

# Recruitment and Selection Policy



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## 1. Purpose

This policy outlines Derbyshire County Council's approach to ensuring it is effectively resourced to meet service delivery needs.

It will ensure that all stakeholders involved in recruitment processes recruit in a way that enhances the council's perception in the employment market and develops a positive reputation amongst current and prospective candidates.

The Recruitment department's strategy is to recruit a higher volume of quality candidates, onboarding them quickly, whilst maintaining a high level of service and safeguarding to Derbyshire people.

## 2. Scope

This policy covers resourcing in its broadest sense, including not only recruitment from external and internal sources but all other means of identifying the best people to enable us to meet our service needs. It applies to the resourcing of all employees of the Council except those employed in schools where the Governing Body is the employer and in cases where the council chooses to use a staffing agency for the use of temporary, contracting and permanent staff.

## 3. Introduction

Our aim is to ensure that the council has a skilled, confident and diverse workforce which is able to deliver excellent services to improve life for local people. We provide

a range of employment opportunities and recruitment initiatives to encourage people from all communities and backgrounds to work for the council so that we can become more reflective of the population we serve.

Our commitment to providing the best service possible means that we recruit on merit, i.e. we choose the best person for the job from the available field in all circumstances. Generally, jobs are advertised openly so that we reach the widest field of applicants and promote equality of opportunity to all applicants. This does not mean that every job is advertised, as there may be circumstances where:

1. There are succession plans in place
2. Talent development plans may mean that the vacancy will be filled as part of an overall talent development approach.
3. There are sometimes circumstances where it is in our and our employees' best interests to recruit internally.
4. There is an opportunity to side-step an individual into a comparable role of the same grade. In this instance, expressions of interest can be collected rather than a full advert published.

As a major local employer, we aim to be an employer of choice with a diverse workforce which reflects the community we serve.

When recruiting externally we commit to maintaining and where possible, enhancing the reputation and image of the Council through considered and modern recruitment marketing campaigns.

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## 4. Roles and responsibilities

**The Recruitment Manager** must support the Recruitment Campaign Leads and wider team to ensure that the most efficient and effective Recruitment campaigns are being utilised in the recruitment of all staff. They must ensure a consistent and positive corporate image is portrayed and that all Recruitment campaigns attract and recruit a diverse and inclusive workforce.

**Recruitment Campaign Leads** must facilitate the recruitment and onboarding of new starters. They will advise on procedure in specific situations, carry out briefing sessions on recruitment and selection procedure for hiring managers and ensure the council attract and recruit a diverse and inclusive workforce.

Recruitment Campaign Leads will provide up to date and relevant information on KPI's, campaign data and market insight to recruitment manager, hiring managers and departmental leads.

**Recruitment Customer Service advisors** - handle advertising and administrative processes for appointments to all posts with the support of hiring managers.

**Resourcing Managers** will provide statistical information on staffing utilisation and spend to assist in the approval, selection and recruitment process. They will give guidance on resourcing strategy and ensure that recruitment plans are in-line with workforce planning directives.

**Managers**, with the support of Recruitment Campaign Leads must ensure that they find the most effective way of recruiting the roles in their team and that they fully embrace the principles of supporting equality and diversity throughout their recruitment and selection activities, ensuring all applicants are assessed fairly and that appointments are made on the merits of the individual candidates. Managers must ensure that they have undertaken training in recruitment and selection processes.

**Resources@Derbyshire** are an internal agency service providing staff for short-term assignments via an internal pool of casual workers.

**Flexible Resource Officer** will provide guidance to hiring managers on the use of our neutral vendor when the decision is made to seek external support from staffing agencies.

Detailed guidance for recruiting managers on all the areas covered below is available separately on the council's intranet.

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## 5. Use of the Recruit system

The council's recruitment and onboarding system 'Recruit' will generally be utilised for all recruitment processes, this ensures that all roles have been approved, that the council recruits fairly and in a compliant manner and that all candidates receive a fair and consistent level of service.

For support with 'Recruit' please visit the recruitment team's library of support material within the [Recruitment and Resourcing Toolkit](#).

Please only approach the recruitment team for support once you have exhausted the guidance within the support material.

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## 6. Recruitment

## **Recruiting**

To ensure the best talent is sourced for roles may be:

- Advertised externally and internally from day 1 of the vacancy going live, or;
- May be sourced from a succession plan or talent development.

## **Advertising**

All roles that are to be advertised will be placed on the [Derbyshire County Council jobs website](#). Other platforms for advertising may include online job boards (general and niche), Derbyshire County Council social media platforms, industry specific publications and general publications (local and national).

These sources vary broadly in cost and budget for the majority of recruitment expenditure will sit within the departmental function of the manager who is recruiting.

Recruitment Campaign Leads will give guidance on the most effective route to market through a combination of data from previous campaigns, market insight and professional experience.

## **Advertising platforms**

### **The Derbyshire County Council job website**

All vacancies to be advertised will be placed on the [Derbyshire County Council jobs website](#).

## **Jobsites**

Recruitment Campaign Leads can give advice and guidance on going out to external jobsites and job boards. Jobsites may be niche to the industry in which you are recruiting or general for a wider candidate reach.

## **Social Media**

The council recruitment team have access to a number of social media channels in order to broadcast vacancies. These can be used for free or can be sponsored to give more exposure to prospective candidates - Recruitment Campaign Leads will give guidance on social media sponsorship.

The council have a limited number of job slots for advertising on LinkedIn, it is at the discretion of the Recruitment Campaign Leads to decide which roles are advertised in these slots.

## **DCC Website Campaign pages**

Hiring managers may wish to or Recruitment Campaign Leads may advise creating campaign specific microsites to showcase a group of vacancies in a particular field.

These microsites will be showcased on the council's ['Find a job' page](#) and are built for the purpose of explaining the culture, progression opportunity, job detail and more within a department or division within the Council.

### **External talent Pools (jobs fairs/Recruitment events)**

Recruitment Campaign Leads will occasionally attend worthwhile and relevant recruitment fairs and events within their area of focus. The purpose of these events is to give insight to and attract both active and passive candidates to apply for roles. Recruitment Campaign Leads may be accompanied by members of the relevant department or a relevant department member may be selected to attend an event on their own if necessary.

### **Referrals**

Derbyshire County Council encourages a culture of referrals for open vacancies, Managers are encouraged to ask their teams if they know anyone who would be suitable for their roles. Referrals must follow the same application and selection process as all other applicants.

### **Choosing the correct route to market (partnering with RCL's & escalation points)**

There is no 'one size fits all' approach to recruitment. Recruitment Campaign Leads may choose different recruitment options depending on the type of role, time of year or market in which managers are seeking candidates. Different options may be considered depending on how long the role has been advertised.

### **Route to application**

Recruitment Campaign Leads can advise hiring managers on what the most appropriate method(s) are for the particular role that is being recruited to. Hiring managers will decide how applications are to be received. This could, depending on the hiring managers decision include:

- Completing an application form on the Derbyshire County Council jobs website. The candidate may have reached the DCC jobs website organically or have been directed to it through an external job board or social media.
- Completing a paper application form given directly to the hiring manager or member of the hiring team. The form must then be processed by a Recruitment Customer Service Advisor.
- By submitting a CV through the Derbyshire County Council CV application form via the Derbyshire County Council jobs website.
- By submitting a CV through a job board, via social media or by sending an email with a CV attached directly to the hiring manager.

More information on applying for roles can be found [here](#).

### **Maintaining the Talent Pool**

Managers are reminded that the data of applicants who are satisfactory but unsuccessful in securing a position at the time of hiring, will be retained for a period of 6 months. During this period, you may wish to recall the individual and offer them a comparable role without the need for another interview. If the individual was not interviewed in the first instance, then an interview must take place prior to offering the applicant.

### **Job titles**

Advertised job titles may differ from the actual job title once employed only if the actual job title is made clear in the job advert text. Internal council job titles may not always be relevant to candidates outside of the council nor may they be most effective for search engine optimisation within standard search engines or within job boards.

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## **7. Resourcing Solutions**

There are several options to consider when a resourcing requirement occurs.

### **7.1 Reviewing the situation**

When a vacancy arises, Managers should first take the opportunity to review if there is an alternative way to deliver the role in a more effective way.

### **7.2 Redeploying existing employees**

Where appropriate we will seek to redeploy staff in accordance with the redeployment policy. Please refer to redeployment guidance for full detail and FAQ's.

### **7.3 Talent Development Plans**

Talent Development Plans may be in place which outline how a service is working to develop talent within its staffing resource. This may outline that some roles are to be



filled on rotation or used for secondment opportunities etc, in order to develop the talent of the existing workforce.

When a valid Talent Development Plan is in place, it is acceptable that an employee is moved into a secondment without the need for opening the vacancy up to the wider workforce or carrying out a formalised recruitment process.

## **7.4 Apprenticeships**

Effective workforce and succession planning can enable us to develop employees to fill the gaps which will arise as their colleagues move on and/or resourcing needs change. There are benefits to both the organisation and to employees when individuals work together with their managers to progress their development which encourages their retention within the council, along with their increasing skills and experience. Line Managers should regularly take the opportunity to review their workforce Plans.

Directors are also asked to identify potential opportunities for graduate trainee schemes and apprenticeships. Apprenticeships can be an option for all staff and are considered as one potential option for employee career development. We are also committed to increasing the number of young people employed by the council and our Apprenticeship Schemes are one example of how we look to grow our future talent. In addition, we are committed as an employer, to providing good quality work experience opportunities across the communities we serve, to help raise aspirations and awareness of the job opportunities the council can offer.

## **7.5 Retaining Apprentices**

We are committed to supporting apprentices on fixed-term apprenticeship agreements to continue their career with the Council. As an apprenticeship nears completion, Line Managers are expected to provide the appropriate support and guidance to help an apprentice secure a suitable role within the Council. This approach will extend to individuals on placements (excluding work experience) where appropriate.

Line managers should work closely with Resourcing Managers to identify suitable vacancy opportunities once they are nearing the end of their apprenticeship. This process should ideally commence no later than six months prior to the apprentice's agreement end date. Please see the managers apprenticeship guidance for further detail.

To help apprentices to stay within the Council, we have several support mechanisms which Line Managers can utilise, where appropriate:

**Advertising** - Line Managers can choose to advertise vacancies internally only.

**Application** - Line Managers can choose to streamline the application process for internal vacancies, for example, by accepting CV's direct or accepting expressions of interest.

**Interview** - Line Manager can choose to undertake a less formal and/or condensed interview process to determine the suitability of internal applicants. This may include a shorter interview process.

Line Managers must ensure that a fair and competitive selection process is followed and documented.

To encourage retention, line managers are able make a conditional offer to the successful candidate based on the successful completion of the apprenticeship.

## 7.6 Agency Workers and Resources@Derbyshire

Agency workers should only be used as a last resort and if there are no alternatives. Senior Manager approval must be sought in advance and usage of agency service will be monitored and could be challenged.

For temporary resource requirements which are not related to business services, the council has an arrangement with Comensura for the supply of agency staff which simplifies the way agency workers are hired and enables the council to manage its use of agency workers more effectively.

All requests for temporary business services resources, and also Comensura assignments, must initially be raised with our in-house service, Resources@Derbyshire who will then advise and co-ordinate requirements using in-house resources where possible.

If you are approached by a recruitment agency please advise them that we use a managed service under a neutral vendor agreement and we cannot engage them directly.

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## 8. Employee Value Proposition

The Employee Value Proposition (EVP) must be considered at all stages of the Recruitment process. A positive perception of the Council should be maintained through effective advertising, considered interviewing and a constant awareness that candidates will judge the Council based on their interactions with recruitment adverts and media, interviewers, systems and managers.

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## 9. Shortlisting

Shortlisting of individual applications can be carried out either during the advertising period or after the closing date. It is important to consider when shortlisting takes place, particularly for hard to fill roles in a competitive market – speed is important when competing for talent with other organisations.

Shortlisting should be carried out by the hiring manager and at least one other individual using the scoring matrix process.

The hiring manager may choose to interview a qualified candidate prior to the advert close date. In this circumstance the hiring manager must not offer a role to a candidate prior to the close date of the advert, this is to allow opportunity to all potential applicants to make an application.

A fair and unbiased approach must be taken toward shortlisting. Candidates must be selected on their suitability for the job applied for based on their application form and/or their CV.

It is expected that all internal candidates will have informed their line manager of every internal role that they apply for. Internal candidates that are undergoing capability procedures or that have disciplinary sanctions in place must disclose this on their applications.

Candidates who have indicated that they have a disability on their application form must be given a guaranteed interview if they meet all the essential requirements of a role.

Derbyshire County Council has a commitment to support Care Leavers to secure employment. We facilitate this by offering guaranteed interviews for apprenticeships to Care Leavers who have been in the care of Derbyshire County Council.

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## 10. Interviewing

When interviewing, an awareness of perception and EVP must be considered. It is rarely necessary to be overly formal when conducting an interview, a more informal approach to an interview process may well make a candidate feel more at ease and illicit more valuable responses to questioning.

Interviewing can take place either face-to-face or remotely via an online video calling platform. Candidates may use a laptop or mobile phone to join a remote meeting. It

is recommended that interviewers and interviewees have cameras on during the interview if being carried out remotely.

The Derbyshire County Council interview template should be used at all interviews for the purpose of scoring candidates during an interview and therefore making fair decisions after interviewing more than 1 candidate. The template may be amended to alter the number of questions it contains if deemed appropriate.

Interview questions should be chosen to investigate a candidate's suitability for the role they are applying for. Questions based on the values of the council should also be considered – a link to some suggested values-based questions can be found [here](#).

### **Assessments/Testing/Other routes of assessing skillset**

Role appropriate testing or assessments may be incorporated into a recruitment and selection process. These can include role plays, in-tray exercises, presentations or any assessment deemed relevant to the role the candidate has applied for.

A scoring system is encouraged, and all shortlisted candidates must go through the same assessment process if this route is chosen.

## **11. Equality, Diversity and Inclusion ("ED&I")**

The equality legislation protects people in the workplace and places responsibilities on employers to ensure this. This means that selecting people for jobs must be on merit, demonstrated through fair and transparent criteria and procedures, and that consideration should be given for the need for reasonable adjustments etc that may be necessary to ensure an applicant can engage in the process.

Under the Act, people are protected against discriminations because one or more protected characteristics, which are: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

In addition, applicants with disabilities are guaranteed an interview if they meet the minimum requirements of the job description and person specification.

To help ensure effective and non-discriminatory recruitment practice, all recruiting managers and panel members must have attended the Council's Recruitment and Selection Training, and where not possible, as a minimum, it is essential that the chair of the interview panel has attended.

The Recruitment Manager and Recruitment Campaign Leads will continuously examine opportunities to develop a more inclusive and diverse workforce through recruitment activity. The recruitment team can give guidance to managers on how best to consider ED&I in their recruitment processes. Further advice can be provided by the Council's EDI manager.

The Council will regularly analyse the equalities data collected throughout the process to identify trends and improvements in meeting its equality duties.

### **Positive Action**

Under the equality legislation, employers are able to encourage applicants with protected characteristics to apply for jobs in order to address under representation in the workforce. Positive action is entirely voluntary and there are no requirements for an employer to use it.

For more information, please contact the ED&I manager.

## **12. Onboarding**

A good onboarding process is vital in maintaining a high-quality employee value proposition.

### **Recruitment team obligations**

The recruitment team will:

- Act upon any notifications raised by the internal Recruitment system.
- Send the Proceed to Offer letter with any other relevant correspondence to the successful candidate.
- Begin DBS process (if necessary).
- Escalate to appointments team once compliance process is complete.
- Monitor onboarding timescales and prompt recruiting managers if actions are required

### **Manager Obligations**

The hiring manager will:

- Update internal Recruitment system depending on the progress of the process. Support with using 'Recruit' can be [found here](#).
- Check any required pre-employment compliance documentation in line with government guidelines either in person or over a video call.
- Stay in touch with candidate throughout notice period.
- Make Recruitment Customer Service advisors aware if candidate rescinds an acceptance of offer.

- If applicable, discuss and make reasonable adjustments to ensure employees with disabilities can overcome and substantial disadvantage they may have doing their jobs.
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## 13. References

At least one reference must be sought for all appointees from the candidate's current or most recent employer. If the candidate is internal, the recruiting manager may have a conversation with the internal referee (the most recent line manager) and make a file note as a record instead of receiving a formal reference.

Recruitment Customer Service Advisors will only escalate external references to a manager for approval if the referee has indicated in 'Other comments' any reason that the applicant may have their appointment considered, all other references will be automatically approved.

Formal references from the current or most recent employer must be sought in the first instance. When it is not possible to obtain an employment or academic reference then a character reference may be sought from a reputable individual. Character references may not be obtained from a direct family member.

**Please note, separate procedures exist for posts covered by the Safer Recruitment and the recruitment of Children's residential workers.**

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## 14. Certificate of Good Conduct

It is the Council's policy to seek a Certificate of Good Conduct for anyone who has lived or worked abroad for 6 months or longer in any one country in the past 5 years, and is the successful candidate for any job which requires a Disclosure and Barring Service (DBS) check. This is in addition to the normal DBS check and other pre-employment requirements which are required before a new employee can start in post.

If the candidate experiences difficulties outside of their control in obtaining a certificate and the hiring manager is satisfied that they have made all reasonable efforts to do so but it has not been possible, employment may go ahead. The hiring manager must contact their HR representative for further advice and get Assistant/Service Director approval to proceed. All other checks – references and DBS – must be clear.

Further detail can be found [in this guidance](#).

## 15. Right to work check process

It is essential that when you are recruiting you see original Right to work in the UK ID documents and take copies in all cases before employment commences. The documents must be related to the applicant, should be photocopied, and the copy you retain annotated to certify that it's a true copy of the original and should be signed and dated. There are 2 lists against which documents must be checked, or the candidate may provide you with a 'share code'.

Further information can be found [in this guidance](#).

## 16. Safer recruitment procedures and Children's residential home recruitment

Some roles within the Council are subject to a Safer Recruitment process. The Safer Recruitment process involves a deeper level of reference collection, guidance on Safer Recruitment references [can be found here](#).

References for recruitment into roles within a Children's residential setting are subject to a further level of work history exploration, guidance on Children's residential worker references [can be found here](#).

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## 17. Unsuccessful Candidates

It is the responsibility of the Hiring Manager to inform candidates if they have been unsuccessful following an interview or selection process. It is encouraged that the Hiring Manager provides the candidate with constructive feedback and to let them know they may be considered for other roles in future. This may be done either over the telephone or via email.

It is imperative that all candidates who have taken the time to be part of an interview or selection process are told if they are unsuccessful, failure to do so results in damage to the Council's Employee Value Proposition and overall reputation.

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## 18. Retention of Records

In-line with GDPR compliance, all application forms and interview notes should be kept for each candidate for 6 months to support the recruitment decision. Notes for unsuccessful candidates should then be destroyed securely, with all documentation for the successful candidate forming part of the personnel file.

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