

Recruitment Policy Practice Notes

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1. Introduction

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.

Through our new recruitment policy and processes we will:

- showcase the council as an excellent employer.
- maximises opportunities for local people to work for the Council.
- provide opportunities for existing Haringey staff.
- using 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. Scope

This guidance applies to all roles in the council, except for senior officers who use the [Senior Officer Appointments](#) process.

This includes but is not limited to:

- full time roles
- fixed term roles
- apprenticeships
- secondments
- redeployment

We recognise that some services may have different experiences and will need to adapt this guidance to fit their situation.

3. Training

Recruiting Managers play a pivotal role in the recruitment process and are ultimately the ones who own the success of a new hire. Even experienced Recruiting Managers can benefit from further training and development in our recruitment process, systems, and skills.

Managers with recruitment responsibilities must undertake recruitment training as part of their induction and should refresh themselves of the policy and guidance notes when undertaking recruitment. A hiring manager cannot conduct an interview without attending

recruitment training. It is desirable that all interview panel members take part in interview training in advance of the training.

Haringey's recruitment training aims to help employees understand the processes and tools used at Haringey to support the recruitment of the best person for the role, ensuring that the process is inclusive, fair, and legal. Further information about training can be found on the intranet.

4. Recruitment process

All roles must be authorised by a Head of Service or above and have a budget agreed before they can be advertised. To get approval and budget for a role Recruiting Managers should assess if there is a business need to recruit, the skills required, and type of role needed.

4.1 Do you need to recruit?

Before advertising it is important that the hiring manager considers a range of factors in determining current staffing needs – and anticipate 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?

If you are not sure whether you need to recruit to a role and what your alternatives are, you should speak to your manager and HR Business Partner who will be able to advise you on the workforce planning for your team.

4.2 What kind of role do you need?

In considering if you need to recruit, Recruiting Managers should consider why you are hiring which will help you to decide the type of role that is needed. Such as:

- full-time
- fixed-term or secondment
- apprenticeship

4.2.1 Full-time

Managers should identify whether the workload is temporary and can be addressed by a fixed-term contract or whether the workload will continue, and a full-time role is more appropriate.

4.2.2 Fixed-term

There are lots of reasons why a role might be offered on a fixed-term basis, such as, the completion of a particular project or task, the occurrence of a specific event (covering for an employee who is on sick or maternity leave, for example).

Where a manager thinks a fixed-term contract is most appropriate, there is an expectation that vacancies will be advertised internally in the first instance to support the progression

and development of current employees. There may be circumstances where a manager feels this is not appropriate and should have a clear rationale for reaching this decision.

For more information on fixed-term contracts, please contact the Recruitment Team.

4.2.3 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.

Every new employee between grades SC1 to SC6, will be expected to be an apprentice and undertake an apprenticeship relevant to their role, or one that develops their future skills in areas we know are key for our future workplace.

Apprenticeships provide a variety of benefits to the organisation, including but not limited to:

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

Apprenticeships are a tried and tested way to, re-train or upskill existing or new staff.

Apprenticeships are open to permanent and temporary employees with contracts more than one year long and who have completed their probation. The minimum hours of an apprenticeship are based on the apprentice working 30 hours a week or more.

For more information on apprenticeships, email MyCareer@Haringey.gov.uk

4.3 Job Profile and Grading

All roles must have a SAP position number to be uploaded to our recruitment system.

Existing roles will already have a SAP position number, however, if it is a new role the hiring manager will need to complete the new post process below. For existing roles you can find the SAP position number on the [Managers desktop](#).

4.3.1 A new post

A new post is a role that does not currently exist within the team's structure, does not have a SAP position number or a job profile. This can also be a new position with an existing job profile.

For a new post, the following will need to be completed:

- [Job Profile Template](#)
 - See [How to complete the Job Profile Template](#)
- [Job Evaluation Questionnaire](#)
- A structure chart of the service/team

These documents should then be sent to the [self-service portal](#) for job evaluation.

Once the role has been evaluated (this could take up to 10 days) the following steps/forms will need to be completed:

- [Delegated Authority Powers Form \(DOC, 22KB\)](#)
- [Position Change Form](#) and a SAP position number - this is created via the [Managers' Desktop](#)

If you have any queries please refer to the [Recruiting Managers User Guide \(PowerPoint, 3MB\)](#) or contact the Haringey Resourcing Hub at recruitmentteam@haringey.gov.uk.

4.3.2 An existing post

If you recruiting to an existing post, this is a good opportunity to review the existing job profile to make sure all the information is up to date:

- is the job description, pay and terms and conditions of employment up to date and relevant?
- is the person specification up to date? Does it properly reflect the criteria necessary for the person to do the role? The person 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
- is it a politically restricted role? Information on politically restricted roles can be found [here](#).

If there are significant changes to the role then a job evaluation is required, follow the steps outlined in 4.3.1

4.4 Approval to Recruit.

Once a role has been approved and established on SAP or where the Recruiting Manager is seeking to fill an existing role, approval from the Head of Service (or above will be required. This will take place 'in system'.

5. Selection methods

Before advertising, the hiring manager, in consultation with the Recruitment Team, should decide what selection methods will be used.

Deciding this early in the recruitment process helps to ensure objectivity and mitigate any biases that arise after viewing applications.

1. what information do you need from their application?
2. what selection method will be used? interview / practical tests / assessment exercises?
3. have the scoring systems in the selection process been agreed?
4. does the weight given to each criteria of the candidates' abilities reflect the requirements of the role in a non-discriminatory way?

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.

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.

6. Advertising

Now that you are ready to advertise your role, you need to complete the vacancy details on our recruitment system and your Recruitment Business Partner will publish the vacancy and take the lead in advertising the role.

The Recruitment Business Partners specialise in finding the right person for each role and will actively seek out the best person for the role, using their sector knowledge to target internal talent, external job boards, our talent pool, their networks, and our local residents.

6.1 Internal Advertising and Promoting Opportunities to Local People

The council is committed to a transparent and fair process which maximises the opportunity 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 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 Recruitment Manager feels this is not appropriate and they should have a clear rationale for reaching this decision.

6.1.1 Secondments

A secondment is an arrangement where 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 supporting employees to undertake secondment opportunities. Internal secondments can also address a short-term need to cover a post.

6.1.2 Redeployment

Employees who are seeking redeployment will have priority to be appointed to suitable vacancies, if they meet the essential criteria in the person specification, whether the role is full-time, fixed term, a secondment or an apprenticeship (if they are eligible).

Where a redeployee can demonstrate that they are able, with support, to carry out the role, they will not need to compete for the role, except with other redeployees or internal candidates who express an interest.

Where appointed, redeployees will undertake an eight-week probationary assessment period.

More information on redeployment can be found in our [Redeployment Policy](#).

6.2 External Advertising

Your Recruitment Business Partner will choose job boards based on their effectiveness; flexibility of access; ability to reach a diverse group of candidates and cost.

If there is a specific platform that you would like to advertise on, please speak to your Recruitment Business Partner.

6.3 Recruitment agencies

We are committed to running our recruitment in-house, however where there is an explicit need to use a recruitment agency, this can be requested.

This must be discussed with your Recruitment Business Partner and Head of Service, or above, before engaging an agency.

The cost of using an agency will be paid for by the department.

7. Application

The council has developed bespoke application forms which are both accessible and easy for candidates to use on all media platforms via our recruitment site.

All personal / identifying details will be hidden until interview stage to enable blind recruitment.

Candidates are asked to provide equal opportunities details when making their application to help us monitor and adjust to the success of recruitment in relation to our equality and diversity objectives. This information is separate from the application.

8. Shortlisting

Shortlisting will be undertaken by the Recruitment Business Partner and will be approved by the hiring manager.

All internal candidates, care leavers, veterans and disabled candidates that meet the essential criteria will be invited for interview.

Candidates who were not shortlisted will be automatically notified of the outcome through the recruitment system. Due to the volume of applications received, unsuccessful external candidates will not normally be provided feedback on their application.

If an internal candidate did not get invited to interview as they did not meet the essential criteria, they will be offered feedback from the Recruitment Business Partner on their application to aid their development.

9. Interview

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

The hiring manager will need to arrange who will be on the interview panel, questions and scoring, and make sure the shortlisted candidates have the details they need about the interview process.

Guidance and support on conducting a positive interview will be provided during recruitment training.

9.1 Interview arrangements and reasonable adjustments

The hiring manager will make sure that the shortlisted candidates are provided with details of the interview process including any selection tests, by email usually at least five working days before the interview. This will normally be sent through our recruitment system.

This should include what selection methods are being used and how they will be carried out. This also helps candidates with a disability determine if they will need reasonable adjustments.

9.2 Arrangements for candidates with disabilities

In the case of people with disabilities, special arrangements may be needed. Therefore, individuals are asked to confirm whether they require special arrangements at the 'invite to interview' stage and what adjustments they may need so that they can participate fully and fairly in the interview process. Arrangements that may be required include the following:

- a British Sign Language interpreter.
- assistance if the test is on a computer, such as a larger screen, software or a person to read for the candidate.
- a verbal test rather than a written one.
- more time to complete tests or assessments.

The Recruitment Team will coordinate with the candidate about any reasonable adjustments and can be contacted for advice on additional adjustments at any point in the recruitment process.

9.3 The Interview Panel

The hiring manager should work out who will be on the interview panel as early as possible in the process to allow effective planning.

Panel members will:

- declare to the hiring manager if they already know a candidate. If they have a close personal or familial relationship with a candidate, they will withdraw from the panel.

- are able to attend every part of the selection process (presentations, interviews etc.) for the duration of the recruitment process, to maintain consistency and to ensure fair treatment of all candidates.

9.3.1 Diverse panels

Interview panels should consist of two to three people, including the immediate line manager, a colleague who is familiar with the area of work and a third person.

We are committed to, wherever possible, having diverse interview panels which reflect our diverse workforce.

Single sex and all white panels should be avoided wherever possible; however, having panel members who have completed recruitment training is the most important factor and trained panel members should be prioritised.

The expectation is that at least one panel member will have received recent recruitment and selection training. Ideally all panel members will be trained.

9.4 Selection methods and scoring

The selection method used must be consistently applied to all candidates.

9.4.1 Interview questions

A good interview should be structured to follow a pre-agreed set of questions mirroring the person specification or job profile. It should also allow the candidate to talk freely when answering the questions and give them the opportunity to ask questions.

The most effective questions are scenario based open-ended questions followed by probing questions if required. The panel should agree in advance if they are going to use probing questions and how they will be scored.

Interviewers must not ask questions based on assumptions about candidates' personal circumstances.

9.4.2 Practical tests or assessment exercises

Practical tests or assessment exercises may be used where it is important to demonstrate practical, technical or specialist skills. On the rare occasion that practical tests or assessment exercises are used, they must directly relate to the role, be transparent, objective and be consistently scored across all candidates. Advice on using tests should be sought from the Recruitment Team.

9.4.3 Scoring

A consistent scoring system should be developed and understood by all panel members. The panel should meet before the interviews to run through the questions, how they relate to the person specification and who will ask each question.

The hiring manager should create a scoring sheet and share this with the panel members before the interview. A scoring system of 0-5 for each question with notes is recommended. A template scoring sheet can be found in Appendix 1.

The panel should not discuss the candidates interview until they have completed the scoring sheet.

After the interview, the manager should keep the panel members scoring sheets for 6 months as per General Data Protection Regulations (GDPR).

10. Completing Recruitment

10.1 Successful Candidate

Selecting the successful candidate should be made by a majority decision based on the scoring sheet, after all the interviews / have concluded. The panel will appoint the best candidate based on who most closely matches the person specification.

Where two candidates are equally scored following interview or assessment, the hiring 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.

10.2 Conditional Offer

After deciding on the successful candidate, the recruitment team will issue a conditional offer following the approval of the offer details from the hiring manager. The offer is subject to pre-employment checks and the successful candidate should be told this when offered the role.

The council's policy is to normally appoint new employees at the bottom of the relevant pay grade. Recruiting Managers must be mindful of other team members doing a similar role to ensure that the pay is equitable.

10.3 Unsuccessful Candidates

The council is committed to offering all candidates who are interviewed, feedback on the outcome of their interview if requested. The hiring manager will provide factual, constructive interview feedback to all unsuccessful candidates based on the scoring sheets from the interview.

11. Compliance and Pre-employment checks

To safeguard our staff, the public and our customers, the council has adopted a thorough approach to compliance and pre-employment checks. These checks will depend on the role being recruited to and are subject to the prevailing legislation.

The HR Compliance Team will conduct the pre-employment checks. It is the Recruiting Managers responsibility to ensure that the right checks are undertaken for the role.

Where the council is appointing an internal candidate to a new role, the Recruitment Team will seek a reference from the current manager. If the new role requires additional checks

e.g., where the employee will now be working with vulnerable people, the relevant compliance checks will apply.

12. Appointment and On Boarding

Once the council has completed the candidate checks, the manager must ensure that the candidate is formally appointed to the role.

It is important that new employees have a smooth entry into the organisation and therefore the expectation is that managers provide the following information in advance of their first day:

- 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.

Managers should ensure that the successful candidate receives their onboarding information in a timely and professional manner, ideally at least five days ahead of their start date.

Once a start date has been agreed, the hiring manager is responsible for preparing a comprehensive induction programme for the new employee in line with the [New Starter Checklist](#).

13. Appendices

Appendix 1 - Scoring sheet

INTERVIEW SCORING GRID	
Job title:	
Date of interview	
Candidate	

- Each member of the panel should make notes (on separate sheets) and score each candidate. Scores should then be totalled and used when deciding.
- The panel should also decide which questions will be asked by each member of the panel.

Scoring – candidates answers should be scored as follows:

0	No answer given or answer completely irrelevant. No examples given.	2	Some points covered, not all relevant. Some examples given.	4	Good answer. Relevant information. All or most points covered. Good examples.
1	A few good points but main issues missing. No examples/irrelevant examples given	3	Some points covered. Relevant information given. Some examples given.	5	Perfect answer. All points addressed. All points relevant. Good examples.

Weighting – questions can be weighted **1 (low importance)** or **2 (high importance)** to reflect their overall importance to the position.

The Interview

Introductions

Person specification criteria	Related question(s)	Weight (1-2)	Score (0-5)	Total
Total score.				

Person specification criteria	Assessment test(s)	Weight (1-2)	Score (0-5)	Total
Total score.				

- How much notice do they have to give?
- When can they start?
- Holiday?

Now give the candidate an opportunity to ask any questions that they might have and answer them.

Ending the interview:

- Thank the candidate for attending the interview.
- Let them know what happens next i.e., when you will be making your decision and how you will be letting them know the results (candidates who have attended the interview should be made aware of your decision either way).

Appendix 2 - Related documents

1. [Disclosure and Barring Services \(DBS\) Statement](#)
2. [Haringey Schools Policies Model Recruitment Policy \(incorporating safer recruitment practice\)](#)
3. [Equality and Diversity Staff Handbook 2017](#)(including equal opportunities statement)
4. [Data Protection Policy](#)
5. [Managers' Induction Checklist](#)
6. [Probation Policy](#)
7. [Redeployment Policy](#)