



Hinckley & Bosworth
Borough Council

A Borough to be proud of

RECRUITMENT & SELECTION STRATEGY & POLICY

RECRUITMENT STRATEGY

1 Introduction

- 1.1 With current pressures and the current economic down-turn, delivering the demanding efficiencies that will be required without impacting on services will need talented people in the right roles - so recruiting strategically is of great importance.
- 1.2 Our strategic approach to recruitment will focus on aligning resourcing strategy with long term corporate objectives, connecting recruitment with our values whilst maintaining flexibility in the workforce. Today, attracting and retaining the best candidates from the widest possible pool truly requires new strategies in recruitment practices to entice the wealth of talented and enthusiastic candidates in a competitive market place.
- 1.3 Recruitment is an expensive process, but of equal importance wrong recruitment decisions can have costly implications if the appropriate people are not identified, both in terms of the organisational performance and high labour turnover.
- 1.4 Hinckley and Bosworth Borough Council recognises the value of its employees and releasing their potential.
- 1.5 We believe that by recruiting the right people to the right posts at the right time we as a Council will in turn be able to further improve our performance and excellent services to our customers. We will achieve a workforce that is able to meet the challenges of working in local government, and be a happy, flexible and dynamic workforce.
- 1.6 The Recruitment and Selection Policy outlines the Council's approach to recruitment and selection and defines managers' responsibilities and responsibilities of the Human Resources team in delivering effective recruitment and selection. The policy is also supported with a Recruitment and Selection Procedure. The strategy outlines our approach in ensuring we attract, select and appoint the best people to work at the Council.
- 1.7 The Council's Recruitment Strategy is aligned and underpinned to the values defined in the Corporate Plan and People Strategy.

Our Vision

"A Borough to be Proud Of"

Our Values and Behaviours

- Customer Focus
- Being your Best
- Team Working

1.8 We want to attract a good pool of candidates with the right knowledge, skills and attitude in which to appoint the best candidate for the job.

We will achieve this through:-

- Ensuring the selection process is fair and equitable.
- Ensuring the selection process is relevant to the vacancy and the best person is recruited.
- 'Getting it right first time' and reduce requirement to re-advertise.
- Introducing measures and controls for the Human Resources team to monitor the effectiveness of the recruitment process and deliver a timely, high quality service to our customers both externally and internally.
- Filling a vacancy as quickly and effectively as possible and minimise impact on service delivery.
- Promoting as widely as possible the employee benefits of working at Hinckley and Bosworth Borough Council.
- Delivering appropriate recruitment training periodically to recruiting managers: to ensure effective recruitment decisions.
- Ensuring good recruitment and selection training is incorporated into management induction and all new and existing managers are trained.
- Agreeing a list of individuals who are authorised to carry out recruitment and selection decisions.
- Involving a representative from a partnership organisation in the selection process, where a vacant post is being funded through a partnership arrangement.
- Involving young people in the interview process where the post includes high levels of engagement with children and young people.

- Identifying as part of our workforce planning areas of the workforce that are currently under-represented and pro-actively use positive action initiatives to target specific audiences.
- Promoting opportunities and attracting young people to the Council by providing work experience opportunities, student placements and modern apprenticeship schemes.
- Promoting equality of opportunity and diversity by placing all advertisements for permanent positions in the wider press to ensure a competitive process. The Council may exercise discretion to recruit internally only (e.g. redundancy and redeployment); this will be agreed with the HR Manager.
- Promoting opportunities at the Council as widely as possible.
- Ensuring that recruitment paperwork is available in different formats to applicants on request e.g. recruitment packs in larger font size.
- Promoting 'positive about disabled people, two tick symbol' on our recruitment paperwork and as part of this commitment offer disabled applicants who meet the essential criteria for a post a guaranteed interview.
- Promoting all vacancies on the staff Intranet for internal applicants and promote temporary secondment opportunities to our workforce where deemed applicable.
- Advertising all external vacancies on the jobs go public website, with job centre plus and on the staff Intranet.
- Conducting equality assessments to ensure our recruitment and selection processes are not adversely impacting on certain groups.
- Sourcing professional and senior management positions through the assistance of an external recruitment agency.
- Developing the Council's recruitment website and encourage applicants to apply on line.
- Working with partner organisations to continuously gather feedback and improve our recruitment process.
- Cutting out 'waste' in our recruitment processes and ensure we do what is right for our customers.

2.0 Summary

- 2.1 The Recruitment Strategy has been developed from the relevant strands of the people strategy. To meet the needs of, to incorporate and to promote the values to prospective employees and to ultimately contribute towards delivering the Corporate Plan.
- 2.2 As a result of formulating this strategy we are well placed to successfully attract and appoint the best people to work at Hinckley and Bosworth Borough Council. The future workforce will need to be flexible, have the most relevant skills, up to date knowledge and exhibit behaviours aligned to our values.

RECRUITMENT AND SELECTION POLICY

1.0 Objective

Hinckley and Bosworth Borough Council is committed to enhancing the organisation's performance by ensuring the right people are in the right posts at the right time whilst encompassing diversity.

1.1 Aims

In order to support the organisation's current and future successes in recruitment and selection the Council aims to:

- Implement transparent processes
- Comply with legislative requirements
- Demonstrate a best practice approach
- Conduct the recruitment and selection process in a fair, lawful and consistent manner
- Recruit the best person to a job thereby delivering the best services to the residents of Hinckley and Bosworth.

1.2 Scope

This policy and accompanying procedure applies to all employees of the Council employed under the conditions of service of the National Joint Council for Local Government Service and JNC for Chief Officers of Local Authorities.

1.3 Principles

The Council's commitment to equality of opportunity will be observed at all times. This policy together with the recruitment and selection procedure and guidelines for managers, will ensure that prospective employees are treated fairly and without discrimination on the grounds of age, disability, gender re-assignment, marriage and civil partnership, pregnancy and maternity, race, sex, sexual orientation, trade union membership or activity, political belief, religious belief and any other grounds that cannot be shown to be justified. These are also known as protected characteristics.

1.4 Legislation

The following legislation applies to recruitment and selection:

Equality Act 2010
Employment Equality (Age) Regulations 2006
Employment Act 2002
Asylum and Immigration Act 1999
General Data Protection Regulation

Trade Union and Labour Relations (Consolidation) Act 1992;
and associated legislation

- 1.5 All job applicants are protected against discrimination throughout every stage of the recruitment process. Any candidate who is treated in a discriminatory way at a selection interview, or who is rejected for employment on discriminatory grounds may bring a complaint of discrimination to an employment tribunal, provided that the claim is lodged within three months of the date of the alleged discriminatory act.
- 1.6 Discrimination legislation prohibits indirect as well as direct discrimination. This means that it is not only unlawful to base a recruitment decision directly on a person's sex, race, age, religion or sexual orientation. It is also unlawful for any aspect of the recruitment process to put people of a particular sex, race, religion or sexual orientation at a particular disadvantage, unless the Council can objectively justify designing the recruitment and selection process in such a way
- 1.7 The Employment Equality (Age) Regulations 2006 provide for an exception where an employer will not discriminate if an individual is not recruited due to his or her proximity to retirement. This exception applies where the applicant is over the employer's normal retirement age where this is 65 or above or, if the employer does not have a normal retirement age, the age of 65. It also applies where a person would, within a period of six months from the date of his or her application to the employer, reach the employer's normal retirement age or, if the employer does not have a normal retirement age, the age of 65.
- 1.8 The Equality Act 2010 contains express provisions prohibiting discrimination on the ground of pregnancy or maternity leave. These provisions lay down in statute the principles previously outlined in case law.
- 1.9 Under the General Data Protection Regulation, an individual has the right to request access to any personal information held about him or her in a manual or computer-based file. Thus a job applicant (whether successful or unsuccessful) may submit a request to an employer to which he or she has applied in respect of access to any file containing data about him or her, for example interview notes. Individuals who present a valid written request must be given copies of the relevant data in permanent form within 40 calendar days.
- 1.10 The Codes of Practice issued under the Equality Act 2010 and the Asylum and Immigration Act 1999 also needs to be considered. Although it is not unlawful to ignore these Codes, should a claim of discrimination be brought to an employment tribunal the tribunal will

consider whether the employer has complied with these Codes when deciding whether discrimination has occurred.

2.0 Promoting Equality and Diversity

- 2.1 Hinckley and Bosworth Borough Council is committed to equality of opportunity and promoting diversity at all stages of recruitment and selection.

Equality and diversity is at the heart of what we do and how we do it.

Short listing, interviewing and selection will always be carried out with regard to protected characteristics.

To support this, the Council has agreed to:-

- Make reasonable adjustments to the recruitment process to ensure that no applicant is disadvantaged because of his/her disability.
- Be a member of the two tick's scheme where all disabled applicants who meet the minimum requirements of the job as set out in the job description and person specification will be guaranteed an interview.
- Wherever possible create a representative recruitment panel.
- Monitor the method used to publicise the vacancy to ensure the local population is targeted as a whole.

3.0 The Policy

- 3.1 It is Hinckley and Bosworth Council's policy that line managers are responsible for recruitment, in conjunction with advice from the Human Resources function. A line manager who wishes to recruit to a post must first obtain approval from Chief Officer level or above. Recruiting managers should demonstrate the business case justification to recruit and outline the alternatives considered using the Council recruitment request form available on the Intranet.
- 3.2 Before embarking on the process of recruitment, the line manager must liaise with the Human Resources team to ensure that there is an up-to-date job description for the post and a clearly drafted person specification. In addition, the post must have been formally evaluated prior to any recruitment processes being initiated. (The job description will describe the duties, responsibilities and level of seniority associated with the post, whilst the person specification will describe the type of qualification(s), training, knowledge, experience, skills, aptitudes and competencies required for effective performance of the post).

- 3.3 Where there are employees with 'at risk' status they will be given prior consideration for any vacancies that are appropriate to their experience and/or qualifications at the same or a lower grade.
- 3.4 All vacancies will be posted on notice-boards throughout the Council and placed on the Intranet. Existing employees are to be encouraged to apply for vacant posts if they have the appropriate qualifications, experience and skills.
- 3.5 Secondment opportunities can be offered to internal applicants only. Such roles must be advertised on the intranet. Secondment opportunities offer development opportunities to existing employees, although employees recruited through a secondment do not have a permanent right to the position as the opportunity was not advertised externally and restricted to internal applicants only. Secondments should last no longer than six months. If more than one person expresses an interest in the opportunity a competitive recruitment process will take place.
- 3.6 An employee who has been appointed to a temporary post can acquire the role on a permanent basis if the following tests are satisfied:-
- The original temporary post was advertised externally and not restricted to internal applicants only
 - The employee has achieved a minimum of six months satisfactory performance
 - There are no employees with 'at risk' status who may meet the requirements of the role and have preferential consideration to be redeployed to the role.
- 3.7 A preferred supplier list for recruitment agencies is in operation which offers preferable rates. Guidelines for managers who wish to use agency workers are available on the Intranet. Recruitment agencies should only be used to cover short-term temporary posts. Managers are obliged to use only the agencies listed on the preferred supplier list in the first instance.
- 3.8 Hinckley and Bosworth Borough Council aims at all times to recruit the person who is most suited to the particular post. Recruitment will be solely on the basis of the applicant's individual merit as measured against the criteria set out in the person specification for the role. Qualifications, experience and skills will be assessed at the level that is relevant to the job.
- 3.9 All recruiting managers will not discriminate on any grounds throughout the recruitment and selection process and be mindful that an applicant can lodge a complaint with an Employment Tribunal at any stage of the process.

- 3.10 Psychometric testing, personality profiling and assessment centres can be used as part of the recruitment process but only with the prior approval of the Human Resources function. Any test used must have been validated in relation to the job, be free of bias, and be administered and validated by a suitably trained person.
- 3.11 It is Hinckley and Bosworth Borough Council's practice to carry out appropriate pre-employment checks for the successful candidate. These checks can, but not exhaustively include two or more written references, documentary proof of qualifications and professional membership, eligibility to work in the UK and a pre-employment health check. A standard or enhanced Criminal Records Bureau check may also be required. The Council reserves the right to withdraw an offer of appointment based on an individual's pre-employment checks should they be deemed unsatisfactory.

4.0 Accountabilities and responsibilities

4.1 The Recruiting Manager will:

- Take responsibility for ensuring the selection process is planned and conducted fairly and consistently within the prescribed policy and procedure ensuring the best person is appointed to the job.

4.2 The Human Resources team will:

- Act as the first point of contact for providing advice on recruitment and selection queries as well as processing all administration associated with the advertising, recruitment and the appointment process.
- Monitor, evaluate, and update recruitment and selection guidance and advise on more complex recruitment and selection queries for example, planning an assessment centre.
- Advise managers of the re-deployment process should there be employees 'at risk' of redundancy.

4.3 Further specific details on roles and responsibilities are contained in the Recruitment and Selection Procedure.

5.0 Implementing the Policy

- 5.1 Day to day responsibility for the implementation of this policy lies with line managers or 'recruiting managers' but all employees are obliged to adhere to and facilitate the implementation of the policy.

6.0 Communicating the Policy and Procedure

6.1 Hinckley and Bosworth Borough Council seeks to communicate this Policy and Procedure in the following ways:

- All staff via the intranet or hard copies available from Human Resources.
- Job applicants will be informed about the Recruitment and Selection Policy on the Council's recruitment website
- Delivering appropriate recruitment training periodically to recruiting managers: to ensure effective recruitment decisions.

7.0 Non-compliance with the Recruitment and Selection Policy and Procedure

7.1 Disciplinary action may be taken against an employee who breaches or fails to uphold the Policy and Procedure.

8.0 Monitoring

8.1 Implementation of the policy will be monitored through a number of mechanisms. These include:

- Analysing equality monitoring data
- Analysing feedback from recruiting managers
- Analysing feedback from new starters on their experiences of recruitment
- Feedback from customers using the on-line recruitment system
- Work with our partner organisations and request feedback to continuously improve our processes
- Produce performance measures and management information for reporting

9.0 Review of the Policy

9.1 Hinckley and Bosworth Borough Council will undertake to review this policy periodically.