

CITY OF WOLVERHAMPTON COUNCIL

Human Resources Policy Framework

Recruitment and Selection Policy and Procedure

Approved by:	<i>Cabinet Resources Panel (12.03.2013)</i>
<i>Published:</i>	<i>01.04.2013</i>
<i>Reviewed:</i>	<i>01.12.2016</i>
<i>Review date:</i>	<i>01.12.2017</i>

CONSULTATION		
The following officers and or bodies have been consulted on this policy:		
Officers and or Bodies	From	To
HR	15.01.2013	05.02.2013
CDB	12.12.2012	21.02.2013
SEB	12.12.2012	21.02.2013
PGSS	07.03.2013	
SEB	14.03.2017	
The following Trade Unions have been consulted on this policy		
	From	To
Unison	15.01.2013	31.01.2013
GMB	15.01.2013	31.01.2013
Unite	15.01.2013	31.01.2013
JCP	08.12.2016	

REVIEW LOG			
Date	Version	Comments/Review	Approved by
24.10.2012	0.1	JF	
07.12.2012	0.2	LH	
18.02.2013	0.3	HR moderation	
April 2013	1.0	Publication	
06.06.2013	1.1	Pay Strategy Board	CHRO
01.11.2014	1.2	HR – align with Agresso	
01.12.2016	1.3	Recruitment review	
16.01.2017	1.3	Disability and Age Forum	
16.01.2017	1.3	Race Religion and Belief Forum	
19.01.2017	1.3	LGBT Forum	
25.01.2017	1.3	Gender Maternity and Paternity Forum	

EQUALITY ANALYSIS

An equality analysis has been carried out on this policy and procedure. Contact HR Advice for a copy. Contact HR on the [Customer Portal](#), by email on HR.supportdesk@wolverhampton.gov.uk or on 01902 55235 for HR advice.

ADVICE

Contact HR on the [Customer Portal](#), by email on HR.supportdesk@wolverhampton.gov.uk or on 01902 55235 for HR advice.

COMMENTS AND AMENDMENTS

Contact HR on the [Customer Portal](#), by email on HR.supportdesk@wolverhampton.gov.uk or on 01902 55235 to make any comments or suggest any feedback on this policy.

DISTRIBUTION

This policy and procedure is placed on the HR intranet for managers and employees to view. Copies will be provided to recognised Trade Unions and managers electronically.

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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.
- 1.4 The council reserves the right to review this policy and procedure from time to time in line with statutory procedure and best practice.

2.0 Scope

- 2.1 This policy and procedure applies to all employees of the Council, and shall be followed in respect of all recruitment of individual employees, including employees based in schools i.e. teaching assistants who are not in teaching roles.

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.

Process and Procedure

4.0 When to Recruit

- 4.1 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
- 4.2 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. To initiate recruitment, the manager will need to send their request to the HR Support desk including the position number, JD/PS, advert details and interview details including panel members.
- 4.3 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.
- 4.4 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.
- 4.5 The PS should describe the qualities required to perform in the job in terms of qualifications, skills, experience, personal characteristics and particular attributes needed. 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.
- 4.6 The revised JD & PS must be submitted to HR, together with a structure chart for evaluation. This must be undertaken before advertising/recruitment starts.
- 4.7 During the pre-recruitment stage, managers should also plan the recruitment campaign, including details of advertisement, selection methods and dates and an outline induction for new employees.
- 4.8 The recruitment campaign should also include selection methods which may include assessment centres.

5.0 Recruitment/Advertisement

- 5.1 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.
- 5.2 Vacancies should then be advertised internally within the Council via the electronic recruitment system. Posts will not be ringfenced.
- 5.3 If posts remain unfilled and need to be advertised externally, they will be advertised on the WMjobs regional recruitment portal. Only by exception will other media be used.
- 5.4 When planning the recruitment campaign managers should take care not to lengthen the process unduly. Good candidates can be lost.
- 5.5 Human Resources Advisors can help with design, drafting and publication of adverts.
- 5.6 Services are responsible for their own recruitment/advertising costs and budgetary management.

6.0 Selection

- 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, managers should short-list the candidates who best match the person specification, 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 HR can advise on the managers previously planned selection methods by suggesting the most appropriate and cost-effective methods for the post.
- 6.4 To be effective, interviews need to be carefully prepared.
- 6.5 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.
- 6.5 All documents and notes must be kept for 12 months and then all but those relating to the appointee should be destroyed.

- 6.6 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.
- 6.7 Candidates should not be judged until after the final interview is over.
- 6.8 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.
- 6.9 Verbal feedback to all unsuccessful candidates should be offered.
- 6.10 There should be a comprehensive induction programme planned for immediate implementation when the post is taken up.
- 6.11 Further supporting information can be located in the Recruitment and Selection Managers Guide.

7.0 Temporary Appointments

- 7.1 Temporary appointments enable the Council to cover long-term absences, to complete specific projects and to cope with peaks in the volume of work.
- 7.2 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.
- 7.3 If a temporary post subsequently becomes permanent, it must be advertised following normal procedures (including Approval to Advertise). Short-term temporary post holders must **not** be automatically appointed, but may compete with other applicants via a normal recruitment and selection procedure.
- 7.4 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.
- 7.5 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 Approval to Appoint Form with the relevant authorisation
 - ensure agency staff are sourced only from one of the approved agencies (YOO Recruit in the first instance).

- 7.6 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.

8.0 Roles and Responsibilities

Roles and Responsibilities of Employees

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

Roles and Responsibilities of Managers

- 8.2 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.
- 8.3 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 the Human Resources team.
- 8.4 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.
- 8.5 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 Head of HR in advance). All Panel members must have undertaken unconscious bias training and undertaken recruitment and selection training which has to be refreshed every three years.
- 8.6 Managers must ensure that an interview Panel is gender diverse and if possible be diverse in terms of other protected characteristics under the Equality Act 2010 especially in terms of race

Roles and Responsibilities of HR

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

Role and Responsibility of Head of HR

- 8.9 In consultation with the recognised Trade Unions, the Head of HR will exercise delegated authority for and be responsible for the on-going 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 brought before the Resources Panel for approval.

Roles and Responsibilities of Trade Unions

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

9.0 Monitoring and Review

- 9.1 The Recruitment and Selection policy and procedure will be reviewed and updated annually and be available to managers and employees via the HR intranet.

10.0 Links to other Policies and Procedures

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

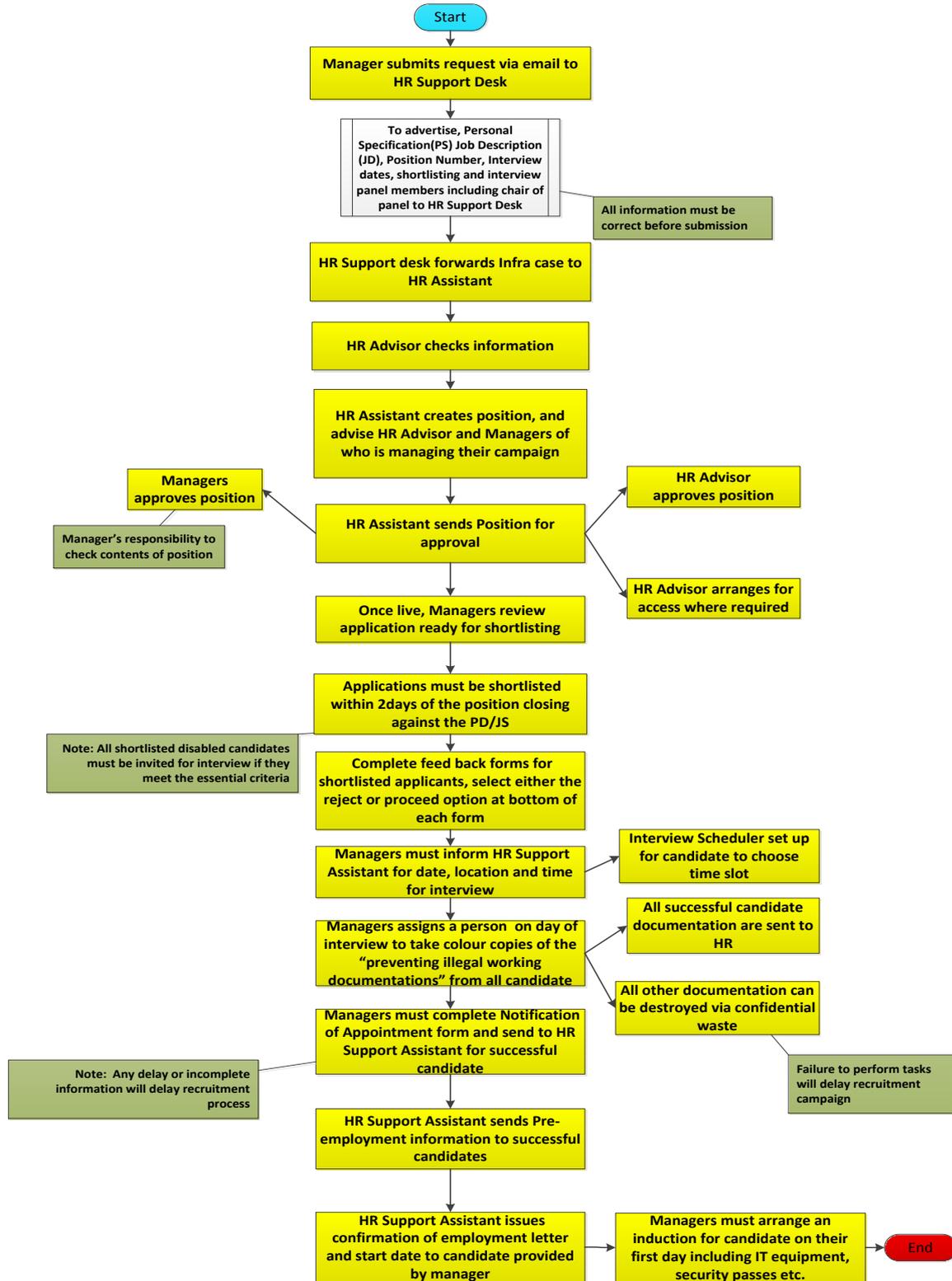
11.0 Equality

- 11.1 An Equality Analysis has been carried out on this policy and procedure.
- 11.2 The Council has a duty to monitor the application of the policy in relation to protected characteristics under the Equality Act 2010. This is reported annually in the Council's Equality Monitoring Report.
- 11.3 If any aspect of the recruitment and selection procedures causes you difficulty on account of any disability that you may have, or if you need assistance because English is not your first language, you should raise this issue with HR, who will make appropriate arrangements.

Recruitment and Selection Process Chart

Appendix 1

Recruitment



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 WCC.

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

A job description 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
- Reclassification of 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.