



Recruitment Policy

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RECRUITMENT POLICY AND SELECTION

1.0 INTRODUCTION

South Lakeland District Council (SLDC) recognises that its employees are fundamental to its success its greatest assets. SLDC therefore needs to be able to attract and retain employees of the highest calibre and a strategic and professional approach to recruitment is essential to do this. ~~It is essential that not only the right staff are recruited at the right time, but they should also reach maximum efficiency in the role as soon as possible. Once in post employees should work to their full potential with access to opportunities and benefits, which allow staff to value their own employment with the Council.~~

This Policy outlines the various stages of the recruitment and selection process. Further ~~and more complete~~ guidance will be available from ~~the~~ Human Resources ~~(HR) Group~~. This policy meets the requirement of the Council's Equality and Diversity Policy, the Equality Act 2010 and all other relevant employment legislation.

2.0 SCOPE OF THE POLICY

~~This~~ policy guidance set out in this policy is intended for all employees and potential employees of the Council, although due to Constitutional requirements the recruitment process for senior posts (Heads of Service and above) will follow a different format and is outlined in a separate policy.

This Policy outlines:

- The underpinning commitment to recruitment and selection within the Council
- The recruitment and selection procedures and processes for permanent and fixed term employees
- The recruitment and selection procedures and processes for casual and agency personnel
- The responsibilities for key areas for each aspect of the recruitment and selection process

3.0 GENERAL PRINCIPLES

- We will seek to recruit the best candidate for the role based on merit. The recruitment and selection process should ensure the identification of the person best suited to the role and SLDC
- We wish to encourage the recruitment of staff with disabilities and will make reasonable adjustments to all stages of the recruitment process as required in order for a successful candidate with a disability to undertake the role
- We will ensure that the recruitment and selection of employees is conducted in a professional, timely and responsive manner and in compliance with current employment legislation
- We will provide appropriate training, development and support to those involved in the recruitment. Any member of staff involved in the selection of employees should satisfy

themselves that they are appropriately trained and can comply with the requirements of this policy and procedure

- We will ensure the recruitment and selection process is cost effective
- All documentation relating to applicants will be treated confidentially in accordance with the GDPR legislation and applicants will have the right to access any documentation held on them in accordance with GDPR
- This policy embodies a number of key principles:
- The recruitment and selection of employees in the Council will demonstrate a clear application of equal opportunities and diversity.
- Robust workforce planning will be carried out on a continual basis
- Managers are fully trained and updated in aspects of recruitment and selection procedures to enable them to manage the process effectively
- The Council will actively work in partnership with local agencies in relation to local workforce issues
- The HR Group will provide all candidates with appropriate and accurate information at all stages of the recruitment process notifying them of delays as necessary

4.0 Recruitment and Selection Procedure

There are a number of key stages in the recruiting and selecting for a role. This section outlines the key stages**4.0 — LEGISLATION**

South Lakeland District Council is committed to adhering to current legislation in connection with the recruitment and selection of new employees. The Council is also committed to ensuring compliance with any future statutory requirements and codes of practices produced by lead organisations in employment relations i.e. the Commission for Racial Equality, the Equal Opportunities Commission and the Disability Rights Commission.

Further advice and guidance is available from Human Resources. [In addition wWe offer training courses designed to equip members of staff involved in recruitment in key aspects of the procedure.](#)

5.0 — POLICIES, PROCEDURES AND GUIDELINES

For a Recruitment and Selection Policy to be effective it is essential that it is supported and guided by other HR policies, procedures and guidelines.

The key documents for SLDC are;

Career Break Policy

Equality and Diversity in the Workplace Policy

Flexible Retirement

Flexible Working Policy

Home-working Policy

Job Share Policy

Redeployment Policy

Secondment Policy

6.0 — EQUALITY AND DIVERSITY IN THE WORKPLACE

The Council is committed to ensuring that equal opportunity practices are embedded in all the recruitment and selection processes that it undertakes. Our Equality and Diversity in the Workplace Policy states the following regarding the recruitment and selection of employees and potential employees:

The Council will:

- Ensure that the employees of the Council are representative of the community it serves.
- Ensure that employees are recruited and promoted on the basis of ability and other relevant objective criteria to carry out the duties and responsibilities of the post for which they have applied.
- Continue to ensure that the recruitment and selection procedure is applied consistently to ensure fair access to all jobs.
- Ensure that external job opportunities are communicated to all sections of the local community.
- Ensure that at least one member of a recruitment panel is trained in equality and diversity.
- Ensure that all employees and applicants are treated with dignity and respect. Where harassment, victimisation or bullying occurs this will be confronted and dealt with through the appropriate policies and procedures.
- Ensure that recruitment policies and procedures are reviewed and updated on a regular basis and reflect and incorporate national legislation and leading models of good practice and codes of conduct.
- Consider adapting organisational requirements or existing practices where they are contrary to employee's cultural and religious needs.
- Involve and communicate effectively with all employees.
- Provide a fair, equal and transparent pay and reward system.

7.0 — THE PEOPLE STRATEGY

The Council's People Strategy outlines five key priorities one of them being 'Recruitment and Retention' which outlines how we will recruit, train and retain employees.

The Council's recruitment and selection processes have been developed to ensure that the people with the necessary skills, expertise and qualifications to deliver Council objectives and the ability to make a positive contribution to the values and aims of the Council are recruited

4.1 Preparation stage

The recruitment and selection process should not commence until a full evaluation of the need for the role against the department's strategic plans and budget MUST has been carried out prior to the recruitment and selection process commencing. met.

Following completion of Once this evaluation has been completed the appropriate manager must submit a Vacancy Authorisation Form (VAF) through ManagerHR.

Before roles are advertised, aAll new or changed posts must be formally role evaluated and graded, before that are advertised in order to help us ensure that it is 'equal pay for work of equal value'.

If an Recruiting Manager believes that they may be potential difficulties in recruiting to a role, post they should contact the Recruitment Team for advice and guidance on comparative market rates and options for appropriate action.

Managers should agree the best places to advertise vacancies and be mindful that we will take into account SLDC's the Council's need for new ideas and approaches which should support SLDC's the Council's commitments to ensuring a diverse workforce to meet it's diversity requirements.

4.2 Role profile and advert

4.2.1 Generic Rrole Pprofiles

The vast majority of roles within SLDC Council's roles fall within Job Families and Generic Role Profiles exist for the majority of most of the positions.

The role profiles must be directly related to the job and applied to all applicants include and include the essential criteria in terms of skills, knowledge and experience for the role, all of which should be directly related to the job and applied to all applicants.

The job advertisement will need to include the specifics of the role including the nature of the work they will be performing. Further information can be found by contacting the recruitment team.

4.2.2 Non generic job descriptions

For roles that have not transferred to generic role profiles, The 'A' Job Descriptions and Person Specification for the roles that have not transferred to 'Generic Role Profiles' must be produced or updated for any vacant roles. post that is to be filled. The job description should accurately reflect the elements of the role. post.

The Person Specification should state both the essential and desirable criteria in terms of qualifications, knowledge, skills and experience for the role. All of which should be directly related to the role and applied equally to all applicants.

Take care Care should be taken when writing the Person sSpecification to ensure that criteria used does not indirectly discriminate against certain groups of applicants.

The job advertisement will need to include the specifics of the role including the nature of the work they will be performing. Contact the Further information can be found by contacting the Recruitment Team for further information.

4.3 Redeployment

Guaranteed priority interviews are given to Employees who are on the Redeployment Register will be guaranteed a priority interview for vacancies where they meet the minimum criteria.

Further information is available from the recruitment team.

4.4 Merit list (Internal and External Applicants)

Where an interview process identifies more appointable candidates suitable candidates, these applicants are added to SLDC's Merit List, and after obtaining consent from the individual. than there are available vacancies, after obtaining consent from suitable candidates that will be placed on the Council's Merit List. This may be used for up to 12 months (or longer with an applicant's permission) to fill the same role or similar roles with the same essential criteria without further assessing of merit.

The Merit List will be referred to before any vacancies are advertised and where there are candidates who meet the job requirements of the new vacancy they may be advised that they are the 'preferred candidate'.

Further information is available from the recruitment team.

4.5 Agency Workers

The Recruiting Manager must ensure that an IR35 is completed before the workers first day. The IR35 check is a CEST tool completed on the Gov.uk website. Once the IR35 has been completed the Recruiting Manager should provide the results to the Recruitment Team.

The Recruitment Team and Recruitment Manager will work together to provide the following:

- An outcome letter completed by the Recruitment Team following the IR35 check
- A copy of the letter and the outcome document will be sent by the Recruiting Manager, to the Agency and the worker
- Communication if any appeals have been received (in relation to CEST outcome)

Documents to be obtained by the Recruiting Manager:

- DBS check/fraud check (if applicable) (as part of contract)
- Proof of essential qualifications (as part of contract)
- Right to Work in the UK (as part of contract)
- Copy of Contract of Service received by HR.
- Authorised User Agreement

4.6 Casual Workers

Casual workers may apply for internal advertised posts. However, internal candidates considered 'at risk' will have priority at the section stage

4.7 Advertising

Managers will be responsible for drafting the advertisement for their vacancy according to the corporate guidelines and advice where needed will be provided by the Recruitment Team. HR Group.

In the first instance roles will be advertised internally — to help maximise equality of opportunity where possible to — and provide employees with opportunities for career development, and to thus maintaining the skills and expertise of existing staff.

Following internal advertisement, consideration will be given to advertising the role post-externally where there is an insufficient pool of candidates. Where needed, managers can also consider the vacancies to be advertised internally and externally concurrently. Internal candidates will still receive priority in the short-listing/ interview process.

Please liaise with the Recruitment Team to discuss and agree the appropriate duration of advertised roles.

Roles will be advertised using one or more of the following:

- Professional journals
- Local press
- Local radio
- Job Centres
- E-recruitment sites
- Local schools and colleges
- Throughout the Council SLDC via intranet, email and on employee notice boards

Advertisements will be displayed in places, which can be accessed in a variety of formats to ensure maximum access by all groups, including the disabled and minority groups.

Managers should ensure they have the appropriate budget to support with the required advertising of roles posts.:

Consideration will be given to job share arrangements for all full time posts. Secondment opportunities will be considered for all fixed term posts under a duration of two years. ~~two years duration.~~

4.8 Applications

All applications should be submitted using the application process on SLDC's website. SLDC is a Disability Confident Employer and will accept applications in various accessible formats.

The deadline for the submission of applications will be 23:59 on the stated closing date. The Recruitment Panel may make a decision to accept late application providing the short-listing process has not been completed.

CVs alone are not accept. However, can be submitted along with an application online.

4.96 The Recruitment Panel

At least one member of the Recruitment Panel must be trained in recruitment and selection and all panel members must complete the online equality and diversity training.

The panel itself will be made up, where possible, of a minimum of two people, one of whom should be the recruiting manager. We encourage the Recruitment pPanel to be diverse where possible and to consider the promotion of Equality and Diversity.

The Recruitment Ppanel should stay the same throughout the whole process and all members should fully participate in both the short listing and interviewing stages.

Members of the Recruitment Panel must declare if they know any of the applicants and the capacity in which the applicant is known to them.

One person will be designated the Chair (normally the recruiting manager). The Chair will take the lead in the recruitment process and be the key contact for recruitment purposes. The Chair will be responsible for ensuring the process is carried out in a fair and equitableequal manner and ensure that all decisions are recorded clearly.

A member of Human Resources will not normally be on a panel unless required for certain positions.

The panel will

- Carry out the short listing
- Decide the selection method to be used – usually an interview
- Develop questions and liaise with the Recruitment Team regarding additional selection methods to be used e.g. a presentation
- Conduct interviews
- Make a decision on the final appointment
- Complete all necessary paperwork clearly and completely and return these to the recruitment team

4.107 Short listing

Shortlisting may involve the whole panel but must be carried out by a minimum of 2 people to avoid any possibility of bias, one of whom would normally be the direct line manager.

Applications will be assessed against the criteria contained in the Role Profile, with those applicants most closely matching the criteria being selected for interview. The decision must be based upon the evidence provided and not on assumptions.

The recruitment Chair is responsible for ensuring that the appropriate shortlisting documentation is fully completed and returned to the Recruitment Team.

All short-listed candidates will be notified of the next stage of the recruitment process. Reasonable notice will be given to the short-listed candidates of the selection process and the candidates will be provided with the following information as a minimum:

- The date, time and venue
- Map/ directions to the venue
- Selection methods to be used and guidance on how to prepare (if appropriate)

4.10.1 Disabled/Veteran Applicants and the Guaranteed Interview Scheme

SLDC encourages applicants from disabled people and/or veterans and is a Disability Confident Employer. Providing a **disabled** and/or **veteran** applicant meets the minimum criteria specified in the shortlisting process, they will be **guaranteed** an interview.

4.10.2 Disabled/Veteran Applicants and Reasonable Adjustments

SLDC has a statutory duty to make reasonable adjustments in relation to disabled/veteran applicants where SLDC knows, or could reasonably be expected to know, that the person in question is or may be a disabled/veteran applicant for the post. Or where the application form has revealed that an applicant has a disability or is a veteran.

Reasonable adjustments might include the following:

- Rearranging the time of the interview
- Accommodating a hearing impaired applicant by ensuring that the interviewer faces the applicant, speaks clearly and is prepared to repeat questions, or providing a hearing loop or a signer
- Allowing the applicant with a learning impairment to bring a friend or relative to assist when answering questions that are not part of tests.

4.118- ~~Selection and~~ Selection and Interview

- HR will provide a bank of competency based interview questions after the shortlisting has been completed, for the interviewing panel to agree on the format of the interview. Interview questions and the structure of the interview should be consistently applied to all candidates

Interviews should be carried out by a minimum of two people, one of whom should be the Recruiting Manager involved from the shortlisting stage.

The interview is the most common form of selection method used. The interview allows the panel to assess the candidate's suitability for the role by acquiring additional relevant information beyond that already contained in the application. It also allows the candidate the opportunity to further demonstrate their skills, knowledge and behavior as well as meeting the Lead and/or the Team Leader and asking questions about the post.

Ideally it is advised that no more than six candidates are interviewed. However, this may depend on the role that has been advertised. Where possible all interviews should take place on the same day.

If, in exceptional circumstances, a candidate is unable to make the interview date it is up to the Recruitment Panel to decide if the interview can be rescheduled ensuring that no other person has been disadvantaged. In such circumstances there should be no changes to the Panel or to the format of the interview.

The Recruitment Panel must ensure that:

- Sufficient time is allowed for preparation of interview questions and exercises prior to the interview date
- When carrying out the interview candidates are asked questions about the same matter, although these do not have to be exact same questions. Supplementary questions can be used to explore areas of concern, interest or other aspects of the candidates application
- Detailed notes are taken during the interview
- Questions are focused on obtaining relevant information and evidence of the candidate's ability to do the job
- Questions are allocated to specific panel members according to expertise and knowledge
- Any requests for variations in terms and conditions or about the duties of the role are recorded
- All paperwork (including all notes) is completed clearly and returned to the Recruitment Team.
- All paperwork will be kept for a minimum of 6 months following the selection process.
- Questions are not asked in relation to personal lives, for example childcare arrangements.
- Feedback will be provided to all unsuccessful internal candidates by the Recruiting Manager
- If requested feedback will be provided to unsuccessful external candidates

Giving feedback must be done sensitively and respectfully and will, as a minimum, receive telephone or written notification of the outcome of the selection process.

4.12 The Preferred Candidate

The Recruiting Manager should be aware of the terms and conditions of the role and inform the Recruitment Team of the successful candidate.

The Recruitment Team will start the pre-employment checks (including Disclosure and Barring Service where relevant) prior to making a formal offer.

The 'preferred candidate' must not commence in the role until all the appropriate checks are completed and candidates has formally accepted the role.

5.0 The Appointment Process

A flowchart outlining the 'Appointment Process' can be found in Appendix C.

5.1 Pre-employment Checks

The Recruitment Team are responsible for carrying out the relevant pre-employment checks for each preferred candidate.

The pre-employment checks are:

- Two references for new employees, one of which must be from the current/most recent employer. The Recruiting Manager will be offered access to these references once received by the Recruitment Team
- Fitness Certificate through the Occupational Health service
- Disclosure and Barring Service (DBS) - certain posts within SLDC have restrictions and will only be formally offered subject to receipt of a satisfactory DBS.
- Criminal Convictions - candidates are required to disclosed on the application form, whether they have any convictions for criminal offences in line with the Rehabilitation of Offenders Act. If an applicant is found not to have completed this question accurately appropriate action would be taken.
- Fraud Check - certain posts within SLDC have restrictions and can only be formally offered subject to receipt of a satisfactory Fraud Check
- All applicants will be required to prove their eligibility to work in the UK - The Asylum and Immigration Act 1996 makes it a criminal offence for an employer to employ those who do not have permission to live or to work in the United Kingdom
- Qualifications - copies of all relevant qualifications will be made and kept on an individual's personal file

5.2 The Formal Offer

Once all the appropriate pre-employment checks are satisfactory. The Recruitment Team will make a formal offer, following completion and return of the correct paperwork from Recruiting Manager.

The starting salary for all new appointments will be at the lowest salary scale point for the appropriate salary grade. Internal promotions will always attract at least one additional spinal column point. If the Recruiting Manager wishes to appoint at a higher level they must consult with the Recruitment Team.

6.0 Commencement of Employment

6.1 The Probation Period

All appointments will be subject to the satisfactory completion of a six-month probation period. Please refer to the Probation Policy for further information.

6.2 The Induction Process

All new permanent and temporary employees will have a comprehensive induction timetable. Please refer to the Induction Policy for further information.

7.0 Recording and Storage of Recruitment Documentation

The Recruitment Team will create and maintain a file containing all the relevant information. Copies of all relevant documents relating to the filling of each role must be kept for a minimum of six months following appointment to a role.

Records, which must be kept, are as follows:

- A copy of the advertisement
- Role Profile/Job Description
- All unsuccessful application forms
- Details of the Recruitment Panel and their notes throughout the process
- All correspondence between SLDC and the applicants
- All correspondence between SLDC and the referees

Equal Opportunity Monitoring Forms will be held separately from the application form and details contained on the forms logged by the HR Team and then destroyed after a maximum period of six months.

Applications will be held in a secure area and will only be made available to those involved in the recruitment process. Information will not be passed on to anyone outside this process without the express consent of the individual applicant.

8.0 Review of the Policy

This policy is reviewed on a regular basis in the light of operating experience and/or changes in legislation.

~~8.0 WORK/LIFE BALANCE~~

~~The Council will encourage a good 'work-life balance' by giving consideration to more flexible ways of working particularly if recruitment to certain posts is difficult.~~

9.0 RESPONSIBILITIES

9.1 The Role of the Manager/ Chair of the Recruitment Panel

~~The recruiting manager will normally be the Chair of the Recruitment Panel and should ensure that they;~~

- ~~• Ensure new posts that increase the establishment have been through the appropriate authorisation process and supporting documentation is available to confirm this.~~
- ~~• Liaise with the HR Group regarding the recruitment process and the completion of a Vacancy Authorisation Form.~~
- ~~• Co-ordinate the recruitment panel in the short listing process~~
- ~~• Chair the interviews~~
- ~~• Ensure the Recruitment Pack is fully completed and returned to the HR Group~~
- ~~• Provide feedback to the unsuccessful candidates if required~~
- ~~• Ensure that the departmental induction is completed~~

9.2 The Role of the Human Resources (HR) Group

~~The HR Group will;~~

- ~~• Work in partnership with all managers who are recruiting~~
- ~~• Provide advice and guidance to all employees and potential employees in relation to the recruitment and selection process.~~
- ~~• Check that the post has been job-evaluated as applicable~~
- ~~• Check the Redeployment Register for potential matches.~~
- ~~• Ensure the post is advertised in a timely and cost-effective manner.~~
- ~~• Notify applicants that they have been short listed for interview~~
- ~~• Notify candidates in writing that they have been unsuccessful following interview.~~
- ~~• Carry out the pre-employment checks on the preferred candidates.~~
- ~~• Send out offers of employment, Statement of Particulars and associated paperwork.~~
- ~~• Ensure new employees complete the Induction Programme~~

9.3 The Role of the Heads of Service Team

~~The Heads of Service Team (HoST) will;~~

- ~~• Consider the advertising of posts as submitted on a Vacancy Authorisation Form by a recruiting manager.~~

10.0 THE RECRUITMENT AND SELECTION PROCESS

~~The recruitment and selection process can be divided into three main areas as follows:~~

- ~~The Pre-Selection Process~~
- ~~The Selection Process~~
- ~~The Appointment Process~~

~~10.1 The Pre-Selection Process~~

~~A flowchart outlining the 'Pre-Selection Process' can be found in Appendix A.~~

~~10.1.1 Prior to advertisement~~

~~A vacancy can provide opportunities for managers to rethink a role or area of work: (a replacement of the old post, hours, duties etc. should not automatic). Consideration should be given to the following:~~

- ~~Is the post still required?~~
- ~~Are there new duties which need to be added to the role?~~
- ~~How much has the role changed since its original creation?~~
- ~~Are there any technological changes ahead which may affect the functions of the role or the skills and abilities of the person to perform it?~~
- ~~Reallocation of duties to other members of a team~~
- ~~Reorganisation within the department~~
- ~~Is there sufficient budget for the post?~~
- ~~Is this an opportunity for a secondment?~~

~~10.1.2 Job Description and Person Specification~~

~~Once the above questions have been answered the manager should complete a job description and person specification. In drawing up the job description consultation should be made with any relevant parties. The job description should clearly state the main duties and tasks for this new role and be compiled using the corporate job description template that may be found on the intranet under Human Resources—Forms.~~

~~From the job description a detailed person specification should then be completed using the corporate person specification template. This will allow the organisation to profile the ideal person to fill the job. A person specification will detail the relevant skills, knowledge and aptitudes required which are directly related to the job. It is essential that in compiling the person specification any criteria relating to personal qualities or circumstances should not be potentially discriminatory. Managers should seek guidance from the HR Group.~~

~~It is essential that the job description is clear and precise and the person specification makes a clear distinction between essential and desirable criteria. The success of the recruitment process is based on these documents; which are used at evaluation, advertisement stage and during the assessment process.~~

~~10.1.3 Job Evaluation~~

~~Every post within the Council is required to be evaluated under the Council's Job Evaluation (JE) scheme so that an appropriate grade can be attached to it.~~

~~Posts that have had the job description and/ or person specification amended must be sent to the HR Group who will consider if the post needs to be re-evaluated.~~

~~10.1.4 Vacancy Authorisation~~

~~Once a post has been evaluated, the manager should ensure they have fully completed the Vacancy Authorisation Form before sending it to the HR Group. The HR Group will conduct their own checks and then the form will be sent to a Heads of Service Team meeting for approval for advertising.~~

~~A post will not be advertised until it has been through the authorisation procedure.~~

~~10.1.5 Redeployment and 'At risk' Situations~~

~~There may be times when posts are considered to be at risk or, for post holders there may be issues in relation to return to work or redeployment. In such situations posts may be assessed to see if these can be offered as suitable alternative employment. Reference to the Council's Redeployment Policy should be made.~~

~~Employees who are on the Redeployment Register will be guaranteed a priority interview for vacancies where they meet the minimum criteria.~~

~~10.1.6 Agency Workers~~

~~Agency and casual workers may apply for internally advertised vacant posts. However, internal candidates considered 'at risk' will have priority at the selection stage.~~

~~10.1.7 Advertising~~

~~Managers will be responsible for compiling the advertisement for their vacancy according to the corporate guidelines and advice provided by the HR Group.~~

~~Initially all vacant posts will be advertised internally within the Council unless prior agreement with HoST has been reached for the post to be advertised internally and externally concurrently. Where internal advertising of a post only results in a pool of three or less applicants the Chair of the recruitment panel may opt to advertise externally. However where there is an insufficient pool of candidates and the vacancy has been advertised externally or the vacancies are advertised internally and externally concurrently, internal candidates will still receive priority in the short-listing/ interview process.~~

~~Posts will be advertised using one or more of the following mediums:~~

- ~~● Professional journals~~
- ~~● Local press~~
- ~~● Local radio~~
- ~~● Job Centres~~
- ~~● E-recruitment sites~~
- ~~● Local schools and colleges~~
- ~~● Throughout the Council via intranet, email and on employee notice boards~~

~~Advertisements will be displayed in mediums, which can be accessed in a variety of formats to ensure maximum access by all groups, including the disabled and minority groups.~~

~~When considering where to advertise it is essential that consideration should be given to the cost and maximum coverage to target groups before making a decision. The HR Group will be able to advise in this matter.~~

~~Consideration will be given to job share arrangements for all full time posts. Secondment opportunities will be considered for all fixed term posts under two years duration.~~

~~10.1.8 Application Packs~~

~~Applicants interested in any of the vacancies advertised will either be able to have an application pack sent to them in the post or they will be able to download the information from the intranet/ internet.~~

~~Each application pack will contain the following as a minimum:~~

- ~~● Covering letter~~
- ~~● An application form~~
- ~~● An Equal Opportunities Monitoring Form including details of why the information is requested and how it will be used.~~
- ~~● Guidance notes on completing the application form~~
- ~~● Job description and person specification~~
- ~~● Conditions of service~~
- ~~● Details of the closing date, the possible interview date and who to contact for informal discussion with regard to the post~~
- ~~● Any additional information that is relevant to the post such as structure charts, Council Reports and Annual Reports.~~

~~**10.1.9 Applications**~~

~~Applications may be submitted on line or by post. The deadline for the submission of applications will be 12.00 noon on the stated closing date.~~

~~The recruitment panel may make a decision to accept a late application providing the short listing process has not been completed.~~

~~**10.2 The Selection Process**~~

~~A flowchart outlining the 'Selection Process' can be found in Appendix B.~~

~~**10.2.1 The Recruitment Panel**~~

~~At least one member of the Recruitment Panel must have received training on interviewing skills.~~

~~The panel itself will be made up, where possible, of at least three people of mixed gender, one who will be the manager of the post being appointed to and one acting as a representative from the HR Group. The recruitment panel should stay the same throughout the whole process and all members must fully participate in both the short listing and interviewing stages.~~

~~Members of the Recruitment Panel must declare if they know any of the applicants and the capacity in which the applicant is known to them.~~

~~One person will be designated the Chair (normally the recruiting manager). The Chair will take the lead in the recruitment process and be the key contact for the HR Group. The HR Group will ensure the process is carried out in a fair and equitable manner and ensure that all decisions are recorded clearly.~~

~~The panel will~~

- ~~● Carry out short listing~~
- ~~● Decide the selection method to be used~~
- ~~● Develop questions and liaise with the HR Group regarding additional selection methods to be used e.g. a presentation~~
- ~~● Conduct interviews~~
- ~~● Make a decision on the final appointment~~

- Complete all necessary paperwork clearly and completely and return these to the HR Group

10.2.2 Short listing

Applications will be assessed against the criteria contained in the job specification with those applicants most closely matching the criteria being selected for interview. The decision must be based upon the evidence provided and not on assumptions.

Short listing **MUST** be carried out by all members of the Recruitment Panel. Under no circumstances will short listing be carried out by only one member of the Recruitment Panel.

All documentation provided in the Recruitment Pack must be fully completed and returned to the HR Group.

All short listed candidates will be notified of the next stage of the recruitment process. Reasonable notice will be given to the short listed candidates of the selection process and the candidate will be provided with the following information as a minimum:

- The date, time and venue
- Map/ directions to the venue
- Length of time the process is expected to take
- The names and job titles of the Recruitment Panel members
- Selection methods to be used and guidance on how to prepare (if appropriate)
- Travel claim forms

10.2.3 Disabled Applicants and the Guaranteed Interview Scheme

South Lakeland District Council has been awarded the 'positive about disabled' two ticks symbol. To achieve this, the Council agreed to take action to meet five commitments regarding the employment, retention, training and career development of disabled employees. Within recruitment if a disabled applicant meets the minimum criteria specified for a post they would be guaranteed an interview.

10.2.4 Disabled Applicants and Reasonable Adjustments

The statutory duty to make reasonable adjustments in relation to disabled applicants applies where the Council knows, or could reasonably be expected to know, that the disabled person in question is or may be an applicant for the post, or that a particular applicant has a disability which is likely to place them at a disadvantage, e.g. where the application form has revealed that an applicant has a disability.

Reasonable adjustments might include the following:

- Rearranging the time of the interview;
- Accommodating a hearing impaired applicant by ensuring that the interviewer faces the applicant, speaks clearly and is prepared to repeat questions, or providing a hearing loop or a signer;
- Paying additional expenses to meet any special requirements, e.g. travelling expenses for a support worker and
- Allowing the applicant with a learning impairment to bring a friend or relative to assist when answering questions that are not part of tests.

10.2.5 Selection Methods

The Recruitment Panel chooses the selection method to be used. This can include one or more of the following:

- Interviews
- Written exercises
- Practical tests i.e. keyboard skills
- Presentations
- Group discussions or exercises (i.e. problem solving)
- Assessment Centres

It is important that the method used is appropriate to the job being applied for: i.e. it would not be appropriate to ask a candidate to give a presentation if the job will not require the post holder to make presentations in the course of their work. The method used must relate to the requirements of the job as identified in the person specification.

Any tests that are used should not be directly or indirectly discriminatory. The validity and reliability of the methods should be clearly established.

The candidates must always be notified of the proposed selection method to be used when they are invited for interview.

10.2.6 The Interview

The interview is the most common form of selection method used. The interview allows the panel to assess the candidate's suitability for the post by acquiring additional relevant information beyond that already contained in the application. It also allows the candidate the opportunity to further demonstrate their knowledge and skills as well as meeting the line manager and asking questions about the role.

For each vacancy it is advisable that no more than six candidates are interviewed. Ideally all interviews should all take place on the same day. In exceptional circumstances they may take place on separate days, but ideally should be held consecutively.

The Recruitment Panel must ensure that:

- Sufficient time is allowed for preparation, carrying out the interview and writing detailed notes.
- Candidates are asked questions about the same matters, although these do not have to be the exact same questions. Supplementary questions can be used to explore areas of concern, interest or other aspects of the candidate's application.
- Questions are focussed on obtaining relevant information and evidence of the candidate's ability to do the job.
- Questions are allocated to specific panel members according to expertise and knowledge.
- Any requests for variations in terms and conditions or about the duties of the role are recorded.
- All paperwork is completed clearly and returned to the Human Resources Group.
- Questions are not asked in relation to personal lives for example childcare arrangements.

If, in exceptional circumstances a candidate is unable to make the interview date it is up to the Recruitment Panel to decide if the interview can be rescheduled ensuring that no other person has been disadvantaged. In such circumstances there should be no changes to the Panel or to the format of the interview.

10.2.7 The Preferred Candidate

The manager should always consult with the HR Group on all aspects of the terms and conditions of the post before advising the candidate that they are the 'preferred candidate'.

All pre-employment checks should be completed prior to a formal offer being made, but there may be occasions where an offer will need to be made immediately and this will mean that the offer is made subject to satisfactory references or medical assessments being received. (No offer can be made if the post is subject to a satisfactory CRB check). The 'preferred candidate' must not commence in post until all the appropriate checks have been completed.

10.2.8 The Reserve Candidate

The Recruitment Panel may select a reserve candidate who they consider capable of undertaking the vacant post should the preferred candidate decline the offer of employment or the pre-employment checks prove to be unsatisfactory.

10.3 The Appointment Process

A flowchart outlining the 'Appointment Process' can be found in Appendix C.

10.3.1 Pre-employment Checks

For each preferred applicant a number of pre-employment checks will need to be made. The HR Group is responsible for administering all aspects of the checking procedures.

Medical Assessment

This will be carried out through the Occupational Health service commissioned by the Council. A job description and person specification will be provided along with a completed confidential medical form to ensure that an assessment is made only against that particular vacancy.

Eligibility to Work in the UK

The Asylum and Immigration Act 1996 makes it a criminal offence for an employer to employ those who do not have permission to live or to work in the United Kingdom.

All new recruits must provide evidence of their eligibility to work in the UK and the HR Group will coordinate this pre-employment check prior to a formal offer of employment being made.

Criminal Records Bureau (CRB)

Certain posts within the Council have restrictions and can only be filled subject to receipt of a satisfactory Disclosure check that has been made through the Criminal Records Bureau (CRB).

Criminal Convictions

Applicants are asked on the application form whether they have any convictions for criminal offences. Information on the provisions of the Rehabilitation of Offenders Act and the requirements for completion of this section will be enclosed in the vacancy information pack. If an applicant is found not to have completed this

~~question accurately appropriate action would be taken. Further advice on this matter should be sought from the HR Group.~~

References

~~Reference(s) will be sought for preferred candidates. For new employees to the Council at least two references will be sought, one of which must be from the current or most recent employer. For preferred candidates that are already employed by the Council only one reference will be required. The Chair of the interview panel will be offered access to these references upon receipt by the HR Group.~~

Qualifications

~~Copies of all relevant qualifications will be made and kept on an individual's personal file.~~

10.3.2 The Formal Offer

~~Only once all the appropriate checks have been completed and are deemed satisfactory will a formal offer of employment be made. The HR Group will send the employee the Formal Offer pack once they have been provided with a start date from the recruiting manager.~~

~~The starting salary for all new appointments will be at the lowest salary scale point for the appropriate salary grade. If the manager wishes to appoint at a higher level they must submit a detailed report highlighting the supporting reasons to the Management Team for approval.~~

11.0 COMMENCEMENT OF EMPLOYMENT

11.1 The Probation Period

~~All appointments of 12 months duration or longer will be subject to the satisfactory completion of a six month probation period. This condition will also apply to employees transferring internally (except for those employees transferring under the secondment or redeployment policies, where different conditions apply) or from another authority. A probation period will enable the manager to;~~

- ~~• assess the initial performance of the candidate and their suitability for the post~~
- ~~• to identify the employee's development potential in the role.~~

~~A probation review meeting should be held with the post holder before the end of their first month in employment, at the three months stage and again **BEFORE** the end of the six-month period. The purpose of the probation review meeting is to discuss how the commencement in post is progressing as well as to potentially identify any problems that the new employee may be experiencing in their post.~~

~~If there are noticeable problems with an employee's performance during the six-month probation period these must be addressed at the earliest opportunity to enable the employee to improve their performance. It is unreasonable to 'wait' until the end of the six-month period before highlighting any problems.~~

~~If at the end of the six-month probation period the employee's performance has not met the standard required the manager can, after discussion with the HR Group, choose to;~~

- ~~• extend the probationary period for up to three months implementing new agreed performance targets and timescales; or~~
- ~~• terminate the employment following the appropriate procedures.~~

The manager must complete the 'Probation Review Form' at each of the three review meetings and a copy should be sent to the HR Group to be placed on the employee's personnel file at the end of their probationary period.

11.2 The Induction Programme

The Council will provide all new permanent and temporary employees with a comprehensive induction programme.

The overall responsibility for ensuring that an effective induction programme is communicated throughout the Council lies with the HR Group. The HR Group is also responsible for advising line managers on the induction process.

The Induction Programme is divided into two main areas, departmental induction and corporate induction.

11.2.1 Departmental Induction

Responsibility for providing a departmental induction lies with the manager. The manager should complete the 'departmental induction checklist' with the employee and a copy should be sent to the HR Group to be placed on the employee's personnel file.

11.2.2 Corporate Induction

The corporate induction is a half-day programme and aims to provide new employees with an understanding of the following:

- The political and organisational structure of the Council
- Council vision, aims and objectives
- Health and Safety Awareness
- The Job Consultation Process
- Providing Good Customer Service

Corporate induction training will be held quarterly and managers should ensure that any new employee is booked on to the next scheduled date and afforded the time to attend. A 'corporate induction checklist' will also be completed by the employee at the corporate induction training, and a copy placed on the employees personnel file by the Learning and Development Officer.

12.0 RECORDING AND STORAGE OF RECRUITMENT DOCUMENTATION

Copies of all relevant documents relating to the filling of each vacancy should be kept for a minimum of six months following the appointment to a post, and the HR Group will create and maintain a file containing all the relevant information.

The records, which must be kept, are as follows:

- A copy of the advertisement
- Job Description
- Person Specification
- All unsuccessful application forms
- Details of the Recruitment Panel and their notes throughout the process
- All correspondence between the Council and the applicants
- All correspondence between the Council and the referees

~~Equal Opportunity Monitoring Forms will be held separately from the application form and details contained on the forms logged by the HR Group and then destroyed after a maximum period of six months.~~

~~Applications will be held in a secure area and will only be made available to those involved in the recruitment process. Information will not be passed on to anyone outside this process without the express consent of the individual applicant.~~

~~13.0 RECRUITMENT AND SELECTION TRAINING~~

~~All employees managing or supervising staff will receive training in recruitment and selection. Others that are identified as potentially participating in the recruitment and selection process will have access to training. In particular the training will address short listing and interviewing techniques and equal opportunities in recruitment and selection.~~

~~14.0 CONCERN ABOUT THE APPLICATION OF THIS POLICY~~

~~Any employee of the Council who believes that this policy is not being fairly applied may seek redress through the Council's Grievance Procedure.~~

~~External applicants may write to the Head of Human Resources outlining their concerns.~~

~~15.0 REVIEW OF THE POLICY~~

~~The Policy will be reviewed on a regular basis in the light of operating experience and/or changes in legislation.~~

APPENDICES TO THIS DOCUMENT

- Appendix A Flowchart One – Pre-Selection Process
- Appendix B Flowchart Two – Selection Process
- Appendix C Flowchart Three – Appointment Process

[Should you require any help or support of any aspect of this policy, please contact the Recruitment Team.](#)