



people policies

Recruitment and Selection Policy





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This procedure is applicable to all employees with the exception of the Chief Executive, Strategic & Service Directors, political assistant posts or Schools' posts, where separate policies are in place. Eligibility of casual and agency workers is covered by the **Code of Practice on Casuals and Agency Workers**.

1. Our approach to Recruitment & Selection

We aim at all times to recruit the person who is most suited to the job. Recruitment will be on the basis of the applicant's abilities and individual merits, measured against the job criteria and competencies.

2. Equality & Diversity

We recognise the positive value of diversity, promotes equality and challenges unfair discrimination. We aim at all times to recruit the person who is most suited to the job and welcome applications from those currently under-represented in our workforce: Black and minority ethnic candidates; disabled people; young people; lesbian; gay; bisexual; and transgender candidates.

We will not discriminate or tolerate discriminatory behaviour on the grounds of age, disability, educational background, gender, employment status, ethnic origin, marital / partnership or family status, race, religion or belief, sex, sexual orientation, social class, transgender, working pattern or any other irrelevant factor in any aspect of employment.

We are committed to employing disabled people, and reasonable adjustments will be made to the recruitment procedure to ensure that no-one is disadvantaged because of their disability. If a disabled person is appointed, reasonable adjustments will be made to the workplace, including premises & equipment, duties, practices or policies.

There is more information in our **Reasonable Adjustments Policy** and **Guidance**.

3. Selection & Assessment

We use a range of methods at the interview stage to assess candidates against objective job criteria contained in the employee specification and two employee competencies applicable to the role. The purpose is to accurately predict a candidate's ability to perform the job in question.

Employees undergoing corporate redeployment will be assessed for suitability before the post is actively advertised.

All interviews will be undertaken by a panel of two or more people, who will have had recruitment & selection training. Selection panels will keep written notes on each applicant recording reasons for decisions taken. These are disclosable to the applicant.

All disabled applicants (as defined by the Equality Act 2010) who meet the essential criteria as defined in the employee specification will be guaranteed an interview.

If, within a department, the same job, at the same grade, was filled in the twelve months preceding a current recruitment exercise, and there was more than one appointable candidate, then the recruiting manager can offer the job to the next highest ranked applicant from that process i.e. a reserve candidate, after the vacancy has been cleared through redeployment.

We are committed to improving the diversity of our workforce. Where two candidates are equally scored following interview or assessment, the recruiting manager can take positive action and may appoint a candidate with a protected characteristic which is underrepresented within the grade, job category or work group.



4. Recruiting Manager's Role – fluency code, ICT and Equalities requirements

It is the recruiting manager's responsibility to ensure that relevant Council policies and procedures are complied with and that there is no bias or discrimination throughout the process.

To support workforce planning initiatives, managers must consider alternative employment initiatives for posts, such as Building Futures Trainees, Apprenticeships or Graduate Management Schemes to increase the representation of young people in our workforce.

It is the recruiting manager's (or nominated chair of the panel) responsibility to:

- Ensure there is a job advert, up-to-date job description and clearly defined employee specification which support business needs.
- Ensure the Employee Specification and Job Description include references to ICT and Equalities requirements, as outlined in **Hiring Manager's Checklist**
- Complete and co-ordinate a 'recruitment authorisation form'.
- Shortlist applications against pre-determined selection criteria (with at least one other panel member).
- Design interview questions and appropriate tests against the employee specification and two employee competencies applicable to the role, taking into consideration any access needs.
- If the role is customer-facing, ensure recruitment paperwork and interview process adhere to **Fluency Code**.
- Verify pre-employment checks for the successful candidate: references, qualification certificates, evidence to work in UK and appropriate 'standard' or 'enhanced' criminal records disclosure forms.
- Ensure that all pre-employment documents, interview assessment forms, the results of any selection exercises and new starter form are sent to HR Bristol

Resourcing. Only disabled candidates (as defined by the Equalities Act 2010) are entitled to have interview expenses reimbursed and it is the manager's responsibility to send this form to HR Bristol Resourcing.

- Provide feedback to external candidates who are unsuccessful after interview upon request.
- Provide feedback to all internal candidates who are unsuccessful after interview if they request it, highlighting areas for development that will help them to progress in their career.
- Contact the HR Advice Centre in the event that two candidates are equally scored following interview or assessment. Advice will be given on whether any of the candidates have a protected characteristic which is underrepresented within the grade, job category or work group.
- Ensure that the **equalities & diversity statements** are included in both the Job Description and Employee Specification.
- Ensure an Equality & Diversity question is asked at the interview stage and email the question to:
diverse.recruiters@bristol.gov.uk



5. Role of HR Bristol Resourcing

HR Bristol Resourcing are responsible for coordinating the Unit4 e-recruitment process and will:

- place adverts
- send offer letters and contracts
- request references

For third tier posts (and others on request) the HR Bristol Resourcing team can provide advice, guidance and coaching to the recruiting manager. Additional tools to support the assessment process are available for recruiting managers via **HR Self-Service**, for example, advice regarding selecting and designing appropriate assessment exercises, how to assess candidate performance etc.

6. References

Two references will be sought for the successful external candidate. References for reserve candidates will be sought if appropriate.

There is no need to seek references from internal candidates going into non-DBS regulated posts. Where an internal candidate is going from a non-DBS regulated post to a DBS regulated post (or from one DBS regulated post to another), references will be requested as outlined above.

Job offers to external candidates going into non-DBS regulated posts can be made subject to references. The recruiting manager has discretion to accept one reference, provided this is from the applicant's current or most recent employer. For jobs working with children and/or vulnerable adults, references will be requested for shortlisted candidates prior to interview.

When writing references, managers should ensure that all information is accurate, factual and not misleading, as candidates have the right to see them.

7. Probationary Period and Induction

The probationary period and induction are a continuation of the selection process. The line manager needs to effectively structure induction to ensure that new recruits are properly integrated into their job, their directorate and the Council. All new entrants to the Council must complete the on-line Corporate Induction Programme.

There is a 26 week probationary procedure which is applicable to all new starters with the Council, including those with previous local government service. For disabled entrants, reasonable adjustment should be made within six weeks to allow a timely Access to Work application, as cost sharing is involved after this period. The start of the Probation period should be delayed until such time as reasonable adjustments have been put into place.

8. Diverse Recruitment Panels

The Recruiting Manager must ensure that an Equality and Diversity question is asked at the interview stage, this question must be submitted to the Diverse Recruitment Team (DRT) prior to the interview (example questions can be found on the **Diverse Recruiters web page**).

Recruitment managers should ensure that the recruitment panel is diverse and consists of members from under-represented groups in the Council for example black and minority ethnic staff. Recruitment managers should inform the DRT of the panel members and where necessary make use of our Diverse Recruiters (staff from under-represented groups trained in Recruitment and Selection) to sit on panels.

Staff who have received training will advise the Diverse Recruiters Team whether they have the time and capacity to participate, where necessary consulting with their own line manager in advance. Diverse Recruiters can choose whether to be involved in the full process from recruitment to selection or just the selection process (interview).

On The Source you can access the current list of **Diverse Recruiters** who are black, minority and ethnic employees who have been trained in fair recruitment and selection and have volunteered to be part of the diverse recruitment and selection panel.

9. Involvement of Community Groups' Representatives / Customers

A representative should be part of the selection process for posts where a significant part of the job involves working within or developing effective relationships with community representatives or customers. This applies to jobs such as Service Managers, Care Home Managers, Youth Workers and Equalities & Social Inclusion jobs.

The recruiting manager must ensure that Council policies and practices, equalities and confidentiality clauses apply throughout the recruitment process.

All service users/community representatives must have been briefed in the key points of the recruitment process before participating, and must declare to the recruiting manager any personal knowledge of individual candidates. Their role is one of adviser rather than decision-maker. The Council will reimburse reasonable travelling expenses incurred by community representatives or service users who are asked to participate in the Council's selection process.

10. Complaints

A candidate wishing to make a complaint should send this to **bristolresourcing@bristol.gov.uk**.

Further guidance on all aspects of the recruitment process can be found on **HR Self-Service**.





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The audience of this document is made aware that a physical copy may not be the latest available version. The latest version, which supersedes all previous versions, is available on The Source.

Those to whom this policy applies are responsible for familiarising themselves periodically with the latest version and for complying with policy requirements at all times.

History of most recent policy changes – must be completed

Version	Date	Change
1.2	5 September 2018	Added link to Reasonable Adjustments Policy and Guidance
1.1	20 October 2017	Updated team name to HR Bristol Resourcing and amended role in line with Unit4 e-recruitment.
1.0	27 March 2017	Added Fluency Code guidance.
300114	13 January 2014	Page 4: Clarification that only disabled employees are entitled to claim interview expenses.
011013	1 October 2013	Page 5: When recruiting into non-DBS regulated posts: No internal references required and under certain circumstances only one external reference required.
240512	24 May 2015	Pages 4-6: Added two additional bullet points at the end of the list in section 4 regarding diverse recruitment. Diverse Recruitment Panels added as section 8.

