

Appendix 1 - Recruitment and Selection Policy and Procedure Changes

Outlines the role of the recruiting manager and what steps they need to follow from the justification for recruitment through to the selection of candidates. Also highlights the checks that must be made for before a new employee can commence work within DCC. We need to ensure that recruiting managers are following the process of checking qualifications and the right to work in the UK documents for all candidates that attend interview. Checking the 'right to work in the UK' documents is a compulsory requirement for all organisations.

The policy also highlights that all vacancies must be advertised internally first in line with the previous policy however if there is a business need then vacancies will be advertised both internally and externally at the same time. This business need must be made clear on the Vacancy Control Form and authorised by the Head of Service. HR Direct may challenge recruiting managers where they feel that there is a suitable pool of internal staff which could fill the vacancy and therefore will place the advert internally first.

This policy is supplemented by the Recruitment and Selection Procedure.

Schools have also been incorporated in to the Policy and Procedure.

• Recruitment and Selection Procedure

This procedure highlights the roles and responsibilities for HR, Recruiting Managers, Heads of Service and Members for Recruitment and Selection.

The procedure aims to take a recruiting manager through the whole recruitment and selection procedure from the initial vacant post/new vacancy, job evaluation, redeployment, advertising the vacancy through to the shortlisting, selection criteria, assessment centres options, interviews, checks to made, feedback, additional payments and new starter information.

The main changes/points to consider are as follows:

Recruitment Timescales – managers must consider

Activity	Timescales
Job evaluation – new posts or amended posts – pay and rewards	4 weeks

Vacancy advertised (from receiving the VCF, Advert, JD and PS)	5 working days
Vacancies will be advertised for a period of:	2 weeks
Managers will be sent / or will be able to collect submitted application forms for shortlisting	Up to 2 working days after closing date and time
Reference checks (schools request their own references but 10 days should still apply to schools)	10 working days minimum
Time it takes for ICT to set up a new starter on system (not applicable for schools)	10 working days

Who can apply for internal vacancies?

Relief/supply/casual staff can apply for internal vacancies. Agency workers can also apply for internal vacancies from day one of service in accordance with the Agency Workers Regulations 2011. Work experience, summer placements, volunteers and internships cannot apply for internal only vacancies.

Acknowledgement of shortlisting

Acknowledgement of whether a candidate has been shortlisted will only be carried out for those that are invited for interview. Those candidates who have not been shortlisted will not be sent a letter to confirm. This is providing a cost saving to the authority and is currently in practice. The job advert states 'If you have not heard from us within 3 weeks of the closing date then you must assume you have not been successful'

Guaranteed Interview Scheme (Two ticks)

Recruiting managers are to ensure that if a candidate ticks section 8 of the new application form / web recruitment form, they must clearly identify this on the shortlisting matrix. All candidates who meet the essential criteria and have ticked that they wish to be considered as part of this scheme must be given an interview. Recruiting managers will be liable if this does not happen.

Document checks to be made by recruiting manager at interview

The recruiting manager is to take copies of the candidates proof of qualifications (outlined as essential in person specification) and their 'right to

work in the UK' & Proof of identity documents and pass onto HR Direct with the recruitment file once the interviews are complete.

The Immigration, Asylum and Nationality Act, 1996 makes it a criminal offence for an employer to employ those who do not have permission to live or work in the UK. Recruiting managers may be liable.

References – External candidates

References are to be requested by HR Direct after the offer of employment has been made to the successful individual. The successful candidate **is not** to commence employment with DCC until 2 satisfactory have been received.

All contracts of employment have the clause 'subject to satisfactory references being received' The effect of such a clause is that the contract with the employee will not come into being until the obtaining of a reference which is satisfactory to the employer has been received. However, this only applies if the employer has not allowed the employee to commence work. If an employer allows the employee to start work before references have been received, the employee will have the same rights as any other employee for example in relation to wrongful dismissal (that is, breach of contract).

The process for safeguarding is also made clear within the policy for jobs that involve social care clients. Candidates must provide all of their job history and referees within that field so that basic reference checks can be made (job title, dates of employment and reason for leaving). HR Direct now have a list of jobs in Adult services and Housing that require more in depth reference checks.

References – Internal candidates

Internal candidates will now be required to provide the name of their current line manager who will be asked to provide a reference using the corporate reference template. Current line managers may also be asked to provide copies of performance appraisals for that candidate.

Probationary Periods

Probationary periods are to apply to all new staff regardless of whether they have local government service history. The majority of other Welsh local authorities operate the same probationary procedures.

In terms of internal employees, the same process will apply as it does now in that if an employee moves internally then they will not require a probationary period unless the new job is completely different / much higher level etc.

Equality Act 2010

The Equality Act 2010 states that recruiting managers **must not** ask

a candidate about their absence record /sickness record / health/ disability.

The Act states that except in very restricted circumstances or for very restricted purposes, the Act aims to prevent employers from asking any job applicant about their health or any disability before the person has been:

1. offered a job either outright or on conditions (such as 'subject to satisfactory references/health check'), or
2. included in a pool of successful candidates to be offered a job when a position becomes available (for example, if an employer is opening a new workplace or expects to have multiple vacancies for the same role but doesn't want to recruit separately for each one).

This includes asking such a question as part of the application process or during an interview. It also includes sending them a questionnaire about their health for them to fill in before you have offered them a job. Questions relating to previous sickness absence count as questions that relate to health or disability.

All new starters will be sent a New Starter Health Assessment Form which will ask the employee to declare if they have a health condition or disability which might impair their ability to undertake effectively the duties of the position which they have been offered or a health condition or disability which might affect their work and which might require specialist adjustment to their work or at their place of work. Occupational Health can then provide advice to the recruiting manager to ensure that reasonable adjustments made. The head of service must authorise.

The point of stopping employers asking questions about health or disability is to make sure that all job applicants are looked at properly to see if they can do the job in question, and not ruled out just because of issues related to or arising from their health or disability, such as sickness absence, which may well say nothing about whether they can do the job now

You can ask questions about health or disability where the question relates to a person's ability to carry out a function that is intrinsic (or absolutely fundamental) to that job. Where a health- or disability-related question would

mean you would know if a person can carry out that function with reasonable adjustments in place, then you can ask the question.

In practice, even if a function is intrinsic to the job, you should ask a question about a disabled person's ability to do the job with reasonable adjustments in place. There will therefore be very few situations where a question about a person's health or disability needs to be asked.

Recruitment documents to aid recruitment and selection

There are a range of documents/forms contained within the appendices which recruiting managers will need to use to ensure:

- consistency across the authority with recruitment and selection documentation
- they can evidence / justify their decisions when it comes to recruitment and selection which will help in any potential tribunal claims they may receive with regards to recruitment.
- we have an audit trail for recruitment and selection.

Offers of employment

The recruiting manager will make a provisional verbal offer of employment but they must make it clear that the offer of employment is subject to the following:

- Satisfactory references being received
- Medical clearance (where appropriate)
- Receipt of satisfactory Criminal Records Bureau (CRB) Disclosure, where appropriate
- Receipt of original certificates of qualifications obtained
- Receipt of your documentation to meet our obligations under the Asylum and Immigration Act (Right to Work in the UK documents) and proof of identity.
- Receipt of candidate's original driving license if their job requires driving for work reasons.

Please also note that the successful candidate **will not** be able to commence employment until all of the above are received.

Feedback

Recruiting managers are to provide any candidate with feedback as to why they were unsuccessful at the shortlisting stage or after interview. Feedback must be provided within reasonable timescales.

Interview Expenses

Applicants will only be able to claim interview expenses where the recruitment involved an assessment centre held over two days. The applicant will be able to claim overnight accommodation and travel in accordance with our travel and subsistence policy. Applicants will need to contact HR Direct and complete the 'Claim for travelling, accommodation and/or subsistence expenses' form before any expenses will be reimbursed.

Modern Apprentices

The changes are as follows - Modern Apprentices are to have a 'Modern Apprentice Contract' as they are not be treated as fixed term employees. Their probationary period can now be extended beyond 6 months if there are issues and they can go onto vision time and use flexi from day one.

Modern apprentices will continue to apply for internal vacancies but only after 12 months (this has not changed). There will be a separate procedure for modern apprentices in the near future.

Recruitment and Selection Consultation Comments

After the sub-committee meeting on 14th February 2012, there were changes made as result of the meeting and the policy was updated accordingly.

Other comments:

- *In the tab about 'what to include in an advert' there is mention of the need to specify what type of CRB is needed. There needs to be a link to the relevant information as many recruiting managers won't know – link will be made on flowchart*
- *In the 'person specification' tab need to emphasise more that putting a lot of requirements as essential will limit severely the number of people who will be eligible for interview – sentence to be added “It is important to consider your essential criteria. Excessive essential criteria will limit your selection pool.”*
- *In the 'references' section need to include requirements of - The Domiciliary Care Agencies (Wales) Regulations 2004 – this will be looked into.*

- *Unshortlisted candidates should be written to* – between August 2012 – October 2012, HR Direct received 962 applications. Therefore to send out a 1st class letter to all 962 would have cost £577.20 To send out a 2nd class letter to all 962 applicants would have cost £481.00 in addition to resource time.
- *Interview expenses to be paid* – no report can be generated to identify the cost of interview expenses for the past year.