingdom and can take the work permit employment in question.

APPENDIX 6

Recruitment Process Flow Chart





Manager to complete New Starter Form – Part 2 for Systems Registration once a start date has been agreed



Manager to complete New Starter Form – Part 3, on day 1, once new employee starts.



Induction (including H&S and HR on day 1)



Probationary Period (set objectives at start of period)