

Recruitment and Selection Policy & Code of Practice

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Policy

We, Your Homes Newcastle, are committed to making sure our workforce represents the varied communities we serve. We aim to recruit the best staff, no matter what their age, sex, race or ethnic origin, disability, sexuality, or religion or belief.

We are committed to continually assessing our recruitment procedures and practices to remove barriers to employment for under-represented groups, and to make sure we continue to recruit within the law and according to best practice.

Where appropriate, we aim to have a flexible recruitment process to meet the needs of Managers, with a clear consistent corporate procedure to make sure all requirements are met.

We have developed this policy and the supporting code of practice to make sure we achieve these aims.

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Background

Competency Based Recruitment and Selection

Prior to April 2006, Your Homes Newcastle followed Newcastle City Council's approach to recruitment and selection. This approach was a standardised system applicable across the Authority. Application forms were utilised which reflected a generic approach to collecting applicants data. Much of the data collected was focussed on work history, roles held and only a small section on competence.

At interview candidates tended to be asked a set of standard questions, with supplementaries. However, the opportunity to really drill down into each candidate's competence was sometimes difficult because of the need to remain within the standard questions.

In late 2005 Your Homes Newcastle identified that a competence approach to performance management was an integral part of achieving a Three Star rating and raising organisational performance. The competency approach provides the means to identify high and low performers and provide appropriate training, development and support for all staff.

Competence frameworks identify core skills, attitudes, knowledge and behaviours. The [core competencies](#) that have been identified by YHN are;

- Drive for Achievement;
- Managing self and others;
- Customer focus;
- Team working;
- Business and financial acumen; and
- Technical skills;

These elements are one of the main means by which YHN is able to perform effectively.

It follows that if competencies are relevant to our staff and their performance within YHN it is logical and appropriate to only recruit new staff who already have these competencies.

Utilising the competencies in advertisements, application forms and at selection provides an integrated comprehensive approach to performance measurement leading to organisational effectiveness.

All managers that have responsibility for recruitment and selection activities will be trained in the competency based recruitment and selection technique, but we also now have an in house HR Recruitment Team that will be able to assist you in any aspect the recruitment and selection process.

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Recruitment and Selection Code of Conduct

1 Roles and Responsibilities

1.1 Managers Involved in Recruitment and Selection Activities

Managers involved in the recruitment process are responsible for making sure they do not discriminate when recruiting because of someone's age, sex, race or ethnic origin, disability, sexuality, or religion or belief and to ensure that this code of conduct is followed.

1.2 Authorising Manager

To help us make sure this policy is effectively put into practice across the organisation, an authorising manager will be appointed at the beginning of each new recruitment process. The authorising manager will be responsible for all recruitment decisions made throughout the recruitment process.

Their role is to make sure that all recruitment is carried out fairly and without discrimination and for making sure that the recruitment process that is undertaken follows this code of practice. Authorising Managers must also take responsibility for:

- Ensuring there is an up to date Job description;
- To check the CRB status of the post ([CIPD document on Employing Ex Offenders](#));
- Advertising arrangements;
- Arranging an appropriate selection panel;
- Liaising with HR throughout the recruitment process;
- Completing required paperwork;
- making sure all pre-employment checks are satisfactory; and
- Reaching a decision about who to appoint.

Authorising managers are responsible for making sure they are appropriately trained and understand their responsibilities under this policy; **the authorising manager must have completed competency based training.**

1.3 Lead Interviewing Officer

The lead interviewing officer is responsible for leading within the interview; **the lead interviewing officer must have completed competency based training.**

Wherever possible the authorising manager should also be the lead interviewing officer. The lead interviewing officer is responsible for making sure that the correct policies and procedures are followed within the interview.

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1.4 YHN Recruitment Team

The YHN Recruitment team are responsible for facilitating the recruitment process in line with this code of conduct. They will:

- advise on the best method of advertising;
- place adverts;
- issue application packs;
- record application forms and equality monitoring information;
- correspond with applicants;
- assist in interviews;
- advise on policies, procedures and best practice;
- request required vetting;
- process Criminal Record Bureau (CRB) application forms; and
- maintain the recruitment file;

1.5 Organisation Development Team

The Organisation Development Team are responsible for providing training courses for managers (and authorising managers) to make sure they are able to carry out their recruitment and selection responsibilities in line with this code of practice.

1.6 HR Manager / HR Advisor

The YHN HR team are available to provide support and assistance throughout the recruitment process. They will:

- advise on the best method of advertising;
- assist with short-listing;
- assist in interview;
- advise on policies and procedures;

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2 Recruitment and Selection Law

2.1 Legal Requirements

2.1.1 Under the Local Government Act 1989, councils must appoint staff based on their skills and experience.

2.1.2 By law, employers must not discriminate, either directly or indirectly, against people because of their age, sex, race or ethnic origin, disability, sexuality, or religion or belief. This applies to all aspects of the recruitment process, from advertising jobs through to appointing staff.

2.1.3 The Children's Act 2004 introduced the Child Index which will contain information on all children. This means that a wider group of staff will need to be checked by the CRB than in the past.

2.1.4 Under the Safeguarding Children and Vulnerable Adults Bill, which will become law in 2008, employers must make sure that staff working with these groups are appropriately checked and cleared before they start work.

2.1.5 Under the Local Government and Housing Act 1989, certain staff are politically restricted (not able to take part in political activities or take up a political office, for example, as a member of parliament). These include staff who (with some exceptions):

- are graded at or above NJC for Local Government Services (Green Book) salary scale point 44 or its equivalent, or regularly advise the council or a committee, or speak on our behalf to journalists or broadcasters; and
- hold certain posts, for example, political assistants.

2.2 Working time directive

The working time directive says that workers over the age of 18 must not work (on average) more than 48 hours a week (40 hours a week for people under 18). If the post requires more than 48 hours per week, contact the HR Manager.

2.3 Preventing illegal working

We must make sure that employees are allowed to work in the UK (under the Asylum and Immigration Act 1996, as amended on 1 May 2004). When checking documents, follow the [Asylum and Immigration - acceptable documents guidelines](#).

2.4 Data protection

People applying for jobs have a legal right to see the interview notes under the Data Protection Act 2001.

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3 The Recruitment Process

At YHN, the recruitment process has been broken into 5 stages;

- (1) Vacancy Notification;
- (2) Application;
- (3) Short-listing;
- (4) Interviewing; and
- (5) Appointment

3.1 Vacancy Notification

3.1.1 Forms

The appointing manager must complete;

- an [OU01](#) if creating a new team*
- an [OU02](#) if creating a new position*
- an [OU02](#) if making changes to an existing position*
- an [approval to fill vacancy form](#)
- a [temp staffing request form](#), if recruiting via a temp agency

**Posts that do not exist in the SAP establishment can not be advertised*

3.1.2 Job Descriptions

A job description must be returned with the 'Approval to fill vacancy' form. Posts will not be advertised without a Job Description.

The purpose of job descriptions is to provide clarity as to the scope, purpose, content that the post covers and the range of competence required to be able to fulfil the post.

Competency Based Job Descriptions

YHN competency based job descriptions are based around the 6 [core competencies](#) that have been identified by the management team as being core to our business and link the competencies that are key to each role with key deliverables which the post holder should demonstrate if they are competent within their post. The HR Recruitment team can give you further assistance in writing a competency based job description.

Job Descriptions must include;

- [Job Description Template](#);
- Job Title;
- Grade / scale;
- Who to position reports to;
- Number of direct reports;
- Job scope;
- Key deliverables that relate to the 6 core competencies within YHN;
- Key characteristics; and
- Date of the latest revision

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General Job Description Guidelines

- Do not put too much importance on specific formal qualifications, as other evidence of ability may be just as relevant. If you can't justify including a specific qualification don't use it. Be particularly careful when applying general qualifications as an entry requirement (for example, five GCSEs), as this will be difficult to justify.
- Describe the experience needed in terms of quality, level and type rather than the amount. For example, asking for five years' experience could be age discriminatory if you can't justify why it is essential.
- Do not use age as a condition or as an indicator of experience or maturity.
- Avoid unjustifiable physical requirements which could exclude people with disabilities.

3.1.3 Advertising a Vacancy

Except in circumstances detailed in section 3.1.5, all vacancies will normally be available to both external and internal applicants;

- Where ever possible, we will try to advertise vacancies on a Thursday and will advertise post for 2 weeks.
- All recruitment adverts should be placed through the YHN HR Recruitment team.
- In order to advertise a vacancy, the authorising manager must complete the advertising section on the [approval to fill vacancy form](#).
- Current advertising deadlines are:

| Method of Advertising | Notice required by HR to advertise |
|---------------------------|---|
| NCC Bulletin | Published every Thursday, at least 8 days prior to date of advertising. |
| Chronicle | Published every Thursday, at least 3 days prior to advertising |
| BME / Disability contacts | At least 3 days prior to interview |
| NCC Website only | At least 2 days prior to advertising |
| Sector 1 | At least 2 days prior to advertising |
| Jobcentre | At least 2 days prior to advertising |

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3.1.4 Advertising Restrictions

Advertising of a position will only be authorised if the HR Manager is satisfied that;

- the post is not likely to be removed to meet budget targets;
- filling the post will not increase spending above the divisions cash limit;
- filling the post is necessary to achieve YHN work aims.
- it is not reasonable to move the duties of the post to a lower level or to postpone filling the post.
- The job status (temp / perm / secondment / fixed term) selected is the most appropriate.

3.1.5 Internal only Restrictions

Recruitment can be restricted to internal applicants only with the approval of the HR Manager. Circumstances where this may apply include:

Internal transfer and stepping down

- A vacancy can be filled without advertising by transferring an employee from another post at the same grade. Someone can then be recruited for the resulting vacancy. If more than one person is interested in transferring, the successful candidate should be appointed through open competition among current staff following an internal advertisement.
- Employees applying to 'step down' to a lower-graded job may be appointed without competition, as long as their own job is then filled, although separate arrangements will apply in the redeployment scheme.
- Employees can register an interest in an internal transfer by completing an [Internal Transfer Request](#) form. HR will assess if there are any suitable candidates in the transfer list before advertising any vacancies externally.

Secondment

A vacant post may be filled temporarily in line with the NCC policy on secondments, by transferring a YHN employee currently in a post at the same grade or through open competition among current staff following internal advertisement. Normally, secondments will be for up to 12 months. In exceptional cases, they can be up to 24 months.

Redeployment

- To move an existing employee who has been made redundant or is at risk (redundant employees with one year's service have the right to an automatic interview – without open competition from other applicants, for a suitable vacancy and to be appointed if they are successful at the interview).
- To move an existing employee who becomes medically unfit for their present job.
- Managers who wish for a member of staff to be put onto the redeployment list must complete a Notification of Redeployment form. HR will assess if there are any suitable candidates in the Redeployment list before advertising externally.

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Financial Restrictions

- To reduce staffing costs by filling a post internally and removing the resulting vacancy, to find jobs for employees directly affected by a reorganisation or changes to a staffing structure.
- If it is decided to restrict advertising to internal applicants only, to meet budgets.

Appointing previous applicants

When a vacancy, of similar grade or duties arises within six months of been filled, you may appoint (or short-list one of the previously unsuccessful applicants without advertising the position, as long as the applicant meets all of the competencies.)

3.1.6 Job carving

The aim of job carving is to create employment opportunities that are accessible to people who face significant barriers to employment, specifically people with a disability or long-term health problem. Job carving can be very beneficial to both the employer and employee. It could be used very effectively to support many of YHN's policies, including the work-life balance. It may also be a useful option to consider when recruiting people for posts that have previously proved difficult to fill.

- Parts of an existing post or posts are separated out to create a post with very specific tasks.
- The hours of employment would depend on the tasks within the post, but job-carved posts can be for any number of hours each week.
- Where a post is difficult to recruit to, the post could be separated into distinct job-carved posts which may then attract different applicants.

3.1.7 Genuine occupational requirements and qualifications

All posts must be open to all applicants, except in certain circumstances where it is a genuine occupational requirement (GOR) to advertise for people of a particular race, sex, sexuality, religion, belief or age.

These cases are likely to be rare within YHN but, if you consider that a GOR may apply, contact the HR Recruitment team before taking further action.

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3.2 Advertised Stage

The HR recruitment team are responsible for sending out and monitoring the response of vacancy applications.

3.2.1 Application Packs

Applicants can either e-mail (hr@yhn.org.uk) or leave an address on the HR Recruitment line (08000911615). In most cases, the appointing manager contact details will be given for applicants to call for further information, however the appointing manager is not expected to send out application packs.

Information to applicants

- Application packs will include a copy of the job advert, an application form, and a competency based job description, a covering letter and benefits of working at YHN.
- If it is a category E (Enhanced CRB disclosure) or S (Standard CRB disclosure) post, the details will also include our [policy on recruiting ex-offenders](#).
- Disabled people may apply for jobs in Braille, on audio tape or in large print. You should contact the HR Recruitment team for advice accessible recruitment materials.

Job application forms

- All job applicants (whether internal or external) must fill in a YHN application form, as instructed in the job advert.
- There are two YHN application forms available, and the authorising manager must decide which form is most appropriate for the post being advertised.
- The job application form is divided into three sections. Part A covers personal details, part B covers experience, qualifications and skills (including a section covering the core competencies), and part C covers equality monitoring.
- The resources team will remove part C for short-listing. Part A & B will be given to the authorising manager for short listing and again for interview, but Part C will not be made available to anyone involved in the recruitment process.

Curriculum vitae (CV)

We will only accept applications from candidates that have completed the appropriate YHN application form. We do not accept any CV's nor do we accept NCC application forms. Any applicant that returns an invalid application will be contacted by the HR Recruitment team.

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Applicants who cannot fill in an application form themselves

An applicant who cannot fill in a job application form themselves (for example, because of reading or writing difficulties or a disability) should still be considered, unless this is directly relevant to the job. In such cases, they may get help to fill in the form.

Late Applications

Any application received after the closing date will be marked 'late application' and it is then the appointing manager's decision if they wish to accept it. The HR recruitment team will not accept late applications once the short-listing process has started.

Receiving and Acknowledging Applications

Because of the cost, we will not acknowledge application forms or contact people who have not been short-listed, however, applicants will receive a self addressing application acknowledgement card in their application. We will return any stamped and addressed cards to the applicants.

Retaining Applications

All returned application forms will be retained for 12 months in the recruitment file. This information is retained for monitoring purposes in case we receive any complaints.

3.2.3 Canvassing

- Any applicant who canvasses (tries to use their relationship to gain an advantage in the recruitment process) or allows someone to canvass on their behalf will be disqualified.
- Line managers are allowed to provide an employment reference for an applicant (a member of their team), who has applied for a post where they are involved in the recruitment process (short-listing or interviewing) unless they are related to or have a close personal relationship with the applicant.

3.2.4 Declaring outside interests and other employment

People applying for a job over spinal column point 28 must not carry out any other business or take up additional appointments while employed by YHN, without permission.

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3.3 Short-list Stage

3.3.1 Short-listing Process

Time Scales

- The HR Recruitment Team will contact the authorising manager **within two working days** of the closing date to inform them that they can collect application forms from the HR office. Short-listing documents will be e-mailed to each member of the interview panel.
- Applicants are advised on the application guidelines that they should assume that they have been unsuccessful if they do not hear from us **within 6 weeks**. In order for us to meet this timescale, short-list packs should be returned to the HR Recruitment Team **within 2 weeks** of collecting the pack from HR Recruitment Team.
- Authorising managers must give the HR Recruitment Team at least **2 weeks notice** to allow sufficient time for arrangements to be made.

Shortlist Panel

The short-listing must be completed by at least two people who will be involved in the final interview panel (one of whom should have management responsibility for the post to be filled). As far as possible, the people short-listing for each post must have a reasonable gender balance.

Procedure

- Each application form should be assessed against the competency based job description for the post. Candidates should be rated (1-4) in relation to how the candidate has demonstrated the 6 YHN competencies. Further information on competency based short-listing can be given by the HR Recruitment Team.
- A record of the decisions made should be recorded on the short-listing form, which will be retained by the HR Recruitment Team.
- The authorising manager will be responsible for the security and confidentiality of the application forms whilst they are not in the HR office.

Forms

- A record of the decisions made should be recorded on the 'short-listing form', which will be retained by the HR Recruitment Team.
- The authorising manager must also complete an [Interview Schedule form](#), detailing the interview arrangements and the candidates that have been short-listed.
- The successful and unsuccessful application forms must be returned to the HR Recruitment Team.

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3.3.2 Contacting short-listed applicants

Disabled Candidates / Special Arrangements

- YHN guarantee an interview to all disabled applicants who have demonstrated that they have the competencies required for the post (ie, they have scored 2 or above consistently for each competency). The HR Recruitment team are responsible for reviewing the applicant assessment forms and, by agreement with the Authorising Manager will add any disabled applicants who meet the requirements of the position to the interview schedule.
- The HR Recruitment team will check if any of the short-listed applicants have asked for special interview arrangements and make these necessary arrangements.

Correspondence

The HR recruitment team will send letters to the short-listed applicants inviting them for an interview; unsuccessful candidates will not be contacted.

3.3.3 Vetting

The HR Recruitment Team are responsible for requesting the required vetting, but it is the appointing managers responsibility to ensure that all pre-employment checks are satisfactory.

References

- All successful external applicants must provide two satisfactory referees; the applicant cannot start work until we have received them.
- Internal (YHN) applicants require one satisfactory reference; the applicant cannot start work until we have received them.
- The HR Recruitment team will ask for references after the short-listing process has been completed and before the interview, unless the authorising manager has told them otherwise. The HR Team to endeavour to get references prior to interview, if references for the appointed candidate have not been received prior to interview these will be treated as a priority.
- Candidates are asked in the application form if they are happy for us to contact their reference prior to interview. However for category E and S posts, we must take up written references before the final selection stage, and make sure they are available for the people carrying out the interview.
- We will ask for references using a standard reference request form.
- If the authorising manager has phoned the referee for more information, a written record should be made and attached to the reference request form supplied by that referee.

Declaring Criminal Convictions

- It is the appointing managers responsibility to inform the HR Recruitment Team of the CRB checking level, which should be completed on the [approval to advertise](#) form.
- If a post is identified as requiring CRB vetting the HR Recruitment team will advertise with the appropriate pre-fixed letter (S) for standard, (E) for

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enhanced, along with a copy of our policy on ex-offenders, and will ensure that the relevant declaration form is included in the application pack and that a CRB check is completed by the successful applicant.

- All applicants are asked to make a statement on their application form about any unspent criminal convictions they have (convictions which are still current according to the Rehabilitation of Offenders Act).
- YHN follow the NCC policy and code of conduct on the recruitment of ex-offenders.

3.3.4 Preparing for the Interview

The HR Recruitment Team will inform the appointing manager when the interview arrangements have been made and the application packs are ready to be collected. Interview record sheets will be e-mailed to each member of the interviewing panel.

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3.4 Interview Stage

YHN have chosen to use a competency based framework for recruitment and selection which extends to the interview process. To support all managers in carrying out their role, we will offer training to help them understand the competency based recruitment processes and to make sure that recruitment activities are carried out within the law and in line with best practice. **The appointing manager / Lead Interviewing Officer must have completed competency based training.**

3.4.1 Interview Process

Interview Guidelines

- The recruitment process must involve an interview used alongside information collected from other sources, for example, a job application form, and references etc
- The Competency Based Interview process must be used in the interview.
- It is acceptable to ask the applicant to expand on the information they have given on their application form, but care must be taken to ask questions relating to the post only and to avoid reference to potentially discriminatory topics such as age.
- One-to-one interviews are only acceptable as long this is not the only method of interview / assessment used.
- Advice on how to conduct a competency based interview can be requested from the HR Manager / Advisors.

Assessments Guidelines

- It is not essential, but strongly recommended, that at least one other method of assessment, such as an occupational test, work sample or practical job-related exercise, is used to give unbiased information on the short-listed applicants.
- The selection process for category-E posts must include assessments of each applicant's ability in relation to, and attitude towards, caring for and protecting children and vulnerable adults as appropriate.
- Advice on choosing the best method of assessment can be requested from the HR Manager / Advisor.

Interview panel

- It is the Authorised Manager's responsibility to make sure that panel members understand and follow this code of practice.
- The interview panel must be made up of a Lead Interviewing Officer and at least one other interviewer (one of whom should have management responsibility for the post).
- The panel should have a reasonable balance of men and women.
- If required, the appointing officer can request a member of the HR Recruitment Team to be present at the interviews; on occasions the HR manager may request that a member of the HR Recruitment team be present in interviews for monitoring purposes.

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Interview records

- ‘Interview assessment forms’ must be completed by each panel member, showing the score that has been given and details of why this score has been given.
- At the end of the interview, the panel should discuss the responses given by each applicant, and the scores that each individual panel member has decided, a total score should be recorded on the ‘selection assessment form’.
- It is important that the ‘interview assessment form’ has enough detail to make sure that the reason for the decision is clear if there is any future complaint about the recruitment process.

3.4.2 Contacting Applicants

Interview Feedback

- The lead interviewing officer is responsible for contacting every applicant to let them know the outcome of the interview. Applicants should be given a realistic timeframe to be contacted during the interview and all applicants should be contacted within this timeframe.
- Both internal and external applicants may ask for feedback on how they performed during the selection process. Applicants should be advised during the interview to contact the HR Recruitment Team if they require feedback which will then be arranged with the Appointing Manager.

Disabled Candidates

Applicants who have a disability must be contacted in the appropriate way, for example, in Braille for people with a sight difficulty or by letter or minicom for people with a hearing difficulty.

Correspondence

- It is the Appointing Manager’s responsibility to inform the HR Recruitment team of the outcome of the interview and to return the appointment paperwork. Which should be within **3 working days** of the last interview.
- The HR Recruitment Team will send out conditional offer, unsuccessful and hold letters to the applicants.

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3.5 Appointment Stage

Once an appointment decision has been made, it is the Appointing Managers responsibility to inform the HR Recruitment Team, complete all relevant forms and liaise with the new starter.

3.5.1 Forms

The appointing manager must return all of the application forms to the HR Officer, along with all of the supporting recruitment paperwork.

In order for the new starter to be processed, the appointing manager must also return the following:

- [Appointment details form \(EAS10\)](#);
- [Employee details forms \(EAS11\)](#); and an
- [Appointment approval form](#)

3.5.2 Appointment Process

Offer of Appointment

- The Appointing Officer is responsible for ensuring that the successful candidate is informed of the recruitment decision within the timescale given at interview.
- If an external applicant is to be appointed, the Appointing Manager must ask them to provide evidence that they are allowed to work in the UK if this has not already been given at the interview ([Permission to work in the UK - acceptable documents](#)).
- The HR Recruitment Team are responsible for sending a conditional offer letter to the new starter. This offer is on the condition that we receive proof of relevant qualifications, evidence of permission to work in the UK (for external applicants), satisfactory references, a relevant driving licence (where appropriate) and medical clearance, if these are not already available.

Provisional / Confirmed Start Date

- When an offer of employment is made the Appointing Manager must agree a **provisional start date** with the applicant and inform the HR recruitment Team of this date; the provisional start date can be made before any of the pre-employment checks are complete.
- Once all satisfactory pre-employment checks have been received, a **confirmed start date** can be arranged; the HR Recruitment Team must be notified of any changes between the provision and confirmed start dates to ensure that the new starter receives the correct pay.
- The HR Recruitment Team will confirm in writing all appointment details with the employee, including an induction pack, their statement of terms and conditions and their new managers contact details.

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CRB Category Posts

Category E or S posts must have a satisfactory certificate of disclosure at the appropriate level. Although applicants can start prior to our receiving the CRB check, providing a declaration form has been completed and the CBR check has been applied for, they must not be allowed to work alone with any vulnerable adult or child; if it is not possible for the post to be adjusted in this way, then the start date must be delayed until the CRB check has been completed.

Payroll ID Numbers / New starter form

- Once the relevant recruitment paperwork and provisional start date has been received by the HR Recruitment Team, the candidate's information will be given to the EAS Team to input onto the payroll system.
- The HR Recruitment Team will be informed of the new starter's payroll number which will be e-mailed to the appointing manager along with a [New Starter form](#) to be completed and returned to YHN Admin Team who will then make the necessary arrangements for the new starter.

3.5.3 Duty to make reasonable adjustments for disabled people

Disabled applicants should only be asked about workplace adjustments if they are selected as the most suitable candidate for the job (not at interview). If a disabled candidate is considered to be the best candidate a job offer should be on the condition that reasonable adjustments can be made; the HR Recruitment Team can advise you further if reasonable adjustments need to be considered.

3.5.4 Starting salary

All newly-appointed staff should be offered the lowest point of their salary scale. Exceptions are allowed in certain circumstances; if in doubt, the HR Manager / Advisors will advise.

3.5.5 Interview expenses

We will refund interview expenses to applicants in line with NCC policy, once the interview process is complete. If an applicant withdraws or turns down an offer of employment, we will not refund their expenses. We will only refund the expenses of the appointed applicant when they start work. Applicants who wish to claim interview expenses must complete the [Interview Expenses form](#).

Recruitment and Selection Policy & Code of Practice

3.5.6 Induction arrangements

- All new employees should take part in a corporate induction in line with our corporate policy.
- The line manager is responsible for making sure that a suitable team or department induction is organised for new and transferring staff members.

3.5.7 Recruitment file

The HR Recruitment team will make sure that the recruitment file is kept updated during the recruitment process and retain all of the information for 12 months. Files will contain;

- Approval to fill vacancy form;
- Competency based Job Description;
- Job advertisement;
- Short-list Assessment form and notes from short-list;
- Interview Schedule form;
- All job application forms including copies of interview invite letters;
- Interview notes;
- Test results (if applicable); and
- Unsuccessful applicant's application forms.

Recruitment and Selection Policy & Code of Practice

4 Complaints

4.1 Introduction

If anyone applying for a job feels that they have been unlawfully discriminated against during any part of the recruitment and selection process, they have the right to complain in writing to the Chief Executive within three months. The Head of Organisational Development will investigate the complaint and report back, with recommendations, to the Chief Executive.

The Chief Executive will decide what action, if any, to take and will tell the person who made the complaint what is going to happen.

4.2 Solutions

If the Chief Executive upholds a complaint, the solution offered will usually be for the person who made the complaint to rejoin the selection process. Here are some examples of solutions.

- If someone is not included on the short-list and there is no justified reason for this, they may be put on the short-list for the job or for another appropriate vacancy.
- If the questions asked at the interview are considered to be unfair, the applicant's suitability may be reassessed and another interview arranged for that job or another appropriate vacancy.
- If it is found that the person who made the complaint was the best person for the job, they may be offered either that job or another appropriate vacancy.
- If it is found that the YHN has failed to make a reasonable adjustment for a disabled person who has been made a conditional offer of appointment and the post is still vacant, the adjustment will be made with an offer for that job.
- If it is found that the council has failed to make a reasonable adjustment and the post applied for has been filled, we will make arrangements to interview the disabled person for another suitable vacancy and to make reasonable adjustments if the person is selected.