

Recruitment Policy (2015)



Welcome to your guide to the recruitment process.

The Council's aims, as set out in the "Equality and Diversity in Employment Policy", are to ensure that no job applicant or employee receives less favourable treatment.

This Policy and the guidance contained within has been developed to ensure that our recruitment practice complies with the Council's policies and statutory responsibilities as an employer, and to help improve the experience of applicants and managers of the process.

In order for your service to be successful in meeting its objectives, it is essential that the right people are recruited to the right jobs at the right time. This step-by-step guide has been designed to assist recruiting managers with the process, ensuring that there is a clear understanding of the timescales, processes and responsibilities of the Recruiting Manager and the support provided by the HR Services Team.

This guide replaces the Council's Recruitment & Selection Guide (2008) and is applicable to "safer services" recruitment. It also provides the service level agreements (SLA's) that Elevate's HR Services Team have agreed with the Council.

If you have any questions at any stage of the process please do not hesitate to contact the HR Services Team. Email: <http://lbbdstaff/sites/HRSR/Pages/Service-Catalogue.aspx> or Phone: 020 8724 5233

Appointment of consultants, agency workers and fixed term appointees

Managers wishing to engage agency workers, consultants and temporary staff must follow the "Temporary and Agency Workers Policy".

For the recruitment of consultants and fixed term appointees, managers must prepare a written business case setting out the reasons for the appointment, which should be agreed with the relevant Chief Officer and a copy approved by the Divisional Director of Human Resources and Organisational Development, in consultation with the relevant Cabinet Member for the service area and with the Cabinet Member for Finance.

The Policy is available on the HR Intranet site at:

<http://lbbdstaff/HR/Pages/recruitment.aspx>

Note: Recruitment decisions must be made on the basis of clear and justifiable job related criteria and fully in accordance with standards in the "Employee's Code of Conduct".

It is the responsibility of everyone involved in the recruitment process to familiarise themselves with the Code, any breach of which may be regarded as a disciplinary offence, which is available on the HR Intranet site at:

<http://lbbdstaff/HR/Pages/Code-of-Conduct.aspx>

<http://lbbdstaff/HR/Documents/Const-e-part4.pdf>



**INVESTORS
IN PEOPLE**



Stonewall
DIVERSITY CHAMPION



Community Covenant
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1. Determining the vacancy

1.1 Identifying the need to recruit

When an employee leaves or there is a requirement to take on new or additional work, it is important to first assess whether there is a vacancy and if so, that recruitment is necessary; the following are some of the areas that you will need to consider:

- Have the needs of the service changed or is a change imminent;
- Is there still a need for the same work and/or hours that the previous post-holder did;
- Is there capacity for some or all of the work to be re-allocated within the service;
- The reason(s) why the previous post-holder left e.g. too much/not enough work;
- Is there is funding to recruit to a vacancy on a temporary or permanent basis.

1.2 Job descriptions and person specifications

Before commencing recruitment, you must check the Job Description library on the HR Intranet under the '[Recruitment & Employment Checks](#)' section and that you are using the appropriate evaluated and up-to-date job description/person specification.

You are required to review the existing job description and person specification and mark the forms with the date that you have reviewed them. If this is a new role you must produce a new job description and person specification which will require evaluation, as described in the section below.

All recruitment and selection decisions will be made on the basis of clear and justifiable job-related criteria. The criteria on the person specification must be able to be objectively assessed, non-discriminatory, and justifiable in the context of that post e.g. do not include:

- Qualifications unless they are a statutory and/or justifiable requirement of the post
- A requirement to hold a driving licence if the post-holder can get around by bicycle or on public transport
- “.. years experience working in ..” but be specific, “demonstrate experience of delivering ..”
- Vague criteria such as “ability to” work under pressure” but be specific, “ability to manage conflicting priorities” and “to work to short and/or changing deadlines”
- Subjective or discriminatory criteria such as “good sense of humour” or “physically fit”

You need to be clear as to what is the “essential” (minimum) criteria that the post-holder must have to be able to do the job, and which is “desirable” to perform the role better, and how this will be assessed e.g. on the application form, selection test and at interview. You do not have to have desirable criteria but some examples may include where the post-holder:

- must have experience of providing information and advice to groups of people, that it may be desirable that they previously delivered training
- must have experience of using Finance and HR management systems, that it may be desirable that they previously worked with Oracle
- must attend meetings across the Borough or make home visits, that it may be desirable that have a driving licence or access to their own means of transport e.g. car, motorcycle or cycle etc, (a disabled person may be entitled to have taxi fares paid by Access To Work)

Before finalising your job description and person specification, please refer to the checklist to ensure that the common errors often made when writing these have been avoided.

Note:

- i) Managers must assess all new job descriptions or changes to existing posts, (including those as a result of restructures), to see whether the post is exempt from the Rehabilitation of Offenders Act and therefore requires a DBS record check. Further guidance on this can be found on the DBS (previously CRB) pages on the intranet.
- ii) Managers cannot change criteria on the person specification once the recruitment process has started e.g. applicants must fully meet all the essential criteria to be appointed; if no applicants meet the essential criteria these cannot be amended or “eased” to enable a person to be interviewed or an appointment to be made.

1.3 Job evaluation

You must check the Job Description library on the HR Intranet under the '[Recruitment & Employment Checks](#)' section and that you are using the appropriate evaluated and up-to-date job description/person specification.

If a job description needs to be changed or has been created for a new post, this must be submitted for job evaluation prior to any recruitment taking place. The HR Business Change Team undertakes all job evaluations, and should be contacted as to the timescales.

1.4 Rehabilitation of Offenders Act – Disclosure & Barring Service (DBS) checks

All new roles that have not previously been identified as requiring a DBS enhanced or standard check must be assessed to decide whether the posts are exempt from the Rehabilitation of Offenders Act, (the Council has produced guidance and a questionnaire that must be followed in assessing all new job roles – see the HR Intranet [Recruitment & Employment Checks](#) and DBS section).

All advertisements for jobs requiring a DBS check, must include the relevant clause to inform applicants of the requirement to undertake a DBS check.

1.5 Politically restricted posts

Managers need to determine whether the post is “politically restricted” as this must be made clear on the advertisement. Certain posts are deemed to be “politically restricted” if they consist of or involve one or both of the following:

- a) giving advice on a regular basis to the authority themselves, to any committee or sub-committee of the authority or to any joint committee on which the authority are represented or, where the authority are operating executive arrangements, to the executive of the authority, to any committee of that executive, or to any member of that executive who is also a member of the authority;
- b) speaking on behalf of the authority on a regular basis to journalists or broadcasters.

Politically restricted posts are broadly divided into two categories as follows:

i) Specified posts

These are automatically subject to restrictions on public political activity and there is no right of appeal; the posts are as follows:

- Head of Paid Service
- Statutory and non-statutory Chief Officers
- Deputy Chief Officers
- Officers exercising delegated powers
- Assistants to political groups

ii) Sensitive posts

These are the other posts deemed by the Council as falling under the criteria at a) and b) above.

All advertisements for posts that are politically restricted must include the political restriction statement.

“This post is designated as “politically restricted”, which means the post-holder is prevented from having any active political role either in or outside the workplace.”

1.6 Applicants declaration of interests / relationships with Members or employees
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Applicants are required to declare when they are:

- Related to or in a close personal relationship with an employee or Councillor
- A member of the Freemasons or any other organisation not open to the public and which has secrecy about rules or membership or conduct

Where an applicant has declared an interest, the recruiting managers must take advice from an appropriate manager, normally their Divisional/Corporate Director, who will liaise with the Divisional Director of Human Resources and Organisational Development as to whether any action needs to be taken.

Recruitment decisions must be made on the basis of clear and justifiable job related criteria and fully in accordance with standards in the “Employee’s Code of Conduct”. Managers and employees who are related to or have a close personal relationship outside of work with an applicant must not take part in the process as detailed in the Code, [Click here](#)

2. Training

2.1 Equal Opportunities and Safer Services

We are wholeheartedly committed to the principles of equalities and diversity in employment and aim to ensure that all recruitment and selection decisions for appointment to the Council will be made on the basis of clear and justifiable job-related criteria.

We also recognise our responsibility for protecting vulnerable groups and individuals within our care. Accordingly, and so that public confidence in our management of these sensitive areas is high, we undertake to ensure, so far as is reasonably practicable, that people who carry out work for or with us, including staff, Councillors, partners, agencies, consultants, contractors, voluntary organisations and others, pose no risk to service users.

It is therefore essential that you ensure the principles of equality and diversity is integral to every stage of the recruitment and selection process. All managers and staff involved in the short-listing and selection process must have attended the Council's Recruitment and Selection and Equal Opportunities training course (2 days), followed by the refresher course (½ day) every three years.

Alternatively, if you have attended similar training in other roles within the last three years, you can apply for exemption via completing the Accreditation form to not attend mandatory training as a new starter form, [Click here](#) but we still recommend that you attend the refresher course. You can book onto these courses via the Learning and Development Course Directory on Oracle (under Mandatory Training for Managers). Other recommended training includes:

- Recruitment and Selection - Eliminating Bias
- Recruitment and Selection - Writing Person Specifications

3. Planning the process

Recruiting new members of staff does not happen overnight, and the key to a sound and effective recruitment & selection process is good planning; the process may take several months so it is important to start this as early as possible. The planning should include:

- Reviewing and/or preparing up to date job descriptions and person specifications
- Identifying who will be on the short-listing and interview panel and potential dates
- Identifying whether skills/psychometric selection testing will be required
- Arrangements for short-listing where a large response may be expected
- Anticipating what support will be required and the time-scales e.g. for job evaluation, advice on advertising, arranging assessment centres etc and booking venues

A timetable should be prepared at the start of any recruitment process. This will allow you to establish indicative timescales for each stage of the process and to prepare for the induction of your new member of staff. The following example has been designed to give you an indication of the timescales to take into account when planning for recruitment.

i-GRasp is our online recruitment tool and instructions on this are below

Procedure	Week
Review or create new job description and person specification. Where this involves changes to or creating new job descriptions, these must be evaluated	
Ensure Establishment Variation Form (EVF) completed for new posts or Oracle position number for the current vacancy is provided to the HR services team. (see intranet for instructions on EVF)	
Identify who will be on the short-listing and selection panel, whether selection will be required and arrangements for long-listing and short-listing where a large response is expected. Managers should ensure where possible there is at least one member of the recruitment panel from outside the service area.	
Recruitment Request i-GRasp online form submitted by recruiting manager and recruitment request approved by Director and uploaded to IGrasp	1
Details of positions placed on redeployment portal – allowing 1 week for applications from redeployees	2
If no internal redeployee applicants, the post will be advertised internally for 1 week	3
If no internal or redeployee applicants, the post will be advertised online (for 2 weeks)	4/5
Interviews & selection with candidates uploaded to IGrasp with required documentation	6
Conditional offer email sent to successful candidate with electronic new starters forms and referenc requests	7
Final Confirmation Offer and contract sent to successful applicant once the pre-employment checks have been completed and start date agreed	9
New starter provides notice to existing employer. (Their notice requirements may vary from a week to 3 months or more for senior posts (and the person may have outstanding holiday to take before starting)	
Depending on the notice required from the existing employer, successful candidate starts with your service.	

We aim to ensure staff are recruited within 60 days from date of advert to the provision of a start date. This is an industry best practice performance indicator. The start date will be determined by the period of notice required. Putting a timeline in place as above and adhering to this will help you to ensure recruitment is managed effectively.

4. Request to recruit on i-GRasp

Access to i-GRasp can be provided via a service request made through the HR & Payroll service request portal here: <http://lbbdstaff/sites/HRSR/Pages/Service-Catalogue.aspx>. This can also be accessed via the HR portal link from the intranet homepage.

Full guidance on using IGrasp and checklists for information you must provide are here: <http://lbbdstaff/HR/Pages/Guide-to-permanent-recruitment.aspx>. They can also be found under the Guide to recruitment link from the HR portal link.

Note:

- i) All vacancies, even those being advertised through a recruitment agency must also be advertised on the Council's redeployment and internal advertising portals as a minimum.
- ii) All external advertisements must be open for two weeks and will be automatically advertised in job shops. Managers are encouraged to seek to employ local residents via job shops

Responsibilities of the Recruiting Manager

- To know how to use i-GRasp for requests to recruit;
- To complete all required fields and tasks accurately on i-Grasp, in a timely manner and by requested deadlines;
- To attach all materials for the request to recruit, please use the checklists provided
- To ensure that the role is established on ORACLE and provide HR with the appropriate post number;
- To provide either Corporate or Divisional Director approval of request to recruit;
- To respond promptly to the HR Services Team's queries about your advertising request.
- To proof read and sign off adverts before the required advertising deadline

Responsibilities of the HR Services Team

- To check that the role description and the post number match the ORACLE record;
- To check that the advert, job description and person specification are completed correctly.
- To liaise with Penna for any requested media adverts
- To upload the job advert to the redeployment and intranet when all information provided and IGrasp fields completed
- To liaise with our advertising agency when media adverts are required
- Once agreed, to follow through job clearance processes including redeployment and internal clearance (one week each) and to ensure the jobs are withdrawn/held if necessary;
- To provide training and guidance on the use of the i-Grasp system as required

5. Redeployment

Details of all vacant posts will be first made available to staff on the Redeployment List, allowing one week for applications, before they are advertised internally. If a redeployee applies the manager must ensure that these candidates are shortlisted and interviewed, if they meet the minimum criteria, before any other candidates are considered.

If redeployees meet the essential (minimum) criteria for the post they must be interviewed; where two or more meet the essential (minimum) criteria, selection will be by competitive interview. See the “Redeployment Arrangements” on the HR Intranet site at:

<http://lbbdstaff/HR/Pages/RRRR.aspx>

Managers must consult Human Resources as to the eligibility of disabled, pregnant and temporary employees, or staff on adoption, maternity or additional paternity leave, for redeployment and the process to be followed.

6. External / internal advertising

Where there are no successful redeployment or internal applications the advert will be advertised on the Council jobs website www.lbbd.gov.uk/jobs.

The recruiting manager can decide to advertise internally or externally. They should update the web advert (on i-GRasp) with an interview date. Roles should be advertised internally for one week and externally for two weeks, and it is expected that the interview date(s) would be within 1 week of the advert closing.

Please note: If the recruitment is urgent and internal and external adverts are required to run in parallel approval must be provided from a Director.

We wish to encourage applications for roles at all levels from people who live locally. If the post is at Scale 1 to 3, (or as directed by the Corporate Management Team), managers must seek to recruit to these locally via our “job shops”. Vacancies will continue to be available to redeployees only during the first week. During week two, vacancies will be promoted to local partners at the same time as they are available to internal applicants.

For further information, please contact the Regeneration Division’s Employment and Skills Group (responsible for the Job Shop service) who will be working with a wide range of partners, including Jobcentre Plus and Work Programme contractors, to ensure that managers can recruit the people that they need.

If the post is over SO1 and it is justified for it to go to other media, for example a senior or hard to recruit to position, the HR Services Team will send the advert to our advertising agency to appear in the chosen media the following week. Closing dates for adverts will always be two weeks from the date of publication. If practicable, interview dates should be included on the advert.

A cost code must be provided prior to advertising as there is no central cost code for advertising.

External, advertisements will be sent to recruiting managers for proof reading before the date of publication. If the recruiting manager is not available to proof read the advert they will be required to nominate someone to do this on their behalf. Details of advertising costs and production charges will be confirmed at this stage.

In writing a job advert the recruiting manager should provide some text usually using the job summary and some of the essential criteria for the role. They should provide a contact email address for applicants who would like further details about the post.

Safer People for Safer Services – Under review, please check with your HR Business Partner for the wording to go on adverts.

Under the Safer Services Policy, advertisements for all exempt posts will indicate that the post is exempt under the terms of the Rehabilitation of Offenders Act (Exemptions) Order and the following statement will be included on the advertisement:

“The post is exempt from the Rehabilitation of Offenders Act 1974 and a comprehensive screening process will be undertaken on the successful applicant including a Disclosure.”
Where a post is not deemed exempt but is covered by the policy requirements, the following statement will be included:

“The post is covered by the Council’s Safer People for Safer Services policy and a comprehensive screening process will be undertaken on the successful applicant”

Politically restricted posts

If the post is “politically restricted” this must be made clear on the advertisements, which should include the political restriction statement.

“This post is designated as “politically restricted”, which means the post-holder is prevented from having any active political role either in or outside the workplace.”

“Positive action”

The Council may decide to take “positive action” under the Single Equality Scheme to address under-representation in particular areas or across the Council in terms of particular groups.

“Positive action” is not the same as “positive discrimination” which is unlawful except in limited, specified circumstances. “Positive action” involves initiatives to attract, recruit and retain people from under-represented groups and examples may include:

- Advertising posts in the community or targeted publications or media
- Outreach work e.g. to encourage people to apply for posts

Managers need to be aware of the risks associated with “positive action” and should seek advice first from their HR Business Partner, so a clear case can be agreed

Responsibilities of the Recruiting Manager

- To plan job advertising date, job advert closure date, sifting, and interview dates;
- To ensure that, if advertising externally in any media additional to the Council website, that the correct budget code is provided and chosen media specified.
- To ensure adverts clearly state if the post is “politically restricted” or exempt under the “Safer People for Safer Services” policy
- To seek advice from Human Resources when considering “positive action”

Responsibilities of the HR Service Centre

- Will ensure that the role is advertised correctly and for free on the Council internet Job

7. Psychometric and skills testing

It is important that selection testing is relevant to the criteria on the person specification for the post and that the tests can be objectively assessed; this applies to the test to be used, the content and the “scoring” to assess a pass or failure e.g.:

- psychometric testing may be considered when recruiting to senior or specialist posts but not for generalist roles or short-term appointments
- “presentations” are likely to be relevant where there is a requirement to present information to groups of people or at public meetings etc, but not for a receptionist or catering post.
- testing involving the use of specialist equipment will be relevant where this is a requirement on starting the job e.g. “life guard”, music/sports tutor or refuse vehicle operator but not for hardware etc that could be covered in the induction e.g. the use of MFD’s
- whatever form of testing is used, the criteria for “scoring” to assess a pass or failure must be clear, objective and applied consistently, (“scores” should be checked for accuracy)

If you have chosen to use a psychometric test or skills testing (e.g. ICT, minute taking or literacy tests) as part of your selection process you need to advise candidates of this at the earliest possible stage. Candidates should be advised in the advert for the position that you will use these, as well as in the invite to interview letter.

If a candidate is disabled they may raise the issue of undertaking tests with you prior to interview, and you need to consider what reasonable adjustments are required in discussion with them; do not make presumptions. They may be eligible for support at a job interview from Access to Work (ATW) and they should contact the ATW customer service team at:

Telephone: **020 8426 3110**

Textphone: **020 8426 3133**

Email: **atwosu.london@jobcentreplus.gsi.gov.uk**

Final tests results should be submitted on i-Grasp for the successful candidate with the selection decision notes/right to work/essential qualifications on i-GRasp. For other candidates these should be kept for 6 months and then securely destroyed.

8. Shortlisting

All managers and staff involved in the short-listing and selection process must have attended the Council's Recruitment and Selection and Equal Opportunities training or . obtained an exemption via completing the Accreditation form to not attend mandatory training as a new starter form, [Click here](#) . Where possible, at least one member of the recruitment panel should be from outside the service area.

A list of all those that have completed the Council's Recruitment and Selection and Equal Opportunities training is available to managers.

8.1 Shortlisting

The recruiting manager should produce written records of shortlisting decisions and the reasons and complete a Shortlisting Matrix for each recruitment process (see [Appendix A](#)). These should be kept for 6 months and then securely destroyed.

It is essential that at least two individuals sift candidates, but it is preferable for three. The individuals who sift normally comprise the interview panel..

Please Note:



As one of the “Two Ticks” commitments, all disabled applicants must be shortlisted for interviews if they meet the minimum (essential) criteria. They will not be required to meet the desirable requirements at this stage.

Disabled applicants must be assessed on the information in their application and assumptions should not be made about how their impairment will impact on them undertaking the role.



Community Covenant

Under the Armed Forces Community Covenant, we will offer all personnel and veterans who have left the armed forces within the last 24 months an interview if they meet the minimum (essential) criteria for the job. This is called the ‘passport’ to interview’.

8.2 Safer Services and Rehabilitation of Offenders

Once it has been decided to short list an applicant, the Applicant Declaration form should be considered, (this is on the online application form at Figure 1). This part of the application form will not be considered until after the usual short listing process.

Figure 1 - Screenshot of Online application form – Rehabilitation of Offenders

Jobs in the Council & Schools

Vacancy Search

Because of the nature of the work on offer, this post has been classified as "exempt" from the provisions of the Rehabilitation of Offenders Act 1974 so all convictions, both spent and unspent, need to be disclosed. You are also asked to provide any other criminal record details you may have.

This does not necessarily mean that an applicant who discloses conviction or criminal record details will be automatically excluded from employment into this post. Instead, the nature of the information disclosed will be considered in relation to the duties of the post, and automatic exclusion will only occur where the information is relevant.

The Council has tried to reconcile its responsibilities towards vulnerable clients and also towards ex-offenders and has adopted the following Safer People for Safer Services Policy Statement outlining the approach:

"As an Equal Opportunity employer, we aim to ensure that no job applicant or employee suffers unfair treatment on the basis of unjustifiable criteria. This includes discrimination on the grounds of criminal convictions, which are "spent" or unrelated to the job in question. We also recognise our responsibility for protecting vulnerable groups and individuals within our care. Accordingly, and so that public confidence in our management of these sensitive areas is high, we undertake to ensure, so far as is reasonably practicable, that people who carry out work for us, or with us – including employees, Councillors, partners, agencies, consultants, contractors, voluntary organisations and others – pose no risk to service users".

In addition to seeking disclosure of criminal record details, we will make every effort to check the accuracy of the information provided by applicants. This includes asking referees and ex employers for full details of all disciplinary matters that might have a bearing on the application process. Furthermore, all applicants to exempt posts will be required to provide a full career history including periods of unemployment, part time work, etc.

Therefore, if you continue with this application, you should to provide a full and honest account. Where applicants are found to have deliberately made false or misleading statements, or failed to disclose relevant information, the application will be rejected.

Should your application be rejected for any of the following reasons,
Contact with the criminal justice system
Previous disciplinary record
Deliberate incomplete, inaccurate or misleading information

- the Council will retain a record of your application, and the reasons for its' rejection, indefinitely.

The information will remain confidential and only be considered in relation to an application for a position to which the Rehabilitation of Offenders Act 1974 (Exceptions) Order 1975 and this policy applies.

Finally, you should understand it is a criminal offence, punishable by up to 5 years in prison on conviction, to knowingly seek employment to work with children or vulnerable adults if you are subject to a Disqualification Order or on a statutory list maintained by the Department of Health or the Department for Education and Skills.

I understand the information above and hereby:

- Confirm that I am not subject to a Disqualification Order not to work with Children and/or vulnerable adults.
- Confirm that I have no criminal record details to disclose.
- Confirm that I have no disciplinary or other relevant information to disclose.

I agree to all statements above:

☐ Yes
☐ No

If the applicant on the online application declares that they do have information regarding previous disciplinary action or contact with the criminal justice system, they will be directed to the following screen to provide more details (see figure 2).

Figure 2 - Screenshot of Online application form – Rehabilitation of Offenders confirming they have criminal or disciplinary information to disclose

Jobs in the Council & Schools

Vacancy Search

Please provide details of criminal record/disciplinary record/any other relevant information (including action commenced but not concluded) - Enter N/A if not applicable

A check must be made to ascertain if what has been disclosed automatically bars the applicant from employment in a post. If an individual seeking employment to a post has a criminal record, etc, careful consideration must be given as to whether that record should prevent them from being appointed. Contact the HR Service Desk, [Click here](#) if you are unsure. Where there is any doubt about the relevance of the conviction or criminal record details the Council will always err on the side of caution and the application will be rejected.

In certain occasions, applicants complete paper applications. If they do not complete the declaration - their application is void.

8.3 Completion of i-GRasp

Recruiting managers must enter on i-GRasp who was successful and unsuccessful at shortlisting. This information is required for equal opportunity monitoring and auditing purposes.

Managers must use the templates on i-GRasp, when writing to applicants to notify them whether they have been shortlisted for interview and the outcome of their application after interview.

The i-GRasp invite to interview email provides the Right to Work notification which informs candidates of documents they should bring along to interview.

Responsibilities of the Recruiting Manager

- To ensure that the shortlisting panel have the ability to view the applications (either through requesting an i-Grasp log-in for them or through creating a PDF of the applications) ;
- To ensure that all members of the interview panel complete the shortlisting and have undertaken the Council's Recruitment and Selection and Equal Opportunities training course within the previous 3 years;
- To ensure that where possible at least one panel member is from outside the service area
- To conduct shortlisting within 5 working days of closing date;
- To ensure that all disabled applicants and all personnel and veterans who have left the armed forces within the last 24 months, are offered an interview if they meet the essential (minimum) criteria
- To update i-GRasp with those successful and not successful at sifting;
- To invite shortlisted candidates to book themselves onto an interview through i-GRasp;
- To advise unsuccessful candidates through i-GRasp that their application will not be taken forward;
- To provide candidates invited to interview full details of interview date, location, and any other information that they will require to enable them to do their best at interview (e.g. psychometric or other testing);
- To consider reasonable adjustments for disabled applicants called to interview, in discussion with the individual.
- To ensure that all sifting scores are scanned and uploaded into i-GRasp (and then securely destroyed);

9. Interview preparation

Managers should ensure that interview venue and facilities are accessible for disabled applicants, and that they will be free from interruption.

Wherever possible, shortlisted applicants should be given at least 7 calendar days notice of their interview.

All candidates should be called to interview using i-GRasp. A function on iGrasp allows candidates to select their own time on the interview day. This saves recruiting managers considerable time in hosting calls from candidates.

[Appendix B](#) provides a sample interview sifting proforma. You can use this or one you have produced yourself that collects all the minimum and desirable person specification criteria at interview. Interview panel members should meet in advance to plan the interviews and the questions to be asked. The Selection Decision/Interview Notes (or your own interview panel sifting sheet) should be prepared for each applicant before the interview. This should include all the criteria from the Person Specification to be assessed at interview. The reasons/evidence section of the form can then be completed during the interview or as part of a panel discussion at the end of each interview.

Applicants should be advised in their letter of the documentation they will be required to produce at their interview and of any tests/presentations they will be required to undertake.

It is also useful for applicants to receive a map and directions for the interview venue.

Where an applicant has declared a criminal record and disciplinary disclosure, you should prepare questions concerning this for the candidate.

10. Interviews

The Chair should introduce the Interview Panel and set the scene for the interview e.g. the interview format; that notes will be taken; when a decision will be made and the arrangements for notifying the candidate of the outcome (and claiming travel expenses).

Make sure you:

- **Check and take copies of Right to Work documents**
- **Check and take copies of Qualifications**
- **Complete an on line DBS application if required**
- **Clarify and question any convictions**
- **Do not ask the candidates about their medical history or sickness record.**

It is the responsibility of the recruiting manager to obtain proof of the candidates' right to work in the UK before a conditional offer of employment is made. Candidates must be asked to provide this as part of the interview process. For each candidate the Right to Work checklist must be completed at interview. Guidance is provided here:

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/426964/an_employers_guide_to_right_to_work_checks_may_2015_final.pdf

If in doubt about a candidate's right to work in the UK, you must obtain further guidance from the HR Services Team prior to any conditional offer of employment being made.

The recruiting manager must upload to I-GRasp the successful candidate's information following interviews.

- **Shortlisting Matrix - ([Appendix A](#))**
- **Selection Decision/Interview Notes for all candidates interviewed - Appendix B**
- **Right to Work Documents**
- **Essential Qualifications**

Note: Interview expenses will not be paid unless previously agreed by the Divisional Director (or their equivalent). Disabled and unemployed job applicants may be eligible for support with interview expenses from their local Jobcentre Plus at:

<https://www.gov.uk/government/publications/support-to-help-with-the-cost-of-transport/support-to-help-with-the-cost-of-transport>
<https://www.gov.uk/access-to-work/overview>

Responsibilities of the Recruiting Manager

- To complete interview process within 15 calendar days of the closing date;
- To ensure that the panel is convened and that panel members have undertaken the Council's Recruitment and Selection and Equal Opportunities training course;
- Ensuring reasonable adjustments are made for those candidates with a disability;
- Completing the Right to Work form for all candidates and reviewing and photocopying the documents provided;
- Complete on line application for DBS if required
- Check and photocopy /scan essential qualifications for all candidates;
- Return relevant forms on iGrasp for successful candidate – unless undertaken the HR Service Centre cannot process the conditional offer.

Responsibilities of the HR Service Centre

- To support the Recruiting Manager with any issues, and to provide advice and support as needed.

11. Unsuccessful candidates, and verbal offers to successful candidates following Interview

Unsuccessful candidates should be contacted by the recruiting manager within the timescales and in the way discussed at interview.

- Unsuccessful external candidates, (including agency workers and Elevate employees) should be offered verbal (not written) feedback if requested.
- Unsuccessful internal candidates, including redeployees, should be offered verbal feedback at a meeting where the reason(s) for not appointing will be explained.

Successful applicants should be contacted by the recruiting manager within the timescales and in the way discussed at interview. They will be notified that this is a conditional offer only and subject to satisfactory references and pre-employment checks.

Responsibilities of the Recruiting Manager

- To advise successful candidate verbally of the conditional offer and to ask if they accept.
- To enter within 48 hours of interview those who were successful/unsuccessful on i-Grasp and send mailings as appropriate;
- To upload interview notes and right to work form for successful candidate onto i-GRasp. If this is not done the HR Services Team cannot send out the conditional offer letter;
- To notify the HR Services Team that the documents have been uploaded and an offer needs to be made;
- To provide a verbal outcome and offer feedback to redeployees and internal candidates prior to mailings being sent;
- To check, investigate and document any employment gaps

Responsibilities of the HR Services Team

- To send within 3 working days of receipt of the paperwork the conditional offer letter and new starters form to successful candidate;
- To collate candidate's responses for payroll; occupational health medical questionnaires, etc. and submit to appropriate services;
- To request references unless otherwise agreed with the recruiting manager;
- To transfer all relevant documents to SharePoint for creation of electronic personnel file.

12. References

The HR Services Team will normally request references after the interviews and follow up reference requests with the referees, unless otherwise agreed with the recruiting manager.

Once the manager has received two satisfactory references s/he should email these to the HR Services Team stating that they are satisfactory. (Only one reference is required for a Council employee who is successful at interview). If references are not received within 2 weeks the manager should contact HR services for advice.

Managers must check, investigate and document any employment gaps. Where references or employment checks disclose information of allegations, convictions or disciplinary issues etc relating to children or vulnerable adults, these must be referred to the Child Protection or Safeguarding Adults Team, as appropriate and advice taken from Human Resources as to whether to continue with the appointment.

In all other cases, where references and employment checks have disclosed information of allegations or convictions or disciplinary matters etc, managers must carry out a risk assessment and take advice from the Human Resources Team before deciding whether to continue with the appointment process.

Responding to reference requests from other employers

Where responding to requests to provide employment references, managers must refer to the Legal “Guidance on the Giving of References by Officers” and must check with Human Resources if there are any concerns as to what information to include/exclude.

Note:

Managers should not provide verbal references, nor complete pro-forma request forms but respond to requests by letter and include the standard exclusion of liability clause.

13. Conditional offer paperwork sent by HR Services Team

When the completed recruitment paperwork is uploaded to i-Grasp and the correct fields completed as per the I Grasp guide, HR services will send a conditional offer letter and new starter form and, if applicable, a request to contact their ID checker to complete an on line DBS Application.

All offers are made subject to satisfactory references, medical clearance and other appropriate checks (DBS and Employment History Checks). Start dates cannot be confirmed until all of these have been received. References will be checked by the recruiting manager who confirms to the HR Services Team these are satisfactory or if they wish to proceed with only 1 or no references.

14. Final offer paperwork sent by HR Services Team

14.1 Final offer letter and contract

The HR Services Team will contact the recruiting manager when all the necessary checks and clearances have been completed and approved.

The recruiting manager should then contact the applicant and arrange a start date and **confirm this to the** HR Services Team to process the confirmed offer letter and contract. Two workflows (and associated SLAs) with onboarding are as follows:

- provide recruiting managers with a copy of the statement of particulars for checking and authorising before the release of the contract to the employee/candidate within 5 working days of confirmation of start date.
- provide an accurate, legally compliant and well-presented contract to successful applicants within 5 working days of receiving authorisation to send.

Therefore, managers should advise successful candidates that it can take up to 10 working days for them to receive their final offer letter and contract. The HR Services Team will email and post this to candidates to speed up the process.

Responsibilities of the Recruiting Manager

- When all the necessary checks and clearances have been completed and approved the HR Service Centre will contact the recruiting manager. The recruiting manager should then make contact with the applicant and arrange a start date and confirm this to HR Services Team.
- To respond promptly to the receipt of statement of particulars for checking and authorising;

Responsibilities of HR Services Team

- To start processing the confirmed offer and start date letter when a start date has been confirmed.
- To provide recruiting managers with a copy of the statement of particulars for checking and authorising before the release of the contract to the employee/candidate.
- Provide an accurate, legally compliant and well-presented contract to successful applicants within the legal timeframe.

14.2 Employing Ex-employees

The Council's policy on re-engaging former employees and the circumstances when this may/may not be considered are set out in the " Re-engagement of Former Council Employees" at

<http://lbbdstaff/HR/Pages/RRRR.aspx>

Where the successful candidate meets the criteria for consideration, the recruiting manager must inform their own Director and the Divisional Director of Human Resources and Organisational Development by email of the proposed re-engagement before a conditional offer is made. The manager will need to provide the following information:

- the facts/circumstances relating to the former employee's previous employment and subsequent termination e.g. resignation, voluntary or compulsory redundancy, dismissal, etc.
- the reasons which justify the proposed re-engagement

The Divisional Director of Human Resources and Organisational Development will then advise the recruiting manager of whether the re-engagement may proceed. A copy of the documentation will be retained in the recruitment file, and where an appointment is made, on the personal file of the member of staff concerned.

14.3 Record keeping & monitoring

Recruiting Managers are responsible for ensuring that copies of all paper and electronic documentation, evidence gathered and correspondence sent to individuals have been updated to i-GRasp. Paper documents should be kept in a locked file.

At the end of the recruitment process the Recruiting Manager must ensure that all documents have been uploaded to i-GRasp and any paper copies are securely destroyed after 6 months.

15. Induction & probation

Induction

All newly appointed employees should receive a full and comprehensive induction into the post and the team. For external appointments this should also cover induction to the Council. The induction should take place during the first 3 months in the job.

The "Employee Induction A Guide for Managers" has been designed to provide you with a framework to develop an effective induction plan for your new team member that will help enable them to become effective in their role as quickly as possible and identify with the Council's values and behaviours. The Guide which included the timetable, pre-start checklist and employees induction plan, is available at:

<http://lbbdstaff/HR/Pages/InductingNewStaff.aspx>

The Checklist will ensure that the process is consistently applied and should be regarded as a **basic tool to enable effective induction**. It provides a **common induction** for **all** and outlines the essential elements that you need to cover during the induction period to ensure your new team member is inducted successfully into the team, department and organisation. It is also a key part of the review process and should assist employees to achieve their required performance standards.

Services can develop the basic model to provide a tailored induction containing specialist knowledge and information. Similarly, some sections may be abbreviated, to take into

account an individual's circumstances, (where they have been with us for some time on a temporary basis or move from one service to another.

It is important to remember that the Council's commitment to equalities applies to all learning opportunities and should be embedded into induction practice and process.

ICT

If the employee requires an account to access the Council's system, PC, telephone, or other ICT equipment you must request this at least two weeks before they start via the ICT Service Request Portal by clicking on the link below:



From the homepage, select My Services, followed by the type of service you require.

Once they start they should read the [Information Security Policy - Guide](#)

Probation

All newly appointed employees are required to have a probationary and/or assessment period. The new starter should be provided with a copy of the [Probation Policy](#) which is available on the HR Intranet under the Recruitment & New Starters section.

For those who were external applicants (and new entrants to local government) the formal probationary process will apply and they must complete this successfully for the appointment to be confirmed as permanent.

For posts covered by the Safer People for Safer Services Policy, external applicants, regardless of previous local government service, the formal probationary period will apply.

The probationary period lasts for six months and during this time managers must meet with the new employee at least once a month, with probationary reviews at 6 weeks, 3 months and 5 months. At the end of the 5th month of the six month probationary period a decision will be reached about whether to:

- confirm the appointment as permanent; or
- extend the probationary period to enable further monitoring; or
- terminate the appointment due to unsatisfactory performance (for new entrants to local government or posts covered by the Safer People for Safer Services Policy).

The employee will have a right of appeal against the non-confirmation of the probation (dismissal) only to a Chief Officer whose decision is final. There is no other right of appeal.

For those who were internal applicants, (or external applicants with continuous local government service), an assessment and monitoring process will be undertaken that follows the same framework as the formal probationary process.

The confirmation of appointment is not subject to this assessment process. However, failure to meet the required standards will be managed through the Council's "Managing Performance at Work (Capability) Procedure".

Responsibilities of the Recruiting Manager

- All newly appointed members of staff should receive a full and comprehensive induction into the post and the team;

<http://lbbdstaff/HR/Pages/InductingNewStaff.aspx>
- If the new starter requires access to ICT / email to contact the ICT team with start date.
- The probationary period lasts for six months and during this time Managers must meet with the new member of staff at least once a month and carry out reviews at 1, 3 and 5 months.

Responsibilities of the HR Service Centre

Provide intranet link to induction guide to all managers of new starters

Appendix A - Shortlisting Matrix

Job Title: _____ **Reference Number:** _____

Short-listing Panel (minimum 2 people): _____

(All panel members must have completed the Council's mandatory "Recruitment and Selection and Equal Opportunities" training or been granted an exemption through the "Assessment and Accreditation" process.)

Panel members: _____

Criteria: All applicants will be assessed against the criteria as follows:

A – Fully meets criteria B – Partially meets criteria N – Does not meet criteria / no examples given

Part 1. Essential (minimum) criteria

- All disabled applicants must be shortlisted for interview if they meet the essential (minimum) criteria
- All former service personnel/veterans who have left the armed forces within the last 24 months will be offered an interview if they meet the essential (minimum) criteria for the job

Person specification criteria	Applicants (enter applicants initials)									
(Applicants must demonstrate they meet all short-listing criteria to be interviewed)										
Overall scores: Total number of "A's" + "Bs", exclude "N's"	+	+	+	+	+	+	+	+	+	+
Ranking: i) Highest number of "A's", ii) then "B's". Exclude any "N's"										
Shortlist: Yes or No										

Part 2. Desirable criteria

Desirable short-listing criteria should only be used when applicants have:

- i) Fully/partially met the essential (minimum) criteria at Part 1; and
- ii) It is necessary to make a short-listing decision where there are equally matched applicants. (Not disabled applicants)

[illegible]

Part 3. Short-listing decision

Applicants to progress to next stage of recruitment and selection process (please list)	

Completed by							
Name		Position		Signature		Date	
Name		Position		Signature		Date	
Name		Position		Signature		Date	

When completed please keep with all other recruitment documentation.

Only return the successful candidates sifting sheet and right to work form on i-GRasp. You will need to scan this and submit on i-GRasp system

Example short-listing score matrix

A – Fully meets criteria B – Partially meets criteria N – Does not meet criteria / no examples given

Essential (minimum) criteria

Person specification criteria (Applicants must demonstrate they meet all short-listing criteria to be interviewed)	Applicants (enter applicants initials)							
Criteria 1	A	A	N	B	A	A	B	A
Criteria 2	B	A	A	B	B	B	A	A
Criteria 3	A	A	A	B	A	A	B	A
Criteria 4	A	A	A	B	A	B	A	B
Criteria 5	A	A	A	A	A	A	B	B
Criteria 6	B	A	B	A	N	B	A	B
Overall scores: Total number of A's; then "Bs" and exclude "N"s	4+2	6+0	-	2+4	-	3+3	3+3	3+3
Ranking: i) Highest number of "A's", ii) then "B's". Exclude any "N's"	2	1	-	3	-	4=	4=	4=
Shortlist: Yes or No	Yes	Yes	No	Yes	No	?	?	?

Desirable criteria

Person specification criteria	Applicants							
Criteria 1						A	B	N
Criteria 2						B	A	A
Criteria 3						A	B	B
Overall scores: Total number of A's; then "Bs" and exclude "N"s						2+1	1+2	1+1
Ranking:						4	5	6
Shortlist: Yes or No						Yes	?	No

Appendix B - Interview Notes

Job Title: _____ Reference Number: _____

Applicants Name: _____ Date of Interview: _____

Chairs of Panel: _____ Panel members: _____

(All panel members (minimum of 2 People) must have completed the Council's mandatory "Recruitment and Selection and Equal Opportunities" training or been granted an exemption through the "Assessment and Accreditation" process.)

Scoring: All applicants will be assessed against the criteria as follows:

A – Fully meets criteria B – Partially meets criteria I – Insufficient answer N – Does not meet criteria / no examples given

A: A full and detailed response which fully demonstrates knowledge and understanding of the subject and reflects all the model answer

B: A response that demonstrates an knowledge and understanding of the subject but did not reflect all the model answer

I: A response that demonstrates a limited or superficial knowledge and understanding and did not reflect the model answer

N: No answer and/or a response that was not relevant to the question and did not reflect the model answer

Interview Questions (These must be cross referenced to the criteria on the person specification which are to be assessed at interview and include model answers)	Response / evidence	Score
Overall scores:	i) Total number of "A's", ii) then "B's". Exclude "I's" and "N's"	+

To be retained with all the other recruitment documentation for 6 months after the selection decision

Appendix C - Selection Decision

Job Title: _____ **Reference Number:** _____

Chairs of Panel): _____ **Panel members:** _____

(All panel members (minimum of 2 People) must have completed the Council's mandatory "Recruitment and Selection and Equal Opportunities" training or been granted an exemption through the "Assessment and Accreditation" process.)

Scoring: All applicants will be assessed against the criteria as follows:

A – Fully meets criteria B – Partially meets criteria I – Insufficient answer N – Does not meet criteria / no examples given

A: A full and detailed response which fully demonstrates knowledge and understanding of the subject and reflects all the model answer

B: A response that demonstrates an knowledge and understanding of the subject but did not reflect all the model answer

I: A response that demonstrates a limited or superficial knowledge and understanding and did not reflect the model answer

N: No answer and/or a response that was not relevant to the question and did not reflect the model answer

Part 1. Essential (minimum) criteria

Person specification criteria (all essential criteria) (Applicants must demonstrate they meet all the criteria to be appointed)	Applicants (enter applicants initials)									
Overall scores: Total number of "A's" + "Bs", exclude "N"s	+	+	+	+	+	+	+	+	+	+
Ranking: i) Highest number of "A's", ii) then "B's". Exclude any "N's"										
Appoint: Yes or No										

Part 2. Desirable criteria

Desirable criteria should only be used when applicants have:

- i) Fully/partially met the essential (minimum) criteria at Part 1; and
- ii) It is necessary to make a decision where there are equally matched applicants.

Person specification criteria (all desirable criteria)	Applicants (enter applicants initials)									
Overall scores: Total number of A's + "Bs", exclude "I's" and "N"s	+	+	+	+	+	+	+	+	+	+
Ranking:										
Appoint: Yes or No										

Part 3. Decision

Selected applicant(s): _____

Completed by							
Name		Position		Signature		Date	
Name		Position		Signature		Date	
Name		Position		Signature		Date	

When completed to be retained with all other recruitment documentation for 6 months after the selection decision.

Example decisions score matrix

A – Fully meets criteria B – Partially meets criteria I – Insufficient answer N – Does not meet criteria / no examples given

Essential (minimum) criteria

Person specification criteria (Applicants must demonstrate they meet all the criteria to be appointed)	Applicants (enter applicants initials)							
Criteria 1	A	A	A	B	A	A	B	A
Criteria 2	A	A	A	B	A	A	A	A
Criteria 3	A	A	A	B	A	A	B	A
Criteria 4	A	A	A	B	A	A	A	B
Criteria 5	B	A	A	A	A	I	B	B
Criteria 6	B	A	A	A	N	B	A	B
Applicants (enter applicants initials)								
Overall scores: Total number of A's; then "Bs" and exclude	4+2	6	6	2+4	-	-	3+3	3+3
Ranking: i) Highest number of "A's", ii) then "B's". Exclude	3	1=	1=	6	-	-	4=	4=
Appoint: Yes or No	?	?	?	No	No	No	No	No

Desirable criteria

Person specification criteria	Applicants (enter applicants initials)							
Criteria 1		A	A					
Criteria 2		B	A					
Criteria 3		B	B					
Applicants								
Overall scores: Total number of A's; then "Bs" and exclude "N"s		1+2	2+1					
Ranking:		2	1					
Appoint: Yes or No		No	Yes					

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