

Recruitment and Selection Policy

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1.0 Policy statement

- 1.1 City of Wolverhampton Council (the Council) recognises that its' employees are essential to achieving its strategic objectives and is committed to ensure that all employees within the Council are competent and confident.
- 1.2 The Council is committed to ensuring that it recruits from the widest possible field and will appoint on the sole criterion of merit, except where race or sex is a genuine occupational qualification.
- 1.3 Recruitment and Selection has been defined as the process of securing employment of the right person, with the right skills at the right time. The process is governed by extensive legislation, particularly the laws relating to discrimination.

2.0 Scope

- 2.1 This policy and procedure applies to all employees of the Council. It excludes NJC employees and Teachers employed by Governing Bodies who are covered by Schools HR Policies. Policies adopted by the Council may, following discussion with relevant trade unions also be recommended as good practice models for adoption by maintained school governing bodies.

3.0 Principles

- 3.1 City of Wolverhampton Council is committed to the following principles, which underpin this policy:
 - Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010 on any of the characteristics protected by law
 - to develop a workforce that is reflects the local labour market and is representative of the citizens of Wolverhampton
 - ensure that recruitment and selection is carried out in an open and transparent manner and that employees are appointed for their abilities and the role that they will carry out
 - selection decisions will be carried out using pre-agreed objective criteria required to carry out the job.

4.0 Process and procedure

4.1 When to recruit

- 4.2 In normal circumstances recruitment will take place when a vacancy or need for temporary cover arises. This occurs for a variety of reasons:
 - An employee leaves an existing post
 - an employee decides to job share or reduce hours
 - an employee is sick for a long period

- an employee takes maternity leave
 - a new post is created.
- 4.3 The recruitment must begin as soon as the line manager of the post is notified of any of the above. In most cases, managers can anticipate vacancies and should allow time for a thorough and planned recruitment campaign.
- 4.4 When a vacancy occurs it is important for the manager to review if there is a continued need for the job. If there is a continuing need the manager should consider whether to make changes to the job, for example, in duties, levels of responsibility, skill needs, location, reporting/management arrangements, car-user status.
- 4.5 If it is decided to make significant changes, a new Job description (JD) and Person Specification (PS) outlining the tasks and responsibilities of the job (see manager's guidance) must be drawn up.
- 4.6 The PS should describe the qualities required to perform in the job in terms of qualifications, skills, experience, personal characteristics and particular attributes needed. Consideration should also be made to whether the role requires Social Work England (SWE) or Health Care Professions Council (HCPC) registration and or a Disclosure and Barring Service (DBS) check and should be detailed in the JD/PS. Further guidance on DBS can be found on the DBS page on the [HR intranet](#).
- 4.7 The qualities must be objective and care must be exercised not to specify unnecessary qualifications or attributes as these may indirectly discriminate against racial groups, members of one sex, people with disabilities, young or older people. Consideration should be given to how the qualities will be measured at selection stage.
- 4.8 The revised JD & PS must be submitted to People Services, together with a structure chart for evaluation. This must be undertaken before advertising/recruitment starts.
- 4.9 Approval to recruit and Structure Management Requests (SMR)**
- 4.10 For existing positions managers will be required to confirm they have approval to recruit to the vacancy when they upload the recruitment campaign onto Tribepad.
- 4.11 For new positions a structure management request form will be required prior to any recruitment process commencing. This can be completed in Agresso – User guides on SMR's are available [here](#).
- 5.0 Recruitment/advertisement**
- 5.1 During the pre-recruitment stage, managers should plan the recruitment campaign, including a clear detailed advert which confirms any additional checks that may be required, selection methods and interview dates.

- 5.2 Recruiting managers are responsible for ensuring the interview panel is diverse and representative of as many of the protected characteristics as listed in the Equality Act 2010, with a minimum of race and gender diverse. In exceptional circumstances authorisation can be sought from the Chief Operating Officer and/or Deputy Director of People and Change, to waive the requirement for a gender or race diverse panel, when all other alternatives have been exhausted, such as organising a reserve panel and contacting the diverse recruitment pool. Requests will be considered on a case-by-case basis. For more information, please see the [Recruitment and Selection Managers Guidance](#). All panel members must have undertaken unconscious bias training in order to be a panel member. The chair of the panel must be the same grade or above of the role being advertised.
- 5.3 The recruitment advert should ideally include selection methods which may include assessments such as presentations, in-tray exercises. If DBS or SWE or HCPC registration will be required, this should also be detailed. Further supporting information can be located in the [Recruitment and Selection Managers Guidance](#).
- 5.4 All vacancies must be considered first for those employee's subject to redeployment. The first step in the recruitment/advertising process is to place the advert details onto the Council's redeployment website so that redeployees can be given first consideration. Only when redeployment is ruled out can the manager recruit from a wider field.
- 5.5 Vacancies should then be advertised internally within the Council via the electronic recruitment system, Tribepad. Posts will not be ringfenced.
- 5.6 Agency workers who are temporarily working for the Council are entitled from commencement of their assignment to apply for vacancies that are advertised at the internal stage, if they meet the essential criteria.
- 5.7 If posts remain unfilled, they can be advertised externally. If the post is grade 9 or above (or equivalent) it will need to be advertised in at least two different locations. All jobs will be advertised on the WM Jobs regional recruitment website by default. Further supporting information on external advertising can be located in the [Recruitment and Selection Managers Guidance](#).
- 5.8 When planning the recruitment campaign managers should take care not to lengthen the process unduly. Good candidates can be lost as research shows delays may result in candidates withdrawing from the process.
- 5.9 People Services can help with design, drafting and publication of adverts.
- 5.10 Services are responsible for their own recruitment/advertising costs and budgetary management.
- 6.0 Shortlisting**
- 6.1 Selection is a two-way process. The potential employer and the potential employee both make selection decisions. It is important therefore that

applicants are dealt with fairly and courteously at every stage of the recruiting process.

- 6.2 From all applications received, the panel should short-list the candidates who best match the person specification, ensuring they meet the essential criteria of qualifications and/or experience, as the aim of the selection is to predict how likely a person is to succeed in a particular job. This prediction will be more successful if it is based on a systematic approach that is fair, unbiased and objective.
- 6.3 People Services can advise on the managers previously planned selection methods by suggesting the most appropriate and cost-effective methods for the post.

7.0 Interview process

- 7.1 Notes must be taken during the interview. These notes will help monitor the effectiveness and fairness of procedures and help if the reasons for appointing or not appointing a particular candidate are challenged.
- 7.2 All documents and notes must be kept for 6 months securely and then all but those relating to the appointee should be destroyed using council confidential waste.
- 7.3 Interview notes from each panel member for the successful candidate are required to be stored on the employees IDOX file. These should be uploaded onto Tribepad.
- 7.4 A sound appointment decision can be made if the candidate has been matched against the demands of the job using objective criteria and the person specification and then against other candidates.
- 7.5 Candidates should not be judged until after the final interview is over.

8.0 Guaranteed interviews

- 8.1 The Council operates a Guaranteed Interview Policy for people with disabilities, care leavers and or veterans if they meet the essential criteria for the role.
- 8.2 Further supporting information can be located in the [Recruitment and Selection Managers Guidance](#).

9.0 Care Leavers Recruitment- Apprenticeships

- 9.1 Care leavers will have the opportunity to apply for any apprenticeship roles within the Council at the internal stage of recruitment.
- 9.2 Care leavers will be required to meet the essential criteria of the apprenticeship role in order to be shortlisted.
- 9.3 The remaining recruitment process for a successful care leaver candidate will remain the same as per the Council's recruitment and selection policy.

10.0 Interview outcome and feedback

- 10.1 Selections decisions do not have to be made the same day of interviews but any unnecessary delay in communicating decisions could result in loss of the best candidates.
- 10.2 Recruiting managers are required to confirm via Tribepad the successful candidate as soon as possible. Further guidance can be found in the supporting [Recruitment and Selection Managers Guidance](#).
- 10.3 Managers are required to offer verbal feedback to all unsuccessful candidates within 5 working days of the date of the interview.

11.0 Pre employment checks

11.1 Confirmation of right to work in the UK

- 11.2 As an employer the Council must check that candidates have the right to work in the United Kingdom. Recruiting managers are required to check these documents at interview stage. Further guidance can be found in the [Recruitment and Selection Managers Guidance](#).

11.3 Verification of qualifications

- 11.4 The recruiting manager is responsible for checking the successful candidate has the essential qualification, or necessary professional membership at the interview stage as listed on the JD/PS.

11.5 Social Work England (SWE) Registration and Health and Care Professions Council Registration (HCPC)

- 11.6 Certain roles require additional pre-employment checks such as roles within Social Care and other health settings.
- 11.7 Successful candidates will be required to evidence at the pre-employment check stage either their SWE or HCPC registration number.

11.8 References

- 11.9 The Council requires references to cover a minimum period of 3 years employment history. Certain roles such as those within Legal will require additional checks dependent on the type of role. Further guidance can be found in the supporting [Recruitment and Selection Managers Guidance](#).

11.10 Disclosure and Barring Service (DBS)

- 11.11 A DBS is a record of a person's criminal convictions and cautions carried out by the Disclosure and Barring Service. If a role of trust requires a DBS a manager will need to follow the guidance which is available on the DBS page on the [HR intranet](#).

11.12 Drivers license and insurance checks

11.13 If an employee will be driving as part of their role, managers will be required to check they have a valid driving license and insurance that covers business use. Further guidance please refer to the Driving at Work Policy on the [Health and Safety Portal](#).

12.0 Salary pay points

12.1 New employees will be appointed at the bottom of the grade or the 'minimum point of advantage'. The 'minimum point of advantage' is the closest pay point above the external candidate's current salary. Evidence of current salary will be requested before 'minimum point of advantage' is agreed. Internal candidates appointed to a new post of the same grade will receive one increment, not exceeding the maximum of the grade. This does not include appointments following a restructure. Further guidance can be found in the supporting [Recruitment and Selection Managers Guidance](#).

13.0 Temporary Appointments

13.1 Temporary appointments enable the Council to cover long-term absences, to complete specific projects and to cope with peaks in the volume of work.

13.2 As a general rule, recruitment to temporary vacancies must be via normal advertising procedures. Wherever possible, temporary vacancies approved for advertisement should be advertised as secondment opportunities to current employees.

13.3 If a temporary post subsequently becomes permanent, it must be advertised following normal procedures. Short-term temporary post holders must **not** be automatically appointed but may compete with other applicants via a normal recruitment and selection procedure.

13.4 Agency appointments

13.5 Agency staff may be used in specific circumstances and where the above channels are not effective. The use of agency workers may be subject to Councillors and Director approval and must follow the Council's procurement protocols. Where it is decided to use an agency worker then please refer to the [Agency Worker Protocol](#).

13.6 If it is necessary to recruit agency staff, the recruiting manager must:

- Comply with City of Wolverhampton Council's 'Code of Practice' on the appointment of agency staff and interim managers
- complete an Agresso Agency SMR with the relevant authorisation
- ensure agency staff are sourced only from one of the approved agencies (YOO Recruit in the first instance).

13.7 Further guidelines for short-term temporary appointments may be found in the

agency workers guidance. Please note that they may be superseded by agreed ring-fenced procedures to avoid redundancy or by member approved procedures from time to time when the budget situation requires.

13.8 Secondments

13.9 The term secondment refers to the temporary transfer of an employee into another post within the Council.

This temporary transfer is to cover:

- Vacancies
- sickness absence
- secondment of the substantive post holder
- a time-limited project

13.10 All secondment vacancies must be approved in order to be filled and must be advertised (regardless of length).

13.11 Employees interested in applying for a post as a secondment opportunity will must gain the support of their line manager in the first instance.

For further information on recruiting to secondments, please refer to the [Internal Secondment and Acting up policy](#).

13.12 Fixed term appointments

13.13 Fixed-term contracts can be used to recruit to vacancies that are for a specified length of time or to work on a set project. A fixed-term contract will usually expire automatically, at the end of the term or project. Fixed-term arrangements are particularly useful for absence cover, to meet increased short-term business demands or for the completion of a specific project.

13.14 Appointing to a fixed term contract must follow the Council's normal recruitment processes and procedures.

14.0 Advertising vacancies at Deputy Director and above

14.1 When advertising vacancies at Deputy Director level and above, arrangements should be made for the post to be advertised in such way as is likely to bring it to the attention of persons qualified to apply.

14.2 When advertising interim placements of up to 6 months, in some circumstances (e.g., for development purposes, where a position needs to be filled quickly etc.), the vacancy can be advertised internally for 2 weeks and then externally if required – this decision will need to be taken by a Director of the council in conjunction with People Services. Where this is not feasible, normal procedures should apply. When recruiting to permanent positions (or any longer than 6 months in duration), the vacancy should be advertised internally and externally simultaneously on a variety of platforms to achieve maximum media coverage.

14.3 Further information on recruitment and appointment to posts at Deputy Director level and above can be found in Part 4 of the Council's [Constitution](#).

15.0 Roles and Responsibilities

15.1 Employees are required to:

- All employees will be recruited to vacancies by the agreed processes adhered to following this policy and procedure.

15.2 Managers are required to:

- Managers have a responsibility to ensure a structured, fair and equitable approach is taken in all steps of the recruitment and selection process. This will ensure that a means is provided to justify a recruitment decision particularly in the event of challenge.
- Managers must ensure that this policy is applied within their own area. Any queries on the application or interpretation of this policy must be discussed with People Services.
- Managers are required to adhere to the Equality Act 2010 and should ensure that recruitment and selection decisions are carried out based on objective criteria which do not disadvantage any of the characteristics protected by law.
- There should be at least three panel members on an interview panel (only in exceptional circumstances should there be two panel members which must be agreed with the Deputy Director of People and Change or nominated representative in advance). All panel members must have undertaken unconscious bias training and recruitment and selection training at least once and should keep their knowledge up to date. If you require further guidance, please contact People Services.
- Managers must ensure that an interview panel is gender and race diverse and if possible be diverse in terms of other protected characteristics under the Equality Act 2010.

15.3 People Services are required to:

- People Services has the responsibility for ensuring the communication, maintenance, regular review and updating of this policy.
- People Services are responsible for the monitoring of recruitment and selection decisions to ensure that City of Wolverhampton Council's obligations under the Equality Act 2010 are adhered to.
- People Services will support managers in managing issues arising from the implementation of this policy.

15.4 The Deputy Director of People and Change is required to:

- In consultation with the recognised Trade Unions, exercise delegated authority for and be responsible for the ongoing review and updating of this Policy to ensure compliance with changes in statutory requirements and operational delivery, including responsibility for identifying the appropriate process for the regular evaluation of the effectiveness of this policy. Any fundamental changes to this policy will be approved by an Individual Executive Decision Notice (IEDN).

15.5 Trade Unions are required to:

- Any review and revisions of this policy will be undertaken by People Services in consultation with the Council's recognised trade unions.

16.0 Monitoring and Review

- This policy will be reviewed every 3 years or earlier if there are significant changes required in the light of best practice and or any changes to legislation.

17.0 Links to other Policies and Procedures

- Equality and Diversity (Employment) policy
- Job Carving policy
- Redeployment policy
- Agency workers protocol

18.0 Equality and Diversity

- 18.1 The Council is committed to equality and fairness for all employees and will not discriminate because of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.
- 18.2 In developing this policy we have undertaken an Equality Analysis the results of which indicate that it is lawful to proceed in the way described by this policy. The Council is committed to promoting equality and recognising the diversity of our communities and will work to ensure all parts of our community are treated fairly.

Appendix 1 - Glossary

Agency Worker

An agency worker is a worker employed by an agency and is used for a short period of time. Agencies also source interim consultants and self employed contractors on behalf of CWC.

Candidate

An applicant who has been shortlisted for interview or assessment for a particular vacancy.

DBS

Disclosure and Barring Service check – this applies to employees who are required to work with children and adults in a vulnerable situation.

Job Carving

Job Carving is a way of splitting the duties of jobs to ensure the most suitable person carries out each task. It is a flexible way of managing a workforce, which allows managers to utilise their employee's skills in the most productive way whilst enabling people with a disability to make a valuable contribution to the work place.

Job Description and Person Specification

A job description and person specification is a list that highlights general tasks, or functions, and responsibilities of a position.

Structure Change

A structure change occurs when there is an identification of a change required to the approved staffing establishment and the appropriate process and authorisation requirements in accordance with:

- Re-structure or disestablishment of organisation unit(s)
- Re-title of organisation unit
- Establishment of new position
- Deletion of a position
- Transfer of position between organisation units
- Modification of Position status/location

Redeployment

Redeployment happens when an employee moves from one job position to another within the same organisation as a result of being unable to fulfil the requirements of their substantive post because of illness, disability or risk of redundancy.