

Recruitment Policy

Table of Contents

1	Introduction.....	3
2	Principles	3
3	Definition of Recruitment.....	3
4	Pre-recruitment Requirements and Approval Process.....	3
5	Consider Selection Methods	5
6	Redeployment.....	6
7	Advertising	6
8	Applications	7
9	Shortlisting.....	7
10	Interview Panel	8
11	Concluding Recruitment	10
12	Pre-employment Checks	10
13	Health Checks	11
14	Onboarding and Induction	11
15	Review and Reporting	11
16	Responsibilities.....	11
17	Further References	12
	Document Control.....	12

Recruitment Policy

1 Introduction

- 1.1 This policy sets out the Council's approach to recruitment and selection, and outlines the processes and responsibilities in attracting, assessing and appointing candidates.
- 1.2 It aims to ensure that all recruitment activity is conducted in a fair, transparent and consistent manner, in line with legislation and the Council's commitment to equality, diversity and inclusion, while supporting the delivery of high quality services.
- 1.3 This policy applies to all jobs in the Council, except for Senior Officers. Further information on Senior Officer recruitment can be found [here](#).
- 1.4 Teachers and employees working in schools have their own local management and policies to follow.

2 Principles

- 2.1 The Council is committed to a recruitment process that is:
 - Fair and transparent, by ensuring that all decisions are based on merit and applied consistently across all stages.
 - Objective, by using appropriate and evidence-based assessment methods to support decision making.
 - Inclusive and accessible, by promoting equality of opportunity and removing barriers for all candidates, while remaining fully compliant with legal, regulatory and safeguarding requirements.
 - Candidate focused approach, by ensuring that all applicants receive a positive and professional experience through the process.
 - Values driven, by reflecting the Council's values at every stage.
 - Supportive of internal progression, by encouraging employee development and prioritising redeployment opportunities wherever appropriate.

3 Definition of Recruitment

- 3.1 Recruitment is the process by which the Council identifies, attracts, assesses and appoints suitable candidates to fill vacant jobs. It includes workforce planning, advertising vacancies, shortlisting applicants, conducting interviews and selection assessments and making job offers, all in line with relevant legislation, equality and diversity principles and Council processes.

4 Pre-recruitment Requirements and Approval Process

- 4.1 Prior to commencing recruitment the following must be undertaken:
- 4.2 **Vacancy Review**

4.2.1 A vacancy provides an opportunity for the Hiring Manager to review the needs of the service and the job itself. Before proceeding with recruitment, managers should consider:

- Organisational needs
- Budget constraints
- Staffing levels
- Skills required

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

4.3 Determine the type of appointment

4.3.1 When assessing the need to recruit, Hiring Managers must also consider the purpose of the job and determine the most appropriate type of appointment such as:

- Permanent
- Fixed-term or Secondment
- Apprenticeship

4.4 Job Description

4.4.1 Managers must also use this opportunity to review and update the job description (if necessary) using the standard template, which can be found [here](#).

4.4.2 Where there are significant and permanent changes to the main responsibilities of the existing job a job evaluation will need to be conducted. Minor changes to a job description do not require a job evaluation. However, all revised job descriptions must be submitted to the Employment Practice team via [HALO](#) to confirm that the changes are minor and that re-evaluation is not required.

4.4.3 In the event the job description is held by other employees, the implications of the change to the job description must be considered.

4.5 SAP Position Number Requirements

4.5.1 All jobs must have a SAP position number in order to be uploaded on the recruitment system.

4.5.2 Existing jobs will already have a SAP position number, which can be found on Managers desktop on SAP.

4.5.3 For new jobs, the Hiring Manager must complete the process outlined below:

1. Request a job evaluation via [HALO](#)
2. Complete [Delegated Authority eform](#)

4.6 Recruitment Approval

- 4.6.1 If the Hiring Manager determines that the job is required, they must follow the Council's current recruitment approval process in place at the time. Further information can be found [here](#).
- 4.6.2 Once approval is received, recruitment can begin.

5 Consider Selection Methods

5.1 Before advertising, the Hiring 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.

5.2 Interviews

5.2.1 Interviews are a two-way process, enabling both the Hiring Manager and the candidate to assess suitability for the job. Hiring Managers and panel members must prepare thoroughly and ensure that the Council's values are reflected throughout the interview.

5.2.2 Interviews are the primary method used for selecting the best candidate for a job. Interviews may consist of competency-based questions and an additional form of assessment. Advice on interview process should be sought from the Recruitment team.

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

5.2.4 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, ensuring consistency across all interviews.

5.2.5 Interviewers must not ask questions based on assumptions about candidates' personal circumstances. This is covered in the recruitment training, if further clarification is required contact the Recruitment team.

5.3 Practical Tests

5.3.1 Tests may be used where practical, technical or specialist skills need to be demonstrated. Any tests must be relevant to the job and applied in a transparent, consistent and objective way. Advice should be sought from the Recruitment team.

5.4 Assessment Exercises

5.4.1 On occasion, the Council might use assessment exercises in the selection for the right candidate for the job. Hiring Managers are expected to seek advice before using

such exercises so that the exercises themselves are relevant and that the approach to structure and scoring is objective.

- 5.5 When selecting assessment methods, Hiring Managers must also consider any reasonable adjustments required for candidates with disabilities. Advice should be sought from the Recruitment team.

6 Redeployment

- 6.1 The Council is committed to a fair and transparent recruitment process that supports career progression for existing employees and prioritises the redeployment of displaced employees wherever possible.
- 6.2 Employees seeking redeployment who meet the essential criteria will be considered before any wider advertising of jobs.
- 6.3 Where a redeployee can demonstrate that they are able, with support, to carry out the job, they will not be required to compete for the job, except with other redeployees who express an interest.
- 6.4 In all cases, employees seeking redeployment who meet the minimum criteria will be considered first, including where alternative recruitment approaches are being used (e.g. conversions to permanent jobs).
- 6.5 Further information can be found in the [Organisational Change policy](#).

7 Advertising

- 7.1 The approach to recruitment will vary depending on the job and circumstances. Hiring Managers, with input from the Recruitment team, will select the most appropriate method, which may include internal, local or external advertising, search and selection or a combination of these. The default approach is to advertise jobs both internally and externally; however, there may be circumstances where alternative approaches, such as internal only advertising, are appropriate.
- 7.2 Where jobs are advertised externally, the choice of advertising channels will be based on effectiveness, accessibility, ability to attract a diverse range of candidates and cost. The Council also aims to maximise employment opportunities for local people.
- 7.3 There are also circumstances where conversions of fixed term contracts to permanent contracts, and/or temporary to permanent arrangements may be considered as an appropriate recruitment method, for instance to reduce commercial spend; this must be authorised in advance by the Chief People Officer.
- 7.4 Where possible, the Council may use a talent pool to recruit to jobs without relying on costly advertising.
- 7.5 We are committed to supporting and developing apprenticeships in the Council and Hiring Managers should consider whether the job could be offered as an

apprenticeship before advertising. Apprenticeships provide a variety of benefits to the Council, including but not limited to:

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

7.5.1 Every new employee between grades Scale one (1) to Scale six (6) will be expected to be considered for an apprenticeship relevant to their job, or one that develops their future skills in areas we know are key for our future workplace.

7.6 The Council supports employee development by providing opportunities to gain new skills and experience across different services, including through secondments. Internal secondments can also be used to meet short-term resourcing needs. All fixed-term jobs will be offered as internal secondment opportunities. Further information can be found in the [Acting up, Honorarium and Secondment policy](#).

7.7 The Council will aim to ensure that all adverts highlight the ability to make reasonable adjustments where possible.

8 Applications

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

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

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

9 Shortlisting

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

9.2 Redeployees where they meet the essential criteria will be invited to interview first and the process will be concluded before any other candidates can be reviewed.

- 9.2.1 If there are no redeployees or they were unsuccessful then Internal candidates and disabled candidates should be invited for interview where they meet the essential criteria of the job.
- 9.3 Hiring Managers will work with the Recruitment team to review the shortlist and should document the reasons for selection and rejection of a candidate. This is both good practice and enables the Council to comply with the relevant employment legislation.
- 9.4 All unsuccessful candidates will be notified of the outcome. Hiring Managers are expected to give internal candidates the opportunity for feedback to help aid their development.
- 9.5 Guaranteed interview scheme
- 9.5.1 The Council operates a Guaranteed Interview Scheme to promote equality of opportunity. Applicants who declare a disability under the Equality Act 2010, care leavers or Armed Forces community members, will be guaranteed an interview where they meet the essential criteria for the role. This ensures shortlisting but does not guarantee appointment, which will be made on merit.

10 Interview Panel

- 10.1 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.
- 10.2 A Hiring Manager cannot conduct an interview without attending recruitment training. At least one panel member must have undertaken recent Recruitment and Selection training.
- 10.3 The Hiring Manager should identify the interview panel as early as possible, ideally at the advertising stage. Panel members must:
- Declare to the Hiring Manager if they already know a candidate. If a close personal or family relationship exists, they must withdraw from the panel.
 - Be available to attend all stages of the selection process (e.g. presentations, interviews) to ensure consistency and fair treatment of all candidates.
- 10.4 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.
- 10.5 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 [here](#). The panel should not discuss the candidates interview until they have completed the scoring sheet.
- 10.6 Panel members must keep clear records of applicants' responses and the reasons for selection or rejection, including scoring sheets, for six (6) months as per General

Data Protection Regulations (GDPR). It is important that the Chair of the panel collects and holds all interview notes for a period of six (6) months after the interview date, this is in the case of challenge or request for feedback.

10.7 Diverse Panels

10.7.1 The Council is committed, where possible, to ensuring interview panels reflect the diversity of its workforce. Interview panels should consist of at least three people, including the immediate line manager, a colleague who is familiar with the area of work and a third person.

10.7.2 Hiring Managers should actively consider panel diversity, including diversity of professional experience, gender, ethnic, age, disability and other lived experiences, when planning for and establishing an interview panel. The Council's expectation is that interview panels will, whenever practicable, visibly reflect the diversity of the workforce and communities it serves. Panels that lack diversity should be avoided unless there are exceptional operational reasons why this is not possible.

10.8 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 (5) working days before the interview. This will normally be sent through the 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.

10.10 Candidates with disabilities and reasonable adjustments

10.10.1 In the case of people with disabilities, special arrangements may be needed. Therefore, candidates are asked to confirm whether they require reasonable adjustments 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.

10.10.2 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.

10.11 The Chair of the Panel (or a designated panel member) is responsible for informing all candidates of the outcome ideally within 48 hours.

10.12 Where detailed feedback is requested, it must be provided by a member of the panel within fourteen (14) days.

11 Concluding Recruitment

11.1 Successful Candidate

- 11.1.1 The successful candidate should be selected using the scoring method agreed earlier in the process.
- 11.1.2 In the event two (2) candidates have scored equally following the interview and/or assessment, the Hiring Manager should contact the Recruitment team to appoint a candidate with a protected characteristic that is underrepresented within the grade, job category or service.
- 11.1.3 The Hiring Manager will then issue a verbal offer to the candidate and complete an appointment form to facilitate a conditional offer being issued to the successful candidate which is subject to pre-employment checks.
- 11.1.4 All employees are appointed on the minimum spinal point of the pay range appropriate for their grade, unless there are exceptional circumstances, in which case the Head of Paid Service delegates authority to the Corporate Director. Further information can be found in the [Council's Pay Policy Statement](#).

11.2 Unsuccessful Candidate

- 11.2.1 The Council is committed to offering all candidates who are interviewed with feedback on the outcome of their interview. Feedback will be provided by the Hiring Manager or a member of the panel, if requested.

12 Pre-employment Checks

- 12.1 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 job being recruited to and are subject to the prevailing legislation, including but not limited to:
- Right to work verification
 - Safeguarding checks in line with safer recruitment practices, including Disclosure and Barring Service (DBS) checks (where applicable).
 - References
 - Qualification verification and/or professional registration
- 12.2 Pre-employment checks must be lawful, necessary and compliant with General Data Protection Regulation (GDPR).
- 12.3 Candidates must complete pre-employment checks within a reasonable timeframe; failure to do so may result in the offer being withdrawn.

13 Health Checks

- 13.1 Occupational health assessments are carried out dependant on candidates responses during pre-employment checks. This will enable Hiring Managers to be aware of potential reasonable adjustments that may need to be implemented.

14 Onboarding and Induction

- 14.1 Once the candidate has successfully completed their pre-employment checks, the Hiring Manager will be informed and asked to agree a start date with the candidate. A confirmation start date letter will then be issued to the candidate that confirms them in the job and becomes part of their contract of employment with the Council.
- 14.2 Hiring Managers will be asked to confirm that the new employee has started on day one in order for them to be paid accurately.
- 14.3 To support a smooth onboarding process, managers and the Recruitment team must provide new employees with relevant information in advance of their start date, including but not limited to:
- Housekeeping information
 - Induction plan
 - Access to IT equipment and the Council's network
 - Maintaining regular contact before the start date to ensure a welcoming experience.

15 Review and Reporting

- 15.1 The Council will collect and regularly report on recruitment data to drive continuous improvement. This will include metrics such as time to hire, effectiveness of attraction channels, internal appointments and diversity data relating to applicants and appointments.

16 Responsibilities

- 16.1 The Recruitment team will provide professional advice on best recruitment practices, ensure that processes run smoothly, and that the Council's policies and guidance are adhered to in compliance with legislation. They will also be responsible for monitoring effectiveness by providing data to inform the Council's workforce development plans, and by using this information and feedback to improve the service.
- 16.2 The Onboarding and Compliance team provide the pre-employment support service ensuring that this is all completed ahead of a confirmation of offer being issued for the candidate. They will also flag any concerns with Hiring Managers throughout the pre-employment process.
- 16.3 Hiring Managers play a pivotal role in the recruitment process and are ultimately the ones who own the success of a new hire. Hiring Managers are responsible for delivering the aims of this policy in line with the Council's 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.

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

16.4 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.

17 Further References

Code of Conduct Policy
 Induction Policy
 Acting up, Honorarium and Secondment Policy
 Disclosure and Barring Service (DBS) Policy
 Probation Policy

Document Control

Key Information	
Title	Recruitment Policy
Document Type	Policy
Document Status	New
Author	Head of Talent and Resourcing and Head of Support Services
Owner	Head of Talent and Resourcing
Contact	Employment Practice Manager
Approval Body	General Purpose Committee
Approval Date	
Date of Publication	
Date for review	

Revision History			
Version	Date	Summary of Changes	Name
V1	June 2026	New policy, using agreed process for policy revision.	TA & AMcD