Recruitment Policy

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1. Vision

We are ambitious for Haringey's future and have great aspirations for the people who live, visit and work here as outlined in our Borough Plan 2019-23. We recognise that it is people who drive our success and that we cannot achieve our ambitions without talented, passionate, and motivated staff. The aims of our policy and practice are to:

- showcase Haringey as an excellent employer.
- maximise opportunities for local people to work for the council.
- provide opportunities for existing Haringey staff.
- use a range of modern sourcing methods including social media and marketing approaches to reflect the changing nature of recruiting talented people.
- put the council's diversity and inclusion agenda at the heart of our recruitment practice, promoting equal and fair treatment throughout our recruitment process.
- use technology to support a great candidate experience, increase efficiency and provide streamlined processes and an easy-to-use system for Recruiting Managers.
- create a recruitment team who offer excellent customer service to Recruiting Managers and candidates.
- introduce a talent pool that will allow Haringey to recruit to positions without a reliance on costly advertising.
- maximise our use of apprenticeship scheme.

2. Aims

The council is always committed to recruiting in line with our values, this means we will be:

2.1 Human – we will ensure our candidates are central to our recruitment process by:

- creating a positive candidate experience.
- streamlining our candidate journey.

Providing clear communication and promoting transparency by:

- developing relationships with candidates to build our talent pool.
- asking our partners and customers what they think and, acting on what they say where possible.
- being aware of our impact on others.
- being honest, supportive, and passionate about difference.

2.2 Ambitious – we will recruit the best person for the role by:

- recruiting for attitude.
- creating accessible pathways for internal candidates to progress.
- proactively addressing discrimination and unconscious bias.
- strategically reducing our skills gaps.
- using a variety of methods to attract a wide range of candidates.
- embracing change and continuously improving our processes.
- maximising opportunities for local people.

2.3 Accountable – we will have a transparent and accountable recruitment process by:

- ensuring our process is applied fairly and is clear and accessible.
- removing any barriers to recruitment and progression.
- ensuring that our job descriptions are consistent.
- monitoring and reporting our candidate demographic data to ensure we are supporting equality, diversity, and inclusion.
- managing public money responsibly.

2.4 Professional – we will have a professional recruitment service that adds value by:

- proactively supporting candidates and managers throughout the recruitment process.
- creating a recruitment service with a great reputation in Haringey.
- taking pride in what we do and caring about those we engage with.
- listening to our partners, Recruiting Managers, and candidates to evolve our service and remove barriers.

3. Scope

This policy applies to all roles in the council, except for senior officers who use the Senior Officer Appointments process.

Recruitment Process

4. Reviewing the vacancy

A vacancy offers a good opportunity for Recruiting Managers to assess the needs of the service and to review the role. Before progressing with the recruitment process, a proactive Recruiting Manager should consider a range of factors in determining current staffing needs – and anticipating what they may be in the future, such as:

- the needs of the organisation
- could you develop existing staff?
- are more staff needed?
- are new skills needed?

In considering if there is a need to recruit, Recruiting Managers should consider why they are hiring, enabling managers to decide the type of role that is needed. Such as:

- Full-time
- Fixed-term or Secondment
- Apprenticeship

The manager should use this to update the role profile using the standard template for job profiles. If there are substantial changes it will be necessary to get the job grade reviewed.

The job specification should focus on the essential requirements for the job which need to be relevant. Irrelevant and unnecessary qualifications and requirements exclude good

candidates and work against our aim of encouraging the widest number of talented people to work for the Council.

4.1 Apprenticeships

We are committed to supporting and developing apprenticeships in the council and Recruiting Managers should consider whether the role could be offered as an apprenticeship before advertising. Apprenticeships provide a variety of benefits to the organisation, including but not limited to:

- an opportunity for us to develop our workforce.
- provide employment and training opportunities that reflect the community we serve.
- address gaps in our workforce.
- develop supervisory / management / mentoring skills.

4.2 Politically Restricted Posts

Some posts at in the council are politically restricted, which means that the individuals holding those posts cannot have any active political role. Local Authorities are under a duty to maintain a list of those posts which are politically restricted, and managers must identify whether a post is politically restricted when reviewing the vacancy.

5. Selection methods

Before advertising, the Recruiting Manager, in consultation with the Recruitment Team, should decide how candidates should apply, who will shortlist applications and the selection method to be used. Deciding this early in the recruitment process helps to ensure objectivity and mitigate any biases that arise after viewing applications.

5.1 Interviewing

Interviews are the primary method used for selecting the best candidate for the role. Interviews may consist of competency-based questions and an additional form of assessment. Advice on interviews should be sought from the Recruitment Team.

5.2 Practical Tests

For some roles, tests may be appropriate. These are often used where it is important to demonstrate practical, technical or specialist skills. However, the choice of tests must directly relate to the role, be transparent and objective. Advice on using tests should be sought from the Recruitment Team.

5.3 Assessment Exercises

On occasion, the council might use assessment exercises in the selection of the right candidate for the role. Recruiting Managers are expected to seek expert advice before using such exercises so that the exercises themselves are relevant and that the approach to structure and scoring is objective. Advice on assessments should be sought from the Recruitment Team.

When making decisions about what assessment methods to use, it is imperative to consider what, if any reasonable adjustments need to be made for candidates with a disability. Advice on reasonable adjustments should be sought from the Recruitment Team.

6. Advertising

6.1 Internal Advertising and Promoting Opportunities to Local People

The council is committed to a transparent and fair process which provides opportunities for existing employees to progress their careers in the council as well as seeking to redeploy displaced staff wherever possible.

In addition, the council wishes to maximise job opportunities for local people.

To achieve these aims, there is an expectation that appropriate vacancies will be advertised internally and through partners both internal and external (e.g., local Job Centres and Haringey Works) who promote opportunities to local people, in advance of being advertised more widely.

There may be circumstances where a Recruiting Manager considers that it is necessary to advertise more widely in the first instance and they should have a clear rationale for reaching this decision.

6.1.1 Secondments

A secondment is an arrangement whereby an employee is temporarily assigned to work for a different part of the organisation for a limited period, after which they return to their substantive role.

The council is committed to supporting the progression and development of employees by enabling them to enhance their skill and gain an insight into other departments within the council. One way this can be achieved is through releasing employees to undertake a secondment opportunity. Internal secondments can also address a short-term need to cover a post.

All fixed-term positions will be offered as internal secondments.

6.1.2 Redeployment

Employees who are seeking redeployment and meet the minimum criteria will be considered first.

6.2 External Advertising

Where the council advertises a role externally, the choice of media/job boards will be based on effectiveness, flexibility of access, ability to reach a diverse group of candidates and cost.

7. Applications

The council has developed application forms which are both accessible and easy for candidates to use on all platforms.

We are committed to best practice approaches and regularly participate in initiatives that promote an accessible and inclusive application process such as:

- Stonewall's Workplace Index.
- The Disability Confident Scheme which commits the council to inclusive and accessible recruitment and offers interviews to disabled people who meet the minimum role criteria.
- Ban the Box initiative to support former offenders to return to employment.
- 'Blind recruitment' to help reduce the potential for bias.
- Reasonable adjustments for candidates with disabilities built into the recruitment process.

8. Shortlisting

Candidates will be shortlisted by matching values, skills, and qualifications, included in the application form against the specification set out in the relevant job profile and advertisement.

Internal, redeployees, and disabled candidates should be invited for interview where they meet the essential criteria of the role.

Recruiting Managers will work with the Recruitment Team to review the shortlist and should document the reasons selection and rejection of a candidate. This is both good practice and enables the council to comply with the relevant employment legislation.

All unsuccessful candidates will be notified of the outcome. Recruiting Managers are expected to give internal candidates the opportunity for feedback to aid their development.

9. Interview

Interviews are a two-way process and can help both the Recruiting Manager and the candidate to assess whether they are the best person for the role. It is important that the Recruiting Manager and interview panel prepare well for interviews and reflect the values of the organisation during the interview.

We are committed to, wherever possible, putting together interview panels which reflect our diverse workforce. Panel members should keep careful records of both responses and the reasons for appointment and rejection.

The expectation is that at least one panel member will have received recent recruitment and selection training.

10. Completing recruitment

10.1 Successful Candidate

The successful candidate should be selected using the scoring method decided earlier in the process. Where two candidates are equally scored following interview or assessment, the Recruiting Manager should take positive action by contacting the recruitment team to appoint a candidate with a protected characteristic which is underrepresented within the grade, role category or service.

The Recruiting Manager may issue a conditional offer, subject to pre-employment checks.

10.2 Unsuccessful Candidates

The council is committed to offering all candidates who are interviewed, feedback on the outcome of their interview.

11. Compliance

11.1 Pre-employment checks

In order to safeguard the public and our customers, the council has adopted a thorough approach to checking candidates. These checks will depend on the role being recruited to and are subject to the prevailing legislation, including, but not limited to:

- checking the right to work in the UK.
- safeguarding checks in line with safer recruitment practices, including Disclosure and Barring Service (DBS).
- references.
- proof of qualifications.

Any checks must be lawful, necessary, and fair, and comply with the General Data Protection Regulation.

11.2 Health Checks

Health checks will be carried out following selection to determine whether the candidate can carry out a function essential to the role, e.g., eyesight tests for employees for driving roles. Where such checks are required these must apply to all candidates.

12. Appointment and On Boarding

Once the council has completed the compliance checks, the candidate can be confirmed in the role and a start date agreed. A contract of employment will then be issued within the legal timescale. The council's policy is to normally appoint new employees at the bottom of the relevant pay grade.

It is important that new employees have a smooth entry into the organisation and therefore the expectation is that managers and the Recruitment Team will provide to employees in advance of them joining, including but not limited to:

- housekeeping information.
- an induction plan including the Employee Code of Conduct and Health and Safety policies etc.
- access to IT equipment and the council's network.
- ensuring they are set up accurately on payroll.
- making them feel welcome by having regular contact in the time leading up to the start date.
- at the earliest opportunity work with them on a development plan.

13. Review and Reporting

In order to continuously improve its recruitment service, the council will capture a range of data and regularly report upon it. This will include service standards, for example average time to hire, success in attracting candidates through various media channels, internal appointments and information about both applications and appointments from those groups with protected characteristics.

14. Responsibilities

14.1 The Recruitment Team (Human Resources/Organisational Development Service)

The Recruitment Team will provide professional advice on best recruitment practice, ensure that the process works smoothly, that the council's policies and guidance are adhered to and comply with the latest legal framework. They will also monitor its effectiveness providing data to inform the council's Workforce Development Plans and using information and feedback to improve the service.

14.2 Recruiting Managers

Recruiting Managers play a pivotal role in the recruitment process and are ultimately the ones who own the success of a new hire. Recruiting Managers are responsible for delivering the aims of this policy in line with the organisations values, in particular:

- creating a positive candidate experience.
- being aware of our impact on others.
- proactively addressing discrimination and unconscious bias.
- taking pride in what we do and caring about those we engage with.

Recruiting Managers are responsible for applying the policy, practice notes, following the relevant guidance and ensuring that they have taken part in appropriate recruitment training.

14.3 Chief Officers/Heads of Service

Chief Officers and Heads of Service are responsible for ensuring that the highest standards of recruitment practice are applied in their service areas and that the relevant Recruiting Managers are competent to fulfil the role.

15. Legal Framework and Links to other Policies

- Recruitment Policy Practice Notes – Haringey Council 2021
- Senior Appointment Guidance – Haringey Council 2019
- ACAS Recruiting Staff Guidance
- Immigration, Asylum and Nationality Act 2006
- Equality Act 2010
- Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017 (SI 2017/353)

- Data Protection Act 2018
- General Data Protection Regulation (2016/679 EU)

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