THE RECRUITMENT PROCEDURE

INTRODUCTION

1. SUMMARY OF THE PROCEDURE

Introduction -

- It covers recruitment to all permanent and temporary staff employed on Haringey contracts

Section A – Preparing to Recruit

- Newly created posts cannot be advertised until the post has been established on SAP.
- The line manager must review the existing job description / candidate specification before submitting them to the Recruitment Team.
- All permanent or temporary vacancies made to a Haringey contract must be openly advertised in line with this procedure.
- The recruiting manager must agree the timetable with the Recruitment Team in advance of submitting the Request to Advertise
- Interview panels must comprise between 3 – 5 people. A panel of 2 should be convened only in exceptional circumstances
- Panels need to be balanced in terms of gender and ethnicity. Where this is not possible the reasons need to be cleared by the Head/ Deputy Head of Personnel or Recruitment & Retention Manager before a panel can proceed with the recruitment process.
- As a minimum the Chair of the panel must have undergone Recruitment & Selection training. Ideally, all panel members should be trained.
- The panel must remain the same throughout the process unless exceptional circumstances prevent this in which case a substitution must be made.
- Panel members must be impartial and not know the candidates outside work.

Section B – Beginning the Process, Advertising the Post

- The deadline for submission of adverts to the Recruitment Team is Friday at 5pm.
- Recruiting manager must complete and submit all relevant documentation to the Recruitment team.
- The suitability of a redeployee as a match for the vacancy is made before advertising can take place.

Section C – After the Closing Date

- Recruiting managers can only access applications received via the website or Harinet.
- Short listing must be carried out within 5 working days of the applications becoming available.
- Candidates who have a disability are guaranteed an interview providing they meet the minimum essential criteria.
- All interview notes, application forms and shortlisting notes must be kept by the Chair of the panel for at least six months following the date of the interview.
- It is the responsibility of the Chair of the panel to contact candidates after the interview to let them know the outcome.
- The Chair of the panel is responsible for giving verbal feedback to candidates if this is requested.

Section D – Pre-employment Checks

- The Recruitment Team take up references covering the previous two years, this may mean that one or more references are available depending on the candidates previous work history.
- Candidates who have a current CRB Disclosure and which is clear, may start work with an authorised Supervision Memo pending a Haringey CRB Disclosure being sought from the CRB.
- Managers cannot agree a start date with candidates until the Recruitment Team have notified them that all pre-employment checks have been received and are satisfactory.

Section E – Appeals against Panel Decisions

- Appeals against a shortlisting decision must be made to the Recruitment & Retention Manager who will arrange for the Chair of the Panel to give full feedback to the candidate.
- Further complaints must be made in writing to the Recruitment & Retention Manager who will arrange for a full investigation to take place.
- Appeals against a selection decision must be made initially to the Chair and then to the Recruitment & Retention Manager if the candidate remains dissatisfied.

Section F – Recruitment Related Expenses

- All relevant forms are available from the Recruitment Team and returnable to the Recruiting Manager.

2. THE AIM OF THE PROCEDURE

The aim of the new procedure is **"to ensure a fast, efficient and transparent process in which both managers and the Recruitment Team are aware of their responsibilities"**.

All recruitment campaigns should be completed as quickly as possible as good candidates may be lost if the process is delayed, delays also give a poor perception of Haringey to applicants and this may affect future applications. The aim is to have an 8 week turnaround from the Notification of Vacancy form being received by the Recruitment Team to the confirmation of start letter being sent to the applicant. This is an ambitious target which can only be achieved if recruiting managers and the Recruitment Team work closely together to ensure that -

- Each stage of the process is planned in advance
- The agreed timetable is realistic and that deadlines are adhered to
- Delays are kept to a minimum

The Responsibilities of recruiting managers are to:

- Prepare in advance before recruiting and to discuss a realistic timetable with your Recruitment Officer before beginning the process.
- Review the existing job description/candidate specification to ensure it is still relevant and up to date. All jobs change over time and it may need to be updated to ensure that the correct job is recruited to.
- If recruitment is to take place to a newly created post, to make sure that it is established on the SAP system and evaluated before details are sent to Recruitment.

- Adhere to the recruitment timetable – the deadline for Notification Forms and draft advertisements to be sent to Recruitment is Friday 5pm. Anything received after this deadline will be held over until the following week.
- Shortlist applications quickly after the closing date and to return interview details to the Recruitment Team within 5 working days of receiving the applications.

The Responsibilities of the Recruitment Team are:

- To work with managers to give prompt and professional advice regarding the timetable.
- To ensure that all deadlines are adhered to.
- To progress chase the return of pre-employment checks, signed contracts etc. after 5 working days of the letter being sent to the individual.
- To adhere to the Recruitment performance indicator targets of sending letters within 2 working days of receiving a completed Interview Form or Appointment Form.
- To keep managers and candidates informed of any delays/problems which occur and to do everything to try to minimise delays from happening.

3. RECRUITMENT FORMS CURRENTLY IN USE

The **Notification of a Vacancy** is an e-form used to begin the recruitment process this must be submitted to your Recruitment Officer along with the job description/candidate specification and a draft advertisement by Friday at 5.00pm

The **Short listing Form** is used to keep notes of the assessment of each applicant against the shortlisting criteria. The completed form must be held by the manager until the conclusion of the process in the case of any appeal against the decision. At the end of the recruitment process, all documents including short listing forms and interview notes must be kept by the chair of the panel for at least six months from the date of interview. An employment tribunal case can be made for up to six months and the paperwork will be examined in detail in such cases.

The **Interview Form** is used to notify the Recruitment Officer of the details of the interview (date, venue, and time slots for each applicant) and the names of the short listed candidates. The completed form must be returned to your Recruitment Officer within 5 working days of receiving the applications.

The **Appointment Form** is an e-form which is used to notify Recruitment of the name of the successful candidate and also to provide details such as starting salary, who the candidate will report to on day one etc.

Copies of all forms can be found on Harinet by accessing the Personnel pages. Paper copies of the e-forms will only be accepted from managers who do not have access to Harinet.

The Recruitment Team will begin each stage of the process only once the relevant details have been provided by the recruiting manager via a fully completed form.

Recruiting Temporary Staff from Agencies into Permanent Posts

All permanent or short term contract vacancies must be advertised. Managers cannot offer a permanent or fixed term contract to an agency temp without going through the agreed recruitment process. If the Recruitment Team receive an appointment form without evidence of due recruitment process, the case will be referred to the Head of Personnel for a decision about whether or not the appointment can proceed.

4. GROUPS OF STAFF COVERED BY THE PROCEDURE

The procedure covers recruitment to all permanent and temporary / fixed term contract staff employed on a Haringey contract. The procedure is not applicable to schools operating under delegated budgets. A separate procedure exists for all appointments to Chief Officer and Deputy Chief Officer posts. In general, the Council defines chief officers as direct reports to the Chief Executive and deputy chief officers as direct reports to chief officers.

Applicants who have accepted voluntary redundancy or early retirement have limitations on their right to be re-employed. Only those who were previously employed at PO2 (or equivalent) or below and who left the Council's service at least one year before and who are Haringey residents at the time of appointment may be re-employed.

A. PREPARING TO RECRUIT

1. Creating a New Post

If managers want to create a new post then the Establishment Control procedure must be followed before advertising or recruitment can take place.

Firstly, the job description / candidate specification must be written and evaluated by HR. A standard template for job descriptions can be found at Appendix 1.

Advice and guidance regarding writing a job description / candidate specification is attached at Appendix 1 or is available from the Recruitment Team.

Secondly, the job must be created on SAP and a position number allocated. The newly created post will appear on the Managers Desktop and Organisation part of SAP once it has been established.

2. Reviewing an Existing Job Description / Candidate Specification

If the job to be advertised already exists on the establishment, the job description/candidate specification must be reviewed by the recruiting manager in order to ensure that both are still relevant. Jobs evolve over time and recruiting to an out of date job description may cause difficulties at either the short listing or at the interview stage. It may also lead to problems once the new member of staff has started as the job they were expecting to carry out may not be the job that they are expected to do.

If substantial changes are made to the job description the grade may need to be re-evaluated. Your HR Advisor will be able to give you information regarding re-grading of posts.

3. Agreeing the Recruitment Timetable

A realistic timetable must be agreed between the manager and the Recruitment Officer before the process begins. This will ensure that both the recruiting manager and the Recruitment Officer are aware of the deadlines to be met and that the process is handled quickly and efficiently. Setting the interview date before the Notification Form is submitted to Recruitment ensures that the date is included on the advert so that applicants are aware of the timescale to be followed.

If a vacancy at either the same or a similar level occurs within 6 months of a previous recruitment process, previous candidates can be re-interviewed and appointed without need for the vacancy to be re-advertised. The manager is still responsible for completing and submitting the Recruitment and Appointment Forms as these begin the process on SAP.

4. Arranging the Interview Panel

The interview panel should be made up of a minimum of three and a maximum of five people. In exceptional circumstances, it will be possible to hold interviews with only two people but this should be agreed with the Recruitment Team in advance. The panel needs to comprise both men and women and should be ethnically diverse in order to reflect the diverse nature of the local community, However, panel members must be chosen because they are able to contribute to the recruitment process and not just because of their gender or ethnicity. Where it is not possible to achieve a balanced panel in terms of gender or ethnicity the reasons need to be cleared by the Head/ Deputy Head of Personnel or Recruitment & Retention Manager before a panel can proceed with the recruitment process.

Ideally all panel members should have undergone Recruitment & Selection training. However, it is recognised that this may not always be possible so as a minimum the Chair of the panel must have received Recruitment & Selection training.

The panel members must be the same throughout the process. However, if one person identified to be on the panel and who begins the process but then has to withdraw due to illness or other exceptional reason, it will be possible to substitute him/her in order to make sure that the recruitment process proceeds smoothly and to timetable.

Panel members must not be included in the process if they know the candidate outside work i.e. if they are friends with the candidate or if they socialise with the candidate outside work. If a panel member realises at the time of shortlisting that s/he knows a candidate they must declare an interest and take no part in the process. The panel must comprise:

- A Chair who should be a person within the section with authority to appoint,
- the direct line manager of the person to be appointed (if different from the chair)
- and one other person, either someone who has specialist knowledge which the panel would benefit from or someone who will have a working relationship with the new postholder.

Panel members cannot interview for posts which are at or above their own grade. The exceptions to this are where a member of the Personnel or Equalities teams is on the panel in their professional capacity or where someone is invited to provide specialist or technical knowledge.

Interview panel members must be approached and an interview date agreed before the advert is sent to Recruitment, this allows the interview date to be given on the advertisement.

5. Recruiting with a Partner Agency

The advertisement which is used must be agreed by both partners and should clearly reflect the partnership nature of the post along with the length of the funding if this may affect the postholder. Details of the funding should also be included on the job description and associated documents.

The advert should appear in the standard house advert style of the employing organisation although the logo of both partners should appear on the advert to make candidates aware of the nature of the post.

The final shortlist of candidates must be agreed by both partners before candidates are notified. The Chair of the panel should come from the employing organisation and s/he should arrange for the recruitment administration to be completed.

Advice is available from the Recruitment Team at any stage of the process if needed.

B. BEGINNING THE PROCESS - ADVERTISING THE POST

1. Completing the Notification of Vacancy Form

The Notification of Vacancy form is an e-form which managers must complete on Harinet before submitting it to Recruitment. Before completing the form, managers must ensure that they have the SAP position number of the job to hand as without this, the form cannot be completed or submitted. Details of all position numbers are available on the Managers Desktop on the SAP.

When the position number is entered onto the form the information about the position which is held on SAP will automatically populate the vacancy details part of the form. If there is any discrepancy between the information held on SAP and the information given on the advertisement or job description, the Recruitment Team will hold onto the advert until the discrepancy is resolved.

When the form is submitted, it must have the job description and advert attached.

2. Drafting the Advertisement

A draft advert must be sent to Recruitment along with the Notification of Vacancy form. The advert should include the key duties of the post along with the key selection requirements. The advert shouldn’t be too long or contain information which isn’t necessary. There are two main purposes to an advert. The first is to enable potential candidates to decide if they have the skills etc. which are required for the post and the second is to persuade candidates to find out more information i.e. to ask for a job pack. See Appendix 2 for guidance.

Staff in the Recruitment team are available to help you draft the advert if necessary or to offer advice on wording or media selection.

3. Placing the Advertisement (including reference to the Redeployment Process)

All advertisements will be placed by the Recruitment Team who will liaise with the Councils contracted Advertising Agency after there has been a trawl to check if there are any suitable redeployees (see Redeployment Policy for further information). If there are any possible matches, the advertising process will be delayed until the redeployees have been seen by the recruiting manager. All advertisements will appear in our agreed standard house style. The only exception to this will be where managers have requested that a creative advertisement be used. In such cases, the request must be made to the Recruitment & Retention Manager who will arrange for a briefing meeting to be arranged between the agency, the recruiting manager and Recruitment. Approximately two weeks must be allowed for this process to take place.

All vacancies appear automatically in the Council's fortnightly Job Search bulletin and on the website. The Job Search bulletin has a wide readership amongst local people and it is permissible to place adverts only in Job Search and on the Website if the vacancy is considered to be one which will attract a large response from local people i.e. if it is an entry level post, if it is part time or job share.

If the job advertised is a Politically Restricted Post, then details must be included in the information pack sent to applicants. For further information about politically restricted posts, see Appendix 4.

4. Advertising Timetable

When the e-form is received, Recruitment liaise with the HR Redeployment Liaison Officer to check if there is a redeployee who may be a match for the vacancy, if no match is identified, the post is released for advertising. See the Redeployment Policy for further details regarding redeployment.

The timetable for the advertising process is as follows:

Week 1:
Friday 5pm: deadline for Notification Forms to be sent to Recruitment. Manager arranges for a Purchase Order number to be set up (for a nominal amount) and for this number to be notified to the Recruitment Team.

Week 2:
Monday morning: Recruitment notifies HR Redeployment Liaison Officer of vacancies. At the same time the Employee side secretary for the unions will also be notified but for information purposes only and not for clearance purposes.

Tuesday afternoon: Redeployment Liaison Officer notifies Recruitment of possible matches. If any are identified, the advertisement will be delayed until the redeployees are seen.

Wednesday morning: Adverts are sent to the advertising agency from Recruitment.

Thursday afternoon: Recruitment receive proof copies of advert and forward to managers with details of costs

Friday lunchtime: Deadline for managers to give final approval of advertisement and to notify Recruitment of this approval. If the Purchase Order number has not been received by the time the final approval is given, the advert will not be published until it is received.

Week 3:
Adverts appear in the press

5. Handling the Response

All response to adverts is handled by our advertising agency. A dedicated call centre is available which takes calls between 8am and 8pm Monday to Friday. Outside these hours an answer phone is available and callers are asked to leave their name and phone number for the Response team to contact them. If a disabled applicant requires the application form to be accessible in an alternative format, this can be arranged through the Recruitment Team.

On-line recruitment has recently been introduced as this makes the process of application quicker and easier for the applicant; it is easier for line managers to access application forms after the closing date and saves resources. However, any applicant who doesn't have internet access can apply for a paper form to be completed and returned to our Response Unit in the normal way. The details on the paper application are scanned into the system by the advertising agency and are available to managers at the same time as all other applications received.

C. AFTER THE CLOSING DATE

1. Short listing Applications

Managers will be notified by Recruitment when the on-line application forms are ready for them to access. Guidance notes for managers on how to access applications are available on the website.

Short listing applications should be carried out by at least two people who will be involved in the final interviews. Short listing must be carried out within 5 working days of the applications being available to managers and details of the short listed candidates and the interview details must be returned to Recruitment as soon as short listing has been completed.

Delays in short listing applications may result in good candidates being lost as they may be offered posts elsewhere. It also gives a poor impression of the Council and a bad experience by one person may result in other candidates being deterred from applying for other vacancies.

Any disabled candidate who meets the minimum essential criteria is guaranteed an interview. Appointment to the post must however be made on merit.

It may not be possible to use all the selection criteria when short listing. For example, assessing whether a candidate understands what makes a good team member may be better assessed at interview rather than on paper.

Each application should be read carefully and an assessment made against each criteria. The shortlisting form should be completed to indicate whether, in the opinion of the person shortlisting, the application demonstrates that the criteria are either:

- Strongly Met; (SM)
- Met; (M)
- Partially Met; (PM)
- Not met. (NM)

The shortlisting panel must make a judgement about how far each candidate meets the shortlisting criteria and use the **Shortlisting Form** available on Harinet to keep notes. These notes must be kept by the Chair of the Panel for 6 months following the interview date in case any applicant raises a complaint.

There may be occasions when a large volume of applications are received. In these cases it must be up to the judgement of the shortlisting panel to decide which candidates' best meet the criteria. The panel may choose an objective means of differentiation, for example, weighting certain criteria or some determining some other criteria, to help reduce the application list to a manageable shortlist. Alternatively, the panel may want to consider holding a two stage interview process. If this option is taken, the criteria tested and the questions asked must differ at each interview although the interview panel must remain the same.

2. Arranging the Interview

Once shortlisting has been competed the **Interview Form** must be completed by the Chair of the Panel and emailed to the Recruitment Officer responsible for that Directorate. A copy of the form must be retained by the Chair as a reminder of the interview times allocated to each candidate.

Depending upon the level of the post, each interview should be scheduled to last for between 30 and 60 minutes. It may be advisable to allow longer than 60 minutes for senior posts if a presentation is given by the candidates as part of the interview process.

The venue chosen must be private and self contained i.e. a corner of an open plan office would not be suitable. Consideration should be given to where candidates will wait prior to their interview and how the panel will be notified of their arrival.

The Recruitment Team will send letters inviting candidates to interview within a maximum of 2 working days of receiving the details from the manager. Each candidate should have at least 5 working days notice of their interview date to enable them to prepare and to make arrangements for time off work, care arrangements etc.

The invitation to interview sent by the Recruitment Team letter asks candidates to contact the recruiting manager if they have any special needs which they need to be met at interview, e.g. sign language interpreter, assistance to allow ease of access for wheelchairs, a reader etc. If advice is required about how to meet a request managers should contact the Recruitment Team. In order to met the request it may be necessary to re-arrange the time of the interview for either all candidates or for the one requesting the change as for example, sign language interpreters, need to be booked in advance.

The Chair is responsible for distributing copies of the application forms to each panel member in advance of the interviews and for ensuring that the agreed interview questions have been entered onto the **Interview Notes** form. Each panel member must keep notes for each candidate and these must be kept by the Chair of the panel for a minimum of 6 months from the date of the interview.

3. Selection Exercises and Assessment Tests

Candidates should be told in advance if they are to be asked to perform any assessment test or selection exercise.

Selection exercises can be prone to culture and gender bias and care must be taken in choosing and using them. The most relevant exercises are those which are developed from a key part of the job (e.g. typing tests).

The Recruitment Team must be advised where tests are being used and these should be checked to ensure that they are related to the requirements of the job and that they will measure fairly the candidates' ability against the candidate specification.

4. Drafting the Interview Questions

The questions must be drafted in advance of the interview, normally by the Chair of the Panel, although each panel member should be asked and contribute to the final questions asked. Some guidance about writing interview questions is given in Appendix 3.

Each question should have a benchmark answer indicating key areas that the candidate would be expected to cover in their answer as this helps each panel member to assess whether or not the candidate has met the criteria in their answer.

The questions must cover all aspects of the candidate specification and must be open and clear and must not discriminate in any way either in terms of gender, race, age, disability, religion, sexual orientation or religion. The same core questions must be asked of all candidates although different questions may be asked to probe and elicit further information from each candidate. Assumptions must be avoided, only the information given by the candidate can be used to assess their suitability for the job.

Panel members must bear in mind that it is a candidate’s ability to carry out the duties of the job that is being tested and nothing else.

If a candidate has a disability related to communication, the panel must take this into account and if necessary make adjustments in the method of questioning i.e speaking slower, allowing a longer time for the interview to take into account the time a signer will need to interpret.

5. Conducting the Interview

At the start of the interview, the Chair should introduce all panel members and give their name and job title. S/he should explain that notes will be taken throughout the interview and that the reason is to remind panel of key points raised by each candidate at the end of all interviews

Each panel member must assess the candidates performance against each of the criteria being tested. The criteria must be weighted to reflect their relative importance to the job. Essential and most important criteria should be weighted by a factor of 2. Less important criteria will have a weighting factor of 1.

The panel must then rate each criteria using the following scoring system

Strongly meet the criteria	(SM) = 4 or 5 points
Meet the criteria	(M) = 2 or 3 points
Partly but not fully meet the criteria	(PM) = 1 point
Do not meet the criteria	(NM) = 0

To achieve a total score for the criteria the rating score is multiplied by the weighting factor.

The relevant score must be entered onto the Interview Notes form against each question asked. The notes form for each candidate which is completed by each panel member must be retained by the Chair of the panel of a period of 6 months following the interview.

Whilst the points scores provide a good and clear indicator as which is the best candidate it should not be treated as a top score gets the job situation. A discussion must take place at the end of all the interviews to assess, which candidate, in the opinion of all panel members and taking into account each candidate's level of previous experience, best meets all the criteria and should therefore be offered the post. A consensus of the panel should be achieved if possible

6. Making an Offer of Employment

When the interviews have been held and the panel have agreed which candidate is successful, the Chair of the panel should contact him/her to verbally offer the post subject to satisfactory pre-employment checks. At this stage, the recruiting manager must confirm that the name(s) of the employment referee(s) given by the candidate on his/her application form are appropriate i.e. that the referee named is the current or previous line manager and that the referees named are able to comment on the previous two years of employment history. If confirmation is not given, appropriate names must be requested and details forwarded to the Recruitment Team**.** Only when verbal acceptance has been received should the e-form **Appointment Form** be completed and submitted to Recruitment. The successful candidate's original application form and the interview notes of all panel members must be sent to the Recruitment Officer for inclusion on the candidate's personal file.

If a Redeployment Appeal is on-going during the period of the interviews, no offer of employment, either verbal or otherwise, can be made to the successful candidate until the outcome of the appeal is known.

On receipt of the completed **Appointment Form**, the Recruitment Officer will prepare and send an offer letter to the successful candidate and will also arrange for regret letters sent to the unsuccessful candidates.

The Recruitment Team will arrange for pre-employment checks to be taken up and for the Recruiting Manager to be kept informed of the outcome of the checks.

Only when Recruitment has notified the recruiting manager that all pre-employment checks have been received and are satisfactory can a start date be agreed.

The starting salary offered should be the minimum point of the grade unless the candidate is already earning more already or if it is a hard to recruit post and previous attempts to recruit have failed.

The unsuccessful candidates should also be contacted to let them know the outcome of the interview and if feedback is requested it should be given. It is advisable to offer verbal feedback at the initial stage and if the candidate remains unhappy with the feedback offered, the formal appeal procedure can be invoked (see Section E).

D. PRE-EMPLOYMENT CHECKS CARRIED OUT BY THE RECRUITMENT TEAM

The pre-employment checks carried out by Recruitment include the following:

- Criminal Records Bureau checks,
- Occupational Health clearance,
- Employment reference checks,
- Eligibility to work in the UK.

Candidates are asked to submit original documents to Recruitment to ensure that adequate checks can be made and only when all checks are completed satisfactorily can an appointment can be confirmed. If original documents cannot be produced or if employment references are unsatisfactory, the offer of employment must be withdrawn.

1. Employment References

Recruiting managers must be aware that it isn't always possible to get an employment reference i.e. the majority of employment agencies will only give a reference to confirm the dates of employment and nothing else, so if a candidate has been temping for two years, it is unlikely that any useful information will be obtained. Some employers are also now beginning to adopt the same process and refuse to give any opinion about the candidate's suitability for the post.

Managers must therefore be aware of the limitations of employment references and must ensure that the recruitment process is robust and adequately tests the candidate on their experience and suitability for the job being recruited to. Managers are also reminded that all new starters are subject to a six month probation period and that the correct probation process must be followed after any appointment**.**

The Recruitment team will continue to seek employment references for external candidates to cover the previous two years of full or part time employment or study. This may mean that either one reference or more than one may be sought depending upon the length of time the candidate has been employed or in training with one organisation. The information given in the reference can be verbally checked by either the line manager or by the Recruitment Team if necessary. If a verbal check is made, a note must be kept of the conversation and retained on the personal file with the original reference.

A personal reference will only be accepted if the candidate hasn't been in full or part time training or employment for previous two years

Only one reference from the candidate's current line manager is required for internal candidates.

Copies of the reference(s) received are sent to the recruiting manager for approval, this approval must be received by the Recruitment Team in writing.

2. Criminal Records Bureau Checks

Candidates appointed to jobs where a CRB Disclosure is required will be asked at the pre-employment check stage if they have an existing CRB Disclosure carried out by a previous employer. If they are in receipt of a current Disclosure certificate, they will be asked to bring in the original to Recruitment at the same time that they come in to Recruitment to complete the application for a new Disclosure to be carried out.

If the existing Disclosure is satisfactory, it is not necessary to wait until the new Disclosure is received before a start date can be agreed.

If the existing Disclosure contains details of convictions, the usual Authorisation Procedure must be followed (See CRB Procedure for further details)

If the CRB check is unsatisfactory, the process which must be followed is outlined in the CRB policy.

3. Asylum & Immigration Act Checks

In order Line with the Asylum & Immigration Act 1997 successful candidates must provide original evidence of their right to work in the UK i.e. current UK passport or other passport showing the relevant immigration stamp giving the right to work, or a UK or Irish long birth certificate.

If the candidate's right to work in the UK cannot be proved beyond doubt the offer must be withdrawn as confirmation of the right to work in the UK is a legal requirement.

4. Agreeing a Start Date

When all pre-employment checks have been satisfactorily completed, Recruitment will notify the line manager, the manager must then contact the candidate to agree a start date and this must then be notified to Recruitment.

Once the start date is known, an HR induction date is booked by Recruitment and a confirmation letter is sent to the candidate confirming their date of start and induction date/time. A copy of this is sent to the recruiting manager for reference.

If managers agree a start date or start a candidate before they are notified that all pre-employment checks are satisfactory, the candidate will not be entered onto the payroll until all checks are completed.

E. APPEALS AGAINST PANEL DECISIONS

1. Appeals against Shortlisting Decisions

Initially, the complaint against the decision should be put in writing to the Recruitment & Retention Manager. S/he will arrange for the Chair of the Panel to contact the applicant to explain the reasons for the decision of the panel.

If the applicant remains unsatisfied with the explanation for the decision, s/he must put her complaint in writing to the Recruitment & Retention Manager who will arrange to examine the shortlisting papers including all application forms. The Recruitment & Retention Manager can decide whether or not the initial decision of the panel was correct.

If the interviews have not been held, the Chair of the Panel must not offer the post until the investigation into the shortlisting decision has been completed.

If the Recruitment & Retention Manager finds that the initial decision was correct, the applicant will be given an explanation in writing. If the initial decision is found to be wrong, the applicant must be interviewed, either at the same time as other candidates are interviewed or as soon as possible after this date, using the same assessment and interview questions.

2. Appeals against Selection Decisions

Unsuccessful candidates must first raise in writing any complaint about the decision with the Chair of the Panel who must provide a feedback to the candidate within five working days of receiving the written complaint.

If the candidate remains dissatisfied, the complaint will be referred to the Recruitment & Retention Manager. An investigation will be undertaken but this is on the clear understanding that once a recruitment decision has been made, it cannot be reversed.

If the successful candidate subsequently withdraws before a start date is agreed, the panel must take into account the outcome of the investigation before considering a second appointment decision.

F. RECRUITMENT RELATED EXPENSES

If a candidate requests Interview expenses, copies of the relevant form are available from Recruitment.

If Relocation expenses are requested, the forms are also available from Recruitment.

All forms must be completed by the candidate and returned to the recruiting manager for processing and payment.

APPENDIX 1: WRITING A JOB DESCRIPTION AND CANDIDATE SPECIFICATION

1. Job Description

The job description must accurately reflect the full duties and responsibilities of the job, it must be clear and give sufficient detail to ensure that the recruitment process is robust and based on accurate information.

When beginning a recruitment process the existing job description/candidate specification must be reviewed in order to ensure it is still relevant and accurate. Jobs change over time and the document must be updated in line with changes. There is a danger that if the documents used for recruitment are out of date, then the candidate will be recruited to a job that is different to the one that s/he was expecting. Ultimately, this could lead to the candidate leaving the job in a short space of time and another recruitment exercise taking place.

The job description should be clear and concise and must not contain abbreviations or jargon which may not be understood by external applicants. Where abbreviations are used, the full terminology must be given on the first occasion.

Consideration must be given to the overall purpose of the role including how it links to other roles either in the team or outside it.

The line manager of the post must be identified, as should the number of staff that the postholder will be responsible for.

The template attached should be used for all new or revised job descriptions.

2. The Candidate Specification

When writing the candidate specification you must consider the essential, minimum criteria needed in order to carry out the job role. It is not good practice to include desirable criteria as this may be open to challenge, if the criteria specified are not needed by the job holder they should not be included on the candidate specification.

Consider carefully whether any qualifications are needed or not. In general, professional qualifications that are a statutory requirement for the job must be included. Qualifications that aren't a statutory requirement shouldn't be included.

Asking for qualifications that are unnecessary may indirectly discriminate against sections of the population. For example, asking for GCSEs will discriminate against those who didn't take the qualification even though they may have gained work experience since leaving school that would be more valuable and relevant than the qualification asked for. It is important to consider the work skills required to carry out the job and to include these on the selection criteria rather than to specify qualifications that aren't directly relevant to the job.

Remember that valuable evidence may have been gained outside of the work environment and that the criteria should be worded to encourage this type of experience as well as work based experience.

HARINGEY COUNCIL

JOB DESCRIPTION

Directorate:

Business Unit:

Section / Team:

Job title:

Grade:

Reporting to:

Responsible for:

CRB Disclosure Required: Yes No (delete one)

Date of writing:

Basic Objectives of the Post:

Main Duties and Responsibilities:

1.

2.

3.

4.

etc.

CANDIDATE SPECIFICATION

Job title:

The following are all essential criteria:

QUALIFICATIONS

1.

2.

3.

4.

EXPERIENCE

1.

2.

3.

4.

KNOWLEDGE / SKILLS

1.

2.

3.

4.

APPENDIX 2: Sample Advertisement

PROJECT OFFICER
£23,154 - £25,445
AB/2222/4455 (the advert reference number will be inserted by the Recruitment Team before publication)

To lead and monitor a corporate project based within the Personnel team. The aims of the project are to reduce sickness absence levels across the council. You'll be required to produce regular reports, analysing figures and reporting on trends.

Closing date: **Interview date:**

Response details to be inserted by the advertising agency.

The Council's standard equal opportunities statement will be inserted by the advertising agency.

The purpose of an advert is to allow candidates to find out enough information about the job on offer to enable them to self – select e.g. to decide whether or not they have the skills, experience etc. that recruiting managers are seeking and if so, whether they are sufficiently interested in the job to either download or request an application pack.

A good advert will encourage quality applicants to apply, remember that your job will be in competition with all other jobs being published that week and therefore it will have to stand out. Avoid the use of job titles, which although mean something within the local government context, they may not mean anything to people from outside the organisation.

APPENDIX 3 -- Tips on Writing Interview Questions

The purpose of an interview is to find out if the candidate has either the existing experience, skills or knowledge or the potential experience etc. to enable them to carry out the responsibilities of the job.

The role of the interviewer is to draw out as much information as possible from the candidate to enable the panel to make an assessment about whether the candidate meets or doesn't meet the candidate specification criteria. All candidates must be asked the same core questions but it is the responsibility of each panel member to "probe" to find out more information. It is usually not enough to just ask the standard core questions, there will always be the need to find out more information from candidates or to clarify points that they have made. This technique of starting with an open question and then asking subsequent questions to find out more information is known as "funnelling".

The main steps to this technique are as follows:

Step 1:

The candidate should first be asked an open question. An open question is one which cannot have a yes or no answer. For example,

- "Tell me what attracted you to apply for this job?" This will encourage candidates to begin talking and will settle them down.

Step 2:

Each pre-prepared core interview question must be written to cover a particular aspect of the candidate specification. For example,

- What experience have you had of co-ordinating a project of this nature?

This will enable the candidate to speak about specific experience they've had and will allow the candidate to relate their experience directly to the role they are being interviewed for.

Step 3:

Once the answer to the initial question has been given, there may be some areas which need either further exploration or clarification. In such cases, the interviewer must ask additional probing questions. These questions should be clear and must relate to the information already given. For example,

- So you've had experience of working as a project co-ordinator responsible for co-ordinating the input of several partner agencies, can you tell me how you managed to keep track of the finances?

Another candidate may already have told you how the finance area was covered and so this probing question wouldn't be appropriate but another question covering another area may be.

It is up to each interviewer to listen carefully to the answers given and then to formulate a question which will give the additional information required.

Step 4:

When you have found out the information that you were looking for or you realise that the candidate doesn't have the experience or skills etc that you are looking for, it is time to draw your part of the interview to a close and to move on to the next panel member.

This can be done by either asking a closed questions – one which will elicit a yes or no answer or you can thank the candidate and introduce the next interviewer.

APPENDIX 4 – Politically Restricted Posts

The Local Government and Housing Act 1989 specifies that the politically restricted postholder shall not at a time when he/she holds his/her appointment announce or permit anyone else to announce that he/she intends to be candidate for elections as a member of parliament, European parliament, or a local authority, or hold office in a political party.

The politically restricted postholder cannot canvass on behalf of a political party or on behalf of a person who is, or proposes to be, a candidate for election to parliament or a local authority.

There are 3 categories of staff affected by the political restrictions these are:-

(a) Post for which the annual rate of remuneration is or exceeds spinal point 44 (top of P04).

(b) Posts below spinal point 44 where the duties include either:

- Giving advice on a regular basis to the Authority, any Committee or Sub-Committee or
- Speaking on behalf of the Authority on a regular basis to journalists and broadcasters

c) Chief Officers.

Exemptions
Exemptions can be sought from politically restricted posts. For further information, contact the Personnel Service.