

RECRUITMENT PROCEDURE

1. The Aim of the Procedure

- 1.1 The aim of this procedure is to ensure a fast, efficient and transparent process in which both managers and the recruitment team are aware of their responsibilities.
- All recruitment campaigns will be completed as quickly as possible as good candidates may be lost if the process is delayed. Delays also give a poor perception of the Council to applicants and can affect future applications.
 - The aim is to have an 8 week turnaround from when the completed and signed e-form is received by the recruitment team to the confirmation of offer letter being sent to the successful applicant. However, where a role requires a DBS check or the medical check is not straightforward, this process will be longer, your Lead Recruiter will keep you informed of progress in such instances. An 8 week turnaround is an ambitious target which can only be achieved if the hiring manager and the recruitment team work closely to ensure that:-
 - each stage of the process is planned in advance
 - the agreed timetable is realistic and deadlines are adhered to
 - delays are kept to a minimum

Note: This procedure does not apply to Chief Officers and Hackney Learning Trust.

2. Responsibilities of Hiring Managers

- In order to proceed with recruitment, an established post number is essential. If you do not have an established post within your structure, you will need to complete an Establishment Control Form.
- You can only start a recruitment exercise after an e-form has been approved - <http://intranet.hackney.gov.uk/article/2109/Recruit-permanent-staff>
- Ensure the job description and person specification are up to date and all tasks/duties contained are still applicable to the vacant position prior to contacting the Recruitment Team.
- Where the recruitment is to a newly created post, ensure the job description has been evaluated by HR prior to commencing the recruitment process.
- Discuss and agree a realistic timetable with the Recruitment Team and adhere to this. This will be agreed in the briefing session.
- Shortlist applications quickly after the closing date, ideally within 3 working days and return to the Recruitment Team to arrange interviews.
- Conduct interviews with agreed panel.
- Notify the successful applicant.
- Provide, if requested by applicants feedback on their interview.

*Please note: e-forms are in the process of being decommissioned and replaced with LANdesk requests. This guidance will be updated when the process is complete.

3. Responsibilities of the Recruitment Team

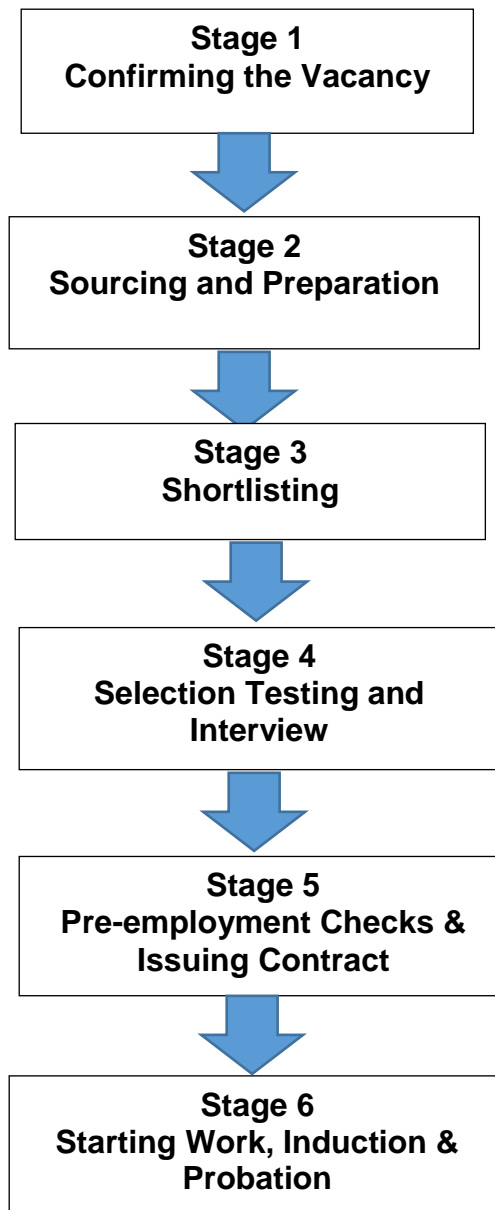
- Meet with the Hiring Manager to take a brief and discuss the post being recruited into.
- Agree a realistic timetable with the manager and adhere to it.
- Provide advice and guidance to the manager throughout the recruitment and selection process, for example, ideas for assessments, testing, etc.
- Place the job advert.
- Following shortlisting by the Hiring Manager, notify the successful and unsuccessful applicants.
- Co-ordinate interview invite email for shortlisted applicants.
- Check if any reasonable adjustments are required for applicants and liaise with the Hiring Manager.
- Notify the unsuccessful applicants from the interview stage.
- Arrange all pre-employment checks (*references, DBS, medicals, right to work checks etc.*).
- Send out formal offer and contract of employment.
- Keep managers and applicants informed if there are any delays/problems during the whole recruitment exercise.

Recruitment Charges

P010 – P015	£6,000.00 – for external advertising
P05 – P09	£3,800.00 – for external advertising
S02 – P04	£2,100.00 – for external advertising
Scale 1 – S01	£1,000.00 – for external advertising
Internal advert	£200
DBS	£44
Multiple Roles	2 to 10 additional roles incurs £150 charge
Multiple Roles	10 or more additional roles incurs £250 charge

Recruitment Stages

The recruitment process has six basic stages:-



1. **Confirming the Vacancy**

- 1.1 Where a vacancy occurs the Hiring Manager should review the purpose of the role and how the job is being delivered. Are the right outcomes being delivered in the right way? Managers should avoid short term approach to recruitment ie filling a vacancy without too much thought to what the role/job may require or offer 2/5 years down the line
- 1.2 Due consideration should therefore be given to:-
- How the post contributes to the Corporate and Directorate Plans
 - Is there a continuing need for this job role in its present form?
 - Will the current job role meet new challenges in service needs
 - Would the needs of the service/team be best met by a permanent, fixed term or secondment appointments?
- 1.3 Job descriptions for new posts must be evaluated by HR prior to commencing recruitment, otherwise the recruitment process will not commence.
- 1.4 Where the Hiring Manager is recruiting to a vacant post, the job description and person specification must be reviewed to ensure it is up to date and still reflects the criteria necessary to do the job. After reviewing the job description and the manager makes changes, they should contact HR to discuss whether there has been significant changes that could warrant a job evaluation.
- 1.5 To commence the recruitment exercise, the Hiring Manager must complete an e-form request on the intranet. The post number must be included on the request form and **must** still be valid. The following should be attached with the e-request form:
- Job Description
 - Person Specification
 - Job Summary

2 **Sourcing and Preparation**

- 2.1 Upon receipt of the completed e- form, the Lead Recruiter will, within 5 working days arrange a meeting or call the Hiring Manager to discuss the recruitment campaign in more detail.
- 2.2 At the meeting both the Lead Recruiter and the Hiring Manager will agree:
- Appropriate media strategy
 - Advert copy content
 - Creating a bespoke application form with both pre application questions and competency based questions

- Selection methods/assessment (e.g. interview/testing options)
- Recruitment timetable, including closing date, shortlisting, interview and/or testing date(s)

- 2.3 In accordance with the Redeployment Policy, the Recruitment Team will post the vacancy on the redeployment jobs page on the Council's intranet to give suitably qualified redeployees within the Council the opportunity to express an interest first. This will remain on this page for 48hrs prior to advertising internally and externally.
- 2.4 Where Hiring Manager and the Lead Recruiter have agreed to advertise internally only, this will be posted on the Council's intranet. Temporary workers not directly employed by the Council such as agency workers, casual workers and consultants may also apply for internal only vacancies.
- 2.5 Where jobs are being advertised as an Apprenticeship, managers should refer to the Apprenticeship Scheme for further guidance and information or contact the Apprenticeship Co-ordinator.
- 2.6 All external vacancies will be advertised in the Guardian and on Jobs go Public as well as the Council's Internet site.

Applying for jobs

- 2.5.1 All candidates will apply online **unless** there is a disability related reason why this is not possible. The Recruitment Team will liaise with the candidate about how to apply for the role.
- 2.5.2 Candidates will be requested to complete an online application form. In some cases they may also be asked to upload a supporting statement as part of the recruitment exercise. Alternatively, a bespoke application will have been created that includes both pre application questions and competency based question. The Lead Recruiter will discuss with the Hiring Manager the most appropriate method for prospective applicants to submit applications.

3 Shortlisting

The Hiring Manager will receive the candidate packs within 48 hours after the closing date.

- 3.1 The Hiring Manager is responsible for setting up a recruitment shortlisting panel. The panel should consist of at least two, but preferably three, officers (including the Hiring Manager); *and* where possible, be reflective of the Council's diverse workforce.
- 3.2 Where the Hiring Manager is not a direct employee of the Council (e.g. an agency worker), the panel should include at least one Council employee.
- 3.3 The Hiring Manager and panel members will shortlist against the criteria set out in the person specification.

The **Essential Criteria** must be used for shortlisting purposes. If a candidate does not meet any of the essential criteria then they cannot be shortlisted. The desirable criteria

will be used to rank the applicants and the panel will agree a cut-off point depending on the number of suitable applications. All disabled applicants applying under the Guaranteed Interview Scheme and who meet the essential criteria must be automatically selected to the next stage of the recruitment process.

3.4 The Hiring Manager is responsible for compiling the final shortlist; and the other panel members should forward their shortlists to him/her. The shortlisting panel may:-

- compile their shortlist individually as applications are received; *or*
- compile their shortlists individually after the closing date; *or*
- meet as a panel to jointly consider the applications

The Hiring Manager must make sure that there is final agreement on the shortlist.

3.5 The final shortlist should be completed within **3 working days** of the closing date or within the agreed timeframe as outlined during the meeting with the Lead Recruiter. The Hiring Manager will email the results to their Lead Recruiter.

3.6 The online system will automatically generate an email response to the successful and unsuccessful candidates.

3.7 Neither internal nor external candidates will be given feedback on the reasons they were not shortlisted for interview. Feedback is only required after an interview and not following an application.

4 Selection Interview/Testing

4.1 The Hiring Manager will send the Lead Recruiter the list of shortlisted candidates, and provide dates and times of interviews/tests and who the candidates should ask for when they arrive. Hiring Managers should choose a venue/location for interviews and testing that portrays a positive image of the Council. The Lead Recruiter will contact all shortlisted candidates to arrange interviews/test slots and times and update Recruiting Managers accordingly.

Please note the applicants require at least 5 working days' notice prior to the interview and the recruitment team also need adequate time to send out the invites. Please allow at least 7 working days from sending the shortlist to the recruitment team and the interview date.

4.2 Candidates should be informed in advance if they will be asked to undertake any assessment test or any other selection exercise.

4.3 Candidates will be asked if they need any adjustments and where they do, reasonable adjustments should be considered. Adjustments should be specific to the needs of the individual and may include:-

- overcoming access issues (e.g. using a ground floor room);
- changing the format of the interview itself (e.g. allowing written responses from candidates with problems expressing themselves verbally)
- where in doubt, please contact your Lead Recruiter about reasonable adjustments for candidates

4.3 **Interviews**

- 4.3.1 If the Chair (*in most cases this will often be the Hiring Manager*) or any other member of the interview panel have a close personal relationship with any of the candidates, in the interest of fairness and transparency, he or she should declare this and consider withdrawing from the panel.
- 4.3.2 Draft interview questions must be prepared in advance by the Chair and circulated to panel members. The final interview questions must be agreed by all panel members.
- 4.3.3 The interview process must be agreed in advance and structured around a set of questions that focus on the requirements of the job (as specified in the job description and the person specification) and must be non-discriminatory. All candidates must be interviewed in the same way (except for where reasonable adjustments have been made).
- 4.3.4 Interview panels should welcome discussions about flexible working especially where the candidate raises this. All jobs are potentially open to flexible working unless the nature of the duties prevent it.
- 4.3.5 Interview notes must be kept and panel members must remember that nothing is 'off the record'. Under the Data Protection Act 1998, candidates have the right to access this information. Candidates who make a valid written request must be given a copy of their notes within 40 calendar days.
- 4.3.6 Interview Expenses are payable providing:
- a) the expenses are reasonable; *and*,
 - b) are supported by receipts; *and*,
 - c) the candidate does not refuse the job offer.

Note: *interview expenses reimbursement is at Manager's discretion and are the responsibility of the hiring manger*

5. **Conditional Offer, Pre-employment Checks & Unconditional Offer**

- 5.1. After the interview, the Chair of the panel will contact the successful candidate directly to offer him/her the post. The Chair should clearly state that the verbal offer is subject to satisfactory pre-employment checks and that a member of the Recruitment Team will get in touch with them separately to conduct the pre-employment checks.
- 5.2 Recruitment will issue the successful candidate with a conditional offer. The offer is conditional on satisfactory receipt of all appropriate checks:

For **external candidates** this will consist of:-

- Reference details to cover 2 consecutive years of employment including details of sickness absence for last 12 months
- Proof of identify and right to work in the UK
- Pre-employment Health Questionnaire
- Declaration of Interests

- Political Restrictions – where applicable
- Continuous Service Declaration – where applicable

In addition to the above, the following checks are also required for jobs that involve working with children and/or vulnerable adults:-

- Declaration of Spent and Unspent criminal convictions
- Disclosure and Barring Service (DBS Checks)

Other checks that may also be required dependant on specific role:-

- Work Permits/Visas/Worker Registration
- Social Worker Registration (HCPC)
- Occupational Therapist Registration (HCPC)
- Professional qualifications to be evidence where it is pre-requisite for the role

5.3 For **internal candidates** this will consist of:-

- One reference from the current line manager;
- Any other checks (as for external candidates) that may have become relevant (*e.g. the nature of the job may make a pre-employment health check necessary; or a Declaration of Interest may now apply; or the job may require them to work with children or vulnerable adults; etc.*)

5.4 Candidates will not start work until all the appropriate checks have been carried out and received. This is particularly important if they will work with children or vulnerable adults. The candidate must be advised not to give notice to their current employer until the offer is confirmed in writing.

5.5 The Lead Recruiter must obtain details about the candidate's most recent employment and will ask the previous employer to state how many days and occasions they have been absent due to sickness in the past 12 months.

If the sickness record meets the Council's sickness absence triggers, the Hiring Manager may ask their Lead Recruiter to investigate further. The candidate will be told there is a concern and could be asked to provide further information. The candidate may be referred to Occupational Health for an opinion before a final decision is made.

5.6 **Withdrawing an offer of Appointment**

5.6.1 If for any reason, the Hiring Manager wishes to withdraw the offer of appointment, this should be discussed first with the Recruitment Manager before any decision is made.

5.7 **Confirming the offer of Appointment.**

5.7.1 Once all the pre-employment checks have been satisfactorily completed, the Recruitment Team will:-

- Agree a start date with the new recruit (and the Hiring Manager)
- Issue a letter confirming the offer, salary details and reporting arrangements for the first day

- Issue a Statement of Particulars (the employment contract)
- Complete the new Starter Paperwork and proof of right to work

5.8 **Disabled Employees**

- 5.8.1 If the successful candidate requires an adjustment to the job, the working environment or to equipment, this should be in place before they start work. The Occupational Health Service is available for advice in the first instance.
- 5.8.2 The employee may also require a personal emergency evacuation plan, this should be discussed with the Health and Safety Team and should ideally be included as part of the Induction Process to be addressed at the very earliest opportunity.
- 5.8.3 Where a manager is not clear about how to accommodate a request for reasonable adjustment for the candidate following advice from OHS, the manager should contact a member of the HR Business Partner team for guidance and advice.

6 **Starting Work, Induction and Probation**

It is the Managers' responsibility to ensure that Workplace Induction is carried out.

As a minimum on the employee's first day, the Hiring Manager must:-

- Have prepared their Induction before they commence
- Meet and greet the new employee;
- Give them an overview of the Council including key services and personnel;
- Arrange for an appropriate ID card (and any 'warrant card' that may be necessary e.g. if the job involves enforcement);
- Run through fire evacuation procedures for their normal place of work
- Arrange to set them up on e-induction training on the Learning Hub on the Councils Intranet
- Issue them a copy of the Councils Code of Conduct or refer them to where they can access it
- Introduce them to the team and/or key people within their service area

- 6.1 The line manager will ensure that the employee is booked onto the Council's **Corporate Induction** event, run by HR&OD.
- 6.2 The line manager is responsible for other local induction requirements (e.g. introduction to the job/service, important information about the workplace, etc). The manager must ensure that this takes place at the earliest available opportunity.
- 6.3 Arrange for them to have E-docs training
- 6.4 All new entrants to Hackney Council will be subject to a six month probationary period. ***Managers must refer to the Council's Probation Policy and Procedure for further guidance on Managing the Probation Period effectively.***
- 6.5 Existing employees who have successfully completed a probationary period will not be subject to a further probationary period should they be appointed to another post following a full recruitment process. In these circumstances, the managers should set up regular supervision meetings in order to support and appraise the employee's

performance in the new role. Any performance concerns should be addressed under the Council's Capability Procedure.

(In addition to this procedure, you can also refer to "Recruitment and Selection" - Guidance for Managers).