



RECRUITMENT POLICY

(incorporating Safer Recruitment)

Updated June 2017

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INTRODUCTION

The aim of this document is to provide a flexible systematic recruitment framework in which roles and responsibilities are clearly defined to ensure that the recruitment process is carried out in a fair, professional and lawful manner. This policy is supported by the [Recruitment Toolkit](#).

SAFER RECRUITMENT

As part of the Councils commitment to safeguarding children and vulnerable groups we undertake 'Safer Recruitment' when recruiting to all posts for children and adults which require an Enhanced DBS check and/or a Barred List check. Details about posts which can ask applicants for an Enhanced DBS check and/or a Barred List check are detailed in the **Criminal Record Check Policy (Appendix A and B)**. These additional safeguarding practices are not applicable when recruiting to other posts within the Council. Information within this document that specifically relates to safeguarding practices are in grey text boxes for easy identification.

[For further information please see safeguarding of vulnerable groups.](#)
[For further information please see safeguarding of children.](#)

OBJECTIVES

These are to:

- Demonstrate that recruitment has been conducted fairly through a consistent and uniform approach for all.
- Achieve equality of opportunity for all applicants.
- Ensure that roles and responsibilities at all stages of the process are clearly defined for all those involved.
- Attract the widest number and select the best candidate for the job.
- Ensure a planned approach that is conducted on an objective basis and shows that candidates are measured against pre-determined, specific and relevant job requirements.
- Ensure all new starters and movers are properly vetted to the appropriate standard for the position.
- Enable applicants, whatever the outcome, to feel that they have had a positive experience.
- Enhance the reputation of the Council as an employer.

MINIMUM STANDARDS

This policy applies to all Council employees. The following exceptions apply:

- schools
- the Uniformed Fire and Rescue Service.

A Hiring Manager has overall responsibility for the recruitment process and will follow Council policy. They will be trained accordingly and have the authority to take the decision to appoint as determined by the director area scheme of delegation.

SAFER RECRUITMENT

Any Hiring Manager recruiting to a position where someone will be working with children and vulnerable groups must undertake safer recruitment training.

Recruitment is a process where Hiring Managers, interview panels and business support staff will see confidential information of a personal nature. All must provide due care and consideration for this information during and after the process, in line with the Council's Information Governance Policy.

All recruitment undertaken across the Council will be through the use of the E-recruitment solution (U4R). Standardised letters written for the recruitment process will be used consistently across the Council. Standardised templates are likewise provided and include the following;

ACTION / DOCUMENTS	RESPONSIBILITY OF:
Review of post to be advertised	Hiring Manager
Vacancy Approval Process	Hiring Manager
Recruitment Request Form sent to Recruitment Service	Hiring Manager
Recruitment Briefing with the Hiring manager	Recruitment Service
Preparation and placing of vacancy advert as per manager instructions	Recruitment Service
Quality Checking of Advert	Recruitment Service
Shortlisting sent to Hiring Manager	Recruitment Service
Shortlisting and Interview Details Form sent to Recruitment Service	Hiring Manager
Invite to interview/rejection email	Recruitment Service
DBS Eligibility Form (Safer Recruitment) sent to DBS team	Hiring Manager
Interviews	Hiring Manager
Completion of Candidate Interview Assessment and Verification Form Hiring Manager Version	Hiring Manager
Completion of Candidate Interview Assessment and Verification Form Panel Member Version	Panel Member
Copying of evidence of professional registrations at interview	Hiring Manager
Copying of evidence of qualifications at interview	Hiring Manager
Outcome of interviews sent to Recruitment Service	Hiring Manager
Conditional Offer of Employment	Recruitment Service
Rejection emails to unsuccessful candidates	Recruitment Service
Health Check ordered (if required)	Recruitment Service
Criminal Record Check ordered (if required)	Recruitment Service
Data Checker request inc Bank and personal details returned to Recruitment Service	Candidate
Data Checker assigned (identity and right to work checks)	Recruitment Service
Data Checker appointment made	Candidate
Data Checker appointment held	Data Checker/Candidate
Reference Requests (standard recruitment)	Recruitment Service
Chasing for references	Hiring Manager
Criminal Record Check progress monitored (if required)	Recruitment Service
Completion of and collation of Personnel file paperwork	Hiring Manager
Quality checking of Personnel file paperwork	Recruitment Service
Final Offer of Employment issued	Recruitment Service

ACTION / DOCUMENTS	RESPONSIBILITY OF:
Passing of Personnel file paperwork to Corporate HR Admin Service	Recruitment Service
Set up of new starter/mover of Agresso	HR Admin

The Hiring Manager will ensure that they comply with employment legislation and statutory requirements.

If candidates fail to complete their recruitment tasks as identified above within 15 days the Council reserve the right to withdraw the job offer.

There is no requirement for a recruitment process if

- a person is progressing through a bar; for example, a social worker level 1 moving to a level 2 post following a career progression panel or where employment based training is offered to support employees to qualify in a chosen discipline, for example, training to become a social worker.
- A person will be doing the same job at the same grade, but moving to a different location
- A person is having their hours of work increased

In these instances a contractual changes form will be sufficient.

Equality Considerations through Recruitment

Hiring Managers, will implement recruitment practices which support the aim of this policy including due consideration to reasonable adjustments.

The wording used within advertising must not discriminate or be construed to be discriminating against any person or group of people.

All job adverts must have attached the job information pack in which details of the Disability Confident scheme are clarified. Hiring Managers will adhere to these principles.

All adverts will contain the Equality and Diversity statement.

The Hiring Manager must establish a panel that will consist of a minimum of two people.

Prior to Advertising a Vacancy

The Hiring Manager must create a position in their organisational structure (if a new post) or review the position information of the post they wish to advertise. This will include details such as the hours and location of the post. All posts must also have an up to date and evaluated job description.

The Hiring Manager must gain vacancy approval through the vacancy approval process.

Managers will be responsible for the decision making stages of recruitment for example drafting an advert, shortlisting, interviewing / selecting and appointment of candidate. The recruitment service will be able to advise and support with methods of attracting and selecting candidates particularly where managers have had difficulty

filling similar vacancies in the past. The Recruitment Service will also manage all other administration during the recruitment process. They can be contacted on 01522 555441 or via email Recruitment@Lincolnshire.gov.uk.

If the vacancy is the result of a restructure the Hiring Manager must consult with a HR Adviser before beginning the recruitment process.

All vacancies will be advertised with the Council's safeguarding statement.

Part 7 of the Immigration Act 2016 contains a duty on public authorities (known as the Fluency Duty) to ensure that employees who work in a public facing role speak a level of English which is sufficient to enable them to effectively carry out their role. Managers are required to determine whether a post is a public facing role in accordance with the Fluency Duty. If it is, specific wording will need to be included in the advert for the post and spoken English skills should be tested through the interview/assessment process.

Applications

No paper based applications can be accepted. No late applications can be accepted once the closing date and time have passed. CVs are not acceptable in any circumstances, however applicants can use their CV to help populate the online application form.

Longlisting and Shortlisting

The Hiring Manager will ensure existing employees with 'at risk' status who meet the essential criteria or could do so with appropriate training will be given prior consideration i.e. interviewed before any other candidate. They must be offered the job if they can undertake the duties with appropriate training. If they are not appointed the interviewing officer must ensure the employee receives, in writing, the reasons why they were not appointed before the consideration and interviewing of any other candidates. . Further information can be found in the [Redeployment Policy](#).

The Council operates a guaranteed interview scheme. All applicants with a disability as defined under the Equality Act 2010 who advise the Council at the time of their application of their disability and who meet the minimum criteria of the post must be offered an interview. This is in accordance with the requirements of the Disability Confident scheme. The appointment decision is based on merit. If an 'at risk' candidate applies then they take priority over disabled applicants.

The Hiring Manager has a responsibility to ensure that only the criteria stated on the Job Description and Person Specification are used for shortlisting purposes and that the same criteria is applied to all applicants.

The Hiring Manager must check that the applicants selected for interview have not indicated any relationships with managers or Councillors at the Council. If there is any relationship indicated these people identified should not form part of the recruitment process or panel (unless an internal recruitment where this may be unavoidable).

If the post does not attract Sponsorship (previously Work Permits) then any candidates from countries who require sponsorship should not be shortlisted.

The Hiring Manager must ensure all correspondence for shortlisted candidates is sent out with sufficient time between a candidate receiving an invitation to assessment/interview and the interview – recommended minimum is two weeks, unless the interview date has been included in the advert, where one week is recommended.

If an employee applies for an internal vacancy and subsequently leaves the organisation, providing they were employed at the time of submitting their application then they can be considered for the position.

References

Sufficiency of References

- For external candidates:
 - A minimum of two references must be obtained.
 - One referee must be the candidate's current or last employer, however if they have never had an employer they must be a senior staff member from the candidate's last place of study.
 - Where a character reference is supplied the reference must be from a professional person. No appointment should be made based on two character references.
 - Referees must not be relatives or partners
- For internal candidates:
 - One reference must be obtained
 - The reference must be from their current line manager.
 - Where an existing Council employee is appointed to a new internal position **and** they will remain in the same team **and** continue to have the same Line Manager, the Line Manager can complete an internal team move proforma rather than writing a reference addressed to themselves.

Successful candidates are requested to supply contact details of their referees when they are given a conditional offer for the post and indicate whether a reference will be a work, academic or character reference. Each reference type asks different questions of the referee and they are different dependant on whether it is a standard or safer recruitment.

All references are taken up after a conditional offer is made. The conditional offer is made subject to successful pre-employment checks of which references form part. References for the successful candidate should be used to confirm the appointment.

It is the Hiring Manager's responsibility to ensure that the references supplied by a candidate match the candidate's work history / academic history.

SAFER RECRUITMENT - REFERENCES

For posts that require an enhanced DBS check and/or an Enhanced check for regulated activity the Hiring Manager should – in addition to the requirements above for standard recruitment:

- ensure, where possible, at least one referee can make reference to the applicant's work in an earlier post/role within the same workforce (Children/Adults) as the post being applied for
- contact the referees for the successful candidate via telephone to verify authenticity of the reference and input this information into the Candidate Interview Assessment and Verification Form
- seek clarification from the referee if there are any areas of concern within the reference

THE RECRUITMENT PROCESS

The Council is committed to ensuring that all existing employees or job applicants will only be assessed according to their capability to carry out a given job based on justifiable, objective criteria which are clearly related to the duties of the job description and the person specification.

The Hiring Manager is responsible for ensuring that the assessments/interviews are chaired effectively and conducted fairly with equal treatment of all candidates. All candidates must be subjected to the same recruitment process. The Hiring Manager must ensure all relevant issues are covered during the interview process. The Candidate Interview Assessment and Verification form will assist and covers;

- Gaps in employment and training history (safer recruitment)
- Interview questions methods
- Appropriate and sufficient references
- Whether candidates have lived or worked overseas for longer than 3 months in the last 5 years (safer recruitment)
- Any disclosures made on the application form
- Any potential conflict of interest

Disabled candidates should not be asked about the nature of their disability. If they wish to discuss adjustments to the working environment as a result of being invited to attend an interview, a candidate led discussion is acceptable.

Checks to be carried out during the Recruitment Process

To adhere to the principles of the Data Protection Act only certain documents should be collated, copied and held at time of interview. The following table identifies the checks a Hiring Manager must undertake at time of interview and the documents they should collate and retain at this stage. These documents must be stored securely until all recruitment paperwork is ready to send to create the personnel file.

After a conditional offer is made to the successful candidate, the candidate must complete the remaining pre-employment checks (as all employment is offered subject to these checks being completed satisfactorily). These checks will be undertaken by trained Data Checkers who are located across the County. The conditional offer letter that is sent to the successful candidate contains details of how to contact a Data Checker to complete their pre-employment checks.

All successful candidates must be medically cleared before they commence work.

The following table identifies all the pre-employment checks that are required and who should complete them.

Pre-employment Checks	Manager Action	Data Checker Action
ALL RECRUITMENTS		
Identity check	Check	Check, copy, verify, sign and date
Right to work in the UK	Check	Check, copy, verify, sign and date
Proof of qualifications, applicable to role	Copy, sign and date	X
Application form	Keep	X
Proof of Professional Registrations (certain roles) e.g. HCPC	Copy, sign and date	X
Conflict of Interest – external business interests - investigated and documented using the Candidate Interview Assessment and Verification Form.	Sign and date	X
SAFER RECRUITMENT ONLY		
DCCR (certain roles) signed by the individual at interview	Keep	X
Gaps in employment/training history documented using the Candidate Interview Assessment and Verification Form.	Sign and date	X
Verification of references documented for the successful candidate and any concerns contained in a reference documented using the Candidate Interview Assessment and Verification Form.	Sign and date	X
A statement of good conduct (sometimes referred to as a certificate of good repute)* (The candidate is responsible for acquiring and paying for this)	Request from the candidate if candidate is successful	X

* If any candidates have lived, studied or worked overseas for a period of more than three months in the last five years (safer recruitment) we would expect them to obtain a statement of good conduct (sometimes referred to as a certificate of good repute) that relates to the time they resided in that country. The exception is candidates who are serving / living with someone who is serving in the armed forces during that time. The Council would only expect an applicant to apply for this after an offer of employment is made. Guidance can be found in the [Criminal Record Check Policy](#)

SAFER RECRUITMENT

If, for operational reasons, someone starts prior to a DBS being returned, the manager must complete [Appendix C DBS Risk Assessment Template](#) and update this once a relevant disclosure is received.

Unsuccessful Candidates

Candidates who are unsuccessful after interview must be informed of the outcome of their interview. Any copies of qualifications or professional registrations provided by unsuccessful candidates during the recruitment process must be confidentially shredded at this time. The Candidate Interview Assessment and Verification forms for each unsuccessful candidate should be retained in a secure place by the Hiring Manager for 6 months, after which time they should be confidentially shredded.

Decision to Appoint

Conditional Offer:

Where the Hiring Manager wishes to make an offer of employment this is a conditional offer of employment subject to successful pre-employment checks, references, positive information being received from the candidates criminal record check and the Council's medical adviser.

The conditional offer of employment is not binding, however all checks must be completed as quickly as possible to enable the Hiring Manager to be able to move to an offer of employment which is binding.

Offer of Employment:

The Hiring Manager must be aware that a verbal offer of appointment is as binding in law as a written offer.

Appointment must be on merit and made in writing using standard letters in the E-recruitment system.

Processing the Appointment

The Hiring Manager must collate the following pre-employment paperwork for the personnel file.

- Mandatory qualifications
- Mandatory professional registrations
- References (2 for external appointments, 1 for internal appointments)
- Candidate Interview Assessment and Verification Template
- Starter form

They are responsible for ensuring all requirements as identified in this policy are met. The Hiring Manager must provide each document individually and electronically using the following naming convention.

YYYY-MM-DD DOCUMENT DESCRIPTION

Examples include:

'2015-06-23 Passport'

'2015-06-23 Application Form'

'2015-06-23 Reference 1'

'2015-06-23 Reference 2'

It is important that this naming convention is adhered to as these electronic documents will be used to form an employee's electronic personnel file (EPF).

The Recruitment Service will quality check the personnel file. If complete they will pass the documents to the Corporate HR Admin Team. If the personnel file documents are incomplete the Recruitment Service will advise the Hiring Manager of the outstanding pre-employment checks.

The Corporate HR Admin Team will load the new starter details into Agresso once all pre-employment documents are provided. They will need to receive this information prior to payroll deadline and before the start date of the contract. Any delays may affect the new starter receiving their first month's pay.

Commencement of Employment

The Hiring Manager must ensure all new starters receive an Induction programme.

Probationary Period

All new entrants to the Council are subject to a probationary period of six months. For further information please see the [Probation Policy](#).

COMPLAINTS

It is the Hiring Manager's responsibility, in the first instance, to respond to any complaints from job applicants regarding the failure of the Council to follow its policy.

FURTHER INFORMATION

For further information and guidance managers should contact their HR Advisor or view the [Recruitment Toolkit](#)

For further support contact the Recruitment Service on 01522 555441 or email Recruitment@lincolnshire.gov.uk