**Recruitment and Selection Procedure**

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**1. Introduction**

This procedure contains important information for managers and staff who are involved in the recruitment and selection of new members of staff. Specifically, this procedure outlines the process required to complete a recruitment exercise

Whilst this procedure adheres to the Recruitment and Selection Policy as previously defined, the council is also mindful of abiding by all relevant statutory legislation and observing our commitment to safer recruitment

# **2. Identifying a vacancy**

2.1. Before planning any recruitment campaign line managers must consider the following:

* Is the role’s scope and breadth within the council’s organisational design principles (e.g if line managerial are there at least 6 reports?)
* Can the workload be distributed amongst the remaining team?
* Could the role be redesigned as a flexible working opportunity (e.g. part-time/compressed hours which may be suitable for someone in the team or internally?)
* Would the role be suitable for an apprenticeship?
* Would the role be offered as an internal development opportunity (i.e. [secondment](https://intranet.croydon.gov.uk/working-croydon/hr/secondments)?
* Is there any reason, for example, an impending reorganisation, which will preclude your ability to recruit to the role?
* Can the role be recruited to on a fixed term basis? If so a reason for the fixed term will need to be supplied and an end date for the contract.

 Line managers should seek advice from their [HR Consultant](https://intranet.croydon.gov.uk/working-croydon/hr/contacting-hr) if they need guidance on the options described.

2.2 If it is decided to recruit to a role, line managers must ensure that there is an up-to-date job description for the post and a clearly drafted person specification. The job description will describe the duties, responsibilities and level of seniority associated with the post, while the person specification will show the essential competencies required to undertake the role ([see HR Handbook, module 6, chpt 1h](https://intranet.croydon.gov.uk/working-croydon/hr/hr-handbook))

2.3 When creating new positions or where the position has changed, hiring managers should contact their [HR Consultant](https://intranet.croydon.gov.uk/working-croydon/hr/contacting-hr) to obtain guidance on creating or amending the role profile and to ensure that the role is job evaluated and graded correctly (please see [Job Evaluation Policy, module 6, chpt 1 in the HR Handbook](https://intranet.croydon.gov.uk/working-croydon/hr/hr-handbook))

2.4 When a vacancy is identified the hiring manager must ensure that the post is established on ‘My Resources’ (Fusion) prior to starting any recruitment exercise as the position reference number is a mandatory requirement in [Taleo Recruiting.](https://intranet.croydon.gov.uk/working-croydon/hr/recruitment/recruitment)

2.5 For guidance on the recruitment process on My Resources, information can be found in the ***Hiring Manager Guidance:*** <https://intranet.croydon.gov.uk/working-croydon/hr/recruitment/permanent-recruitment>

2.6 Line managers can also familiarise themselves with My Resources systems by looking at this information:

[**https://intranet.croydon.gov.uk/resources/my-resources/my-resources-getting-started**](https://intranet.croydon.gov.uk/resources/my-resources/my-resources-getting-started)

**https://intranet.croydon.gov.uk/resources/my-resources/my-resources-quick-reference-guides**

# **3. Vacancy Authorisation**

3.1 Once a need to recruit has been established hiring managers are required to raise a recruitment requisition in Taleo Recruiting.

3.2 The requisition will be forwarded electronically to the Head of Service or Director (if the Head of Service is the hiring manager) for approval. Should the request be declined the line manager will be notified of this and required to amend and resubmit the requisition.

3.3 If there are further recruitment controls in place these must be adhered to in all cases and the correct process followed.

# **4. Redeployment**

4.1 The Council ensures that all vacancies are made available to redeployees (see Redeployment Policy, [HR Handbook](https://intranet.croydon.gov.uk/working-croydon/hr/hr-handbook) (Module 14, Chpt 3)

4.2 On approval of a recruitment requisition most posts will be held for redeployment for a period of seven days. Redeployees will be able to apply for these posts in line with the recruitment timescales for that particular post.

4.3 Redeployees will have access to training and support throughout this process, from HR.

4.4 The shortlist and interview panel for redeployment interviews should consist of an HR representative and the hiring manager. The chair of the interview panel is responsible for gathering all the interview documentation together at the end of each interview session.

4.5 If the redeployee does meet the essential criteria for the role, or it is considered they could meet this within the 4-12 week trial period with training then they should be appointed. Where more than one redeployee is shortlisted for interview the standard process for interview and scoring candidates as outlined below will apply.

4.6 In cases where a recruitment campaign is in progress, but a written offer of employment has not yet been made, and an existing employee becomes eligible to apply under redeployment the recruitment process will be suspended to allow the redeployee to apply and be considered for the role.

4.7 Hiring managers will ensure that comprehensive feedback is available for redeployees throughout the application, shortlisting and appointment process.

4.8 Hiring managers must liaise with their [HR representative](https://intranet.croydon.gov.uk/working-croydon/hr/contacting-hr) during any redeployment recruitment process and the HR representative will be required to be a member of the interview panel. In the event of successful redeployment, the hiring manager must complete a successful candidate form.

# **5. Advertising**

5.1 Advertising will be as cost-effective as possible and the recruitment team will advise on options and associated costs. Hiring managers should be open to considering options for targeting under-represented groups within their advertising campaign. This would be considered as ‘positive action’ (***see Managers guidance for Inclusive Recruitment***)

5.2 All external adverts will automatically be placed on the Council’s website and can also appear on LG (Local Government) Jobs which is a free of charge media source. To encourage applications from candidates seeking flexible or part-time working and as an accredited [Timewise](https://timewise.co.uk/) employer, jobs can also be placed on their website free of charge (up to a specific limit).

5.3 All vacancies will be placed internally and can also be advertised externally if required. It is suggested that to ensure adequate responses internal vacancies are advertised for a minimum of 7 days and external vacancies for a minimum of two weeks.

5.4 Under the Agency Worker Regulations 2010 an agency worker has access to information on job vacancies from the first day of their assignment and therefore can apply for internally advertised roles.

# **6. Selection, Assessment and Pre-Screening**

6.1 There are several options for pre-screening candidates during the application stage. If a role has very specific qualifications required then pre-screening questions may be applied to the vacancy to filter out unsuitable candidates. Candidates who do not pass the pre-screening process will not be able to apply for the role. Care must be taken to ensure that these questions are fair, clearly worded and are not discriminatory.

6.2 Hiring managers can also choose to implement testing as part of the assessment process. Any test used must have been validated in relation to the job, be free of bias, and be administered and validated by a suitably trained person. The [recruitment team](https://intranet.croydon.gov.uk/working-croydon/hr/recruitment/permanent-recruitment) can provide more information on this if required.

# **7. Applications**

Candidates must apply for roles in Croydon Council using the online portal. Where a candidate has a disability which prevents them from applying through the online portal, recruitment will accept alternative methods of application and provide additional support to candidate’s throughout the recruitment process. Information on support for disabled candidates can be found on the external recruitment website?

# **8. Panel Selection**

**8.1** The Chair of the panel is responsible forensuring that interview panels consist of a minimum of 3 people, including the Chair. All panel members will be required to have completed the following training.

* Recruitment and Selection Training
* Equality & Diversity Essentials 2019
* Unconscious Bias – An Introduction
* Unconscious Bias - In Practice

**8.2** In addition to undertaking the above, the Chair of the panel is required to complete Recruitment & Selection refresher training every three years.

**8.3** The Chair will be responsible for ensuring that there is BAME representation on **every** panel wherever possible. Any exception to this will require the written approval of the Executive Director for the department**, prior** to interviews taking place, and provided to the recruitment team.

**9.0 Shortlisting**

**9.1** In line with our Recruitment Policy and Workforce Strategy objectives, hiring managers will not see applicant’s personal details such as name and title at this stage of the recruitment process. These details will be replaced by a candidate identification number.

**9.2** Shortlisting should take place **within 7 working days** of the role closing. Hiring managers and the panel need to agree the shortlisting criteria before commencing the shortlisting process. It is recommended that shortlisting is completed by the panel individually in the first instance, and then the interview shortlist agreed as a panel.

**9.3** The panel will consider evidence and information from the supporting statement provided by the applicant, if there is no supporting statement the application will be deemed invalid. Shortlisting scores must be recorded on the relevant form which should be provided to the recruitment team with the desired interview dates and times. Recruitment team will not set up interview slots without the fully completed shortlisting form.

**9.4** As a [Disability Confident Employer](https://www.gov.uk/government/collections/disability-confident-campaign), any applicant who declares a disability must be shortlisted if they meet the essential/minimum criteria for the role and reasonable adjustments provided where necessary throughout the recruitment process. Information on supporting disabled candidates from recruitment through to employment can be found in the ‘***Managers Guidance to Support Disabled Employees***’, [Module 1, Chpt 5 in the HR Handbook](https://intranet.croydon.gov.uk/working-croydon/hr/hr-handbook).

# **10. Interviewing**

10.1 Prior to the interview, interview questions should be agreed by the panel together with the evidence expectation of the candidate response. Questions should be designed to evidence candidates’ suitability based on the specific requirements of the role.

10.2 When designing questions, panellists should observe the following principles:

* Design questions to check facts, obtain relevant information about the applicants’ work experience, strengths and achievements.
* Use **‘**open’questionsthat encourage the flow of information. Open questions usually begin with words like, what, when, where, tell me about, or how and encourage an expansive response with examples of real situations provided.
* Ask factualquestions about past experience and behaviour and refrain from using scenario based questions
* Use probing questionsto follow up and obtain more detail. Their purpose is to draw out more information about specific points, aiming for depth of information e.g. ‘You say that you worked in a team, what was your main role as a member of that?’

10.3 Interview panels should also consider previous experience and investigate any gaps in employment history during this process.

10.4 Safer recruitment requires that the interview panel must explore a complete employment history for any roles that require working with children, young people and vulnerable adults. Gaps in employment should be explored and reasons for them (see the ***Creating a Safer Organisation Policy***, [module 2, Chpt 7a, HR Handbook](https://intranet.croydon.gov.uk/working-croydon/hr/hr-handbook))

10.5 Following interview, the panel should complete their individual score sheets and then agree the candidate’s overall interview scores as a panel. The Chair of the panel will enter the overall scoring on the required form which will be returned to the recruitment team with interview notes.

10.6 The hiring manager will contact the successful candidate and make a verbal offer. The hiring manager should ensure that the candidate is aware that the offer is **provisional** and will be subject to satisfactory pre-employment checks.

10.7 Once the hiring manager has completed the ‘offer’ stage in Taleo, the recruitment team will follow up with a written **provisional** offer letter and contract and will commence pre-employment screening in line with the requirements of the role.

10.9 The hiring manager should contact all candidates who were unsuccessful at interview stage and offer feedback.

# **11. Pre-Employment Screening**

11.1 The recruitment team will carry out the following checks on all external candidates:

* Identity check
* Right to work in the UK check
* Pre-employment health questionnaire via electronic link sent within the offer letter. This check is not done for internal applicants unless there is a change to their circumstances.
* Qualifications and professional memberships check (where relevant
* Referencing (one reference applies for internal candidates)

11.2 In addition to the above if the role is being recruited under Safer Recruitment guidelines the following will apply:

* Enhanced disclosure provided by the Disclosure and Barring Service (DBS)
* Five year’s employment history
* Full verbal employment history check (which will be carried out during interview) by the relevant manager
* Checks with relevant bodies to ensure up to date and valid registration (for example, SWE (Social Work England)

11.3 It is the hiring manager’s responsibility to review all checks carried out, contact referees to confirm information where necessary and satisfy themselves as to the validity of the checks.

11.4 In exceptional cases, for example, if there is a particular delay with Disclosure and Barring (DBS) clearances, a candidate can commence employment prior to receiving all clearances if the manager provides the recruitment team with a Risk Assessment and that is approved by the relevant Executive Director for the service.

11.5 In this instance a start date will be confirmed but the offer will remain subject to receipt of the outstanding clearances and these being deemed satisfactory. This provisional offer will remain in place for limited time period.

11.6 Once the start date is confirmed the recruitment team will send confirmation to the individual and book them onto the corporate induction. The new employee will be set up on the HR system (Fusion) and the employee number will be confirmed to the hiring manager. Payroll will also be instructed. The Recruitment Team will also confirm the required details to Facilities Management (FM) for an ID pass to be produced, this will then be left with reception ready for the new starters first day.