



CITY OF  
*Lincoln*  
COUNCIL

## Appendix A

### Recruitment Policy

#### INDEX

##### Recruitment Policy

1. The Purpose of the Policy	2
2. Responsibilities	2
3. Equal Opportunities	3
4. Disability	4
5. Process for Recruitment	4
6. Job Description, Person Specification and Job Evaluation	7
7. Application forms	7
8. Shortlisting	8
9. Interviews	8
10. Unsuccessful Candidates	9
11. Data Protection	9
12. Qualifications	9
13. Disclosure and Barring and Disclosure Scotland checks	10
14. Working with Children and Vulnerable Adults	10
15. Criminal Convictions	10
16. References	10
17. Politically Restricted and Politically Sensitive posts	11
18. Other Employment	11
19. Eligibility to work in the UK	11
20. Register of Interests	12
21. Relocation	12
22. Monitoring	12
23. Review of Policy	12



## **Recruitment Policy**

### **1 The Purpose of the Policy**

- 1.1 The City of Lincoln Council (“the Council”) recognises that the success of its service delivery hinges on its staff. The Council aims to find, and retain, employees with the necessary abilities, attitudes and skills.
- 1.2 The purpose of this policy is to ensure effective recruitment of staff, in accordance with the law and the policies of the Council so that the Council can deliver its objectives.

### **2. Responsibilities**

#### **2.1 Responsibility of Directors and Assistant Directors**

It is the responsibility of Directors and Assistant Directors to ensure this Policy is adhered to so that there are consistent and legal standards of recruitment and selection practice across the Council.

It is also the responsibility of Directors and Assistant Directors to consider whether vacant posts need to be replaced like for like or whether the work can be carried out by other means.

#### **2.2 Responsibility of Managers**

The term “Manager” is a generic term used throughout this Policy to include all those who have direct line responsibility for staff, such as Service Managers and Team Leaders.

It is the responsibility of Managers to ensure this Policy is followed so that there are consistent and legal standards of recruitment and selection practice across the Council.

It is the responsibility of Managers to ensure that Job Descriptions and Person Specifications are up to date and fit for purpose prior to any role being advertised.

To determine with the support of Human Resources whether a position requires a DBS/Disclosure Scotland Check (and at which level).

For any Manager sitting on an interview Panel, they must have attended safer recruitment training with HR within 3 years preceding any interviews being undertaken.

### **2.3 Responsibility of HR**

It is the responsibility of HR train recruitment panellists. It is also HR's responsibility to review and update this policy in line with new legislative requirements.

### **2.4 Responsibility of Employees**

It is the responsibility of the employee to familiarise themselves with their obligations under this policy and to raise any queries with the relevant Manager.

## **3 Equal Opportunities**

3.1 The Council will, through good practice, ensure that full and fair consideration be given to all applications for employment, having regard only to the candidates' particular aptitudes and abilities in relation to the vacancy for which they have applied.

3.2 No job applicant will receive less favourable treatment on the grounds of:

- sex,
- race,
- nationality,
- disability
- sexual orientation
- religious belief
- age,
- ethnic or national origins
- domestic circumstances (including marriage and civil partnership or pregnancy and maternity)
- social and employment status
- HIV status
- Gender reassignment
- Political Affiliation
- Trade Union Membership

3.3 All applicants will be given guidance notes on:

- How to complete an application form
- The Council's Equal Opportunities Statement
- How to complain if they believe they have been unfairly treated at any stage of the recruitment process.

3.4 Applicants can download a recruitment pack from the Council's website [www.lincoln.gov.uk](http://www.lincoln.gov.uk)

Requests for application packs can also be made:

- via email to [humanresources@lincoln.co.uk](mailto:humanresources@lincoln.co.uk)
- verbally in person or over the phone

3.5 Application forms and related information are available on request in braille and large print.

## **4 Disability**

- 4.1 The Council has achieved 'Disability Confident Employer' status. This means that if an applicant advises on their application form that they are disabled under the Equality Act 2010, they will be guaranteed an interview if they show on their application form that they have met the essential criteria for the role on the person specification.
- 4.2 An applicant who advises they have a disability will be asked if they need any adjustments to be made at their interview and/or to any assessments or tests. All reasonable steps will be taken to ensure adjustments are made to provide disabled applicants with equal opportunities.
- 4.3 If adjustments are needed the interviewing officer will be notified in order to ensure that the adjustments are implemented. If there are no adjustments needed, the interviewing officer will not be advised of a disability until after a job offer has been made, and then only to assess what adjustments are needed to assist the employee.

## **5 Process for Recruitment**

- 5.1 The Council is committed to developing its employees and supports this commitment in a number of ways:

### **a) Redeployment**

The Council has a redeployment policy in which it sets out that the HR department will keep a record of all employees who have been placed on the redeployment register.

Those employees will be given the opportunity to apply for vacancies before they are more widely advertised to other employees and the general public if they show on their application form that they meet all the essential criteria for the role.

In order to be offered a role, Applicants will then need to go on to meet the minimum benchmarking level set by the recruiting Panel for the interview stage(s). Prior to the interview date, the recruiting panel will set the minimum benchmark an applicant would need to pass in order to be considered for the role, e.g. an applicant must achieve over 60% in the test and 70% at interview, ensuring that the weight given to particular facets of the candidates' abilities reflect the requirements of the job in a non-discriminatory way.

HR will forward to the employee details of all available jobs and an employee must confirm their interest in a position by completing the application form and returning this to HR within 48 working hours of receipt.

Employees and Apprentices with less than one year's continuous service will receive a period of one calendar month on the redeployment register.

Employees and Apprentices with over 12 months continuous service will receive a period of three calendar months on the redeployment register. Periods may be extended by a maximum of 6 weeks by agreement with HR if it means an employee can secure suitable alternative employment (as per the terms of the Council's Redeployment Policy).

HR will notify employees of any redeployment opportunity via the employees work email address. For those employees who are not on email, or who would prefer another means of communication, it is the responsibility of the employee to notify HR of how they wish to be contacted.

It is the employee's responsibility to notify HR if they do not have access at any time to their email/postal address, e.g. if on annual leave or off sick, so that an alternate method of communication can be agreed in order to ensure that the employee does not miss out on any redeployment opportunity.

#### **b) Apprentices**

The Council has its own apprenticeship schemes, green and red book. Apprentices who have successfully completed any probationary period are encouraged to apply for suitable vacancies if they meet the essential criteria on the person specification.

An Apprentice who successfully obtains another post will be offered that post on the basis of a 10% reduction in grade. This is to take account of time away from the work place whilst the Apprentice concludes their Apprenticeship training.

#### **c) Agency Workers**

Agency workers have the right to be informed of any internal vacancies, however they will not be eligible to apply for internal vacancies. Contractors are also not eligible to apply for internal vacancies.

#### **d) Secondments**

The Council operates a Secondment Policy. The Secondment Policy is applicable to all employees. Any employee wishing to take advantage of a secondment opportunity must seek agreement from their Manager before applying for a post. The Appointing Officer must speak to the Manager to confirm agreement prior to any secondment offer being made.

#### **e) Advertising**

All vacancies will initially be advertised to employees within the redeployment pool (as set out in "a").

Following this, a manager will have the opportunity to either:

- Initially advertise the role internally – This will be advertised via the Council internal vacancies site and where only employees of the Council will be able to apply for the vacancy. If the internal recruitment campaign is not successful, the manager will have the option to then advertise externally.
- Advertise the role internally and externally simultaneously – This is where the vacancy will be advertised via the Councils internal and external vacancy site [www.lincoln.gov.uk](http://www.lincoln.gov.uk) (and displayed in appropriate publications/sites). This will enable both Council employees and external individuals the ability to apply for the vacancy. This will also assist in creating a diverse workforce representative of the community it serves. (

#### **f) Wording for Adverts and Costs**

All advertising costs must be met out of the recruiting Managers own budget.

All adverts must go via HR to be advertised, who will ensure that adverts display all appropriate safer recruitment and relevant Council information. Managers will need to provide HR with a brief description of the job role that they would like to be advertised.

Managers should include a contact name, phone number and/or email address if an applicant would like additional information or has any queries.

HR will use the vacancy pro-forma to include on the advert whether or not the post is subject to any disclosure checks and will confirm that the Council will only accept job applications on the Council's own application form.

#### **g) Re-advertising of Posts**

Where a recently filled role becomes vacant (e.g. because the successful applicant leaves within a short space of time or references/checks are not acceptable) or where another role with the same job description, hours and location becomes vacant within 10 weeks of it first being advertised and interviewed for, Managers can backfill to that post from the original recruitment exercise without the need to re-advertise the post again.

This applies only if an employee has not been entered into the redeployment pool since the initial advert was first placed. In such circumstances, and if the employee in redeployment meets the essential criteria for such, he/she should be offered an interview prior to any other applicant. HR advice on this must be obtained prior to back-filling any role.

Any employee applying for the role, either via redeployment or internally, and who meets the essential criteria for the role as laid down by the person specification should only be offered a role following interview if they then go on to meet the minimum benchmarking levels set for the interview stages.

Prior to the interview date, the recruiting panel will need to set the minimum benchmark an applicant would need to pass in order to be considered for the role following interview, e.g. an applicant must achieve over 60% in the test and

70% at interview. Managers must ensure that the weight given to particular facets of the candidates' abilities reflect the requirements of the job in a non-discriminatory way.

If the employee does not meet that benchmarking set for the interview stage, the recruiting Manager can backfill to the post from the original recruitment exercise without the need to re-advertise the role further.

## **6 Job Descriptions, Person Specifications and Job Evaluation**

- 6.1 All vacancies have a standard job description and tailored person specification, which will be given to applicants. The job description will outline the duties of the post. The person specification gives details of the qualifications, knowledge, experience, skills and competencies required to do the job.
- 6.2 All selection and short listing will be made against the person specification and Managers must therefore ensure that the job description and person specification are up to date and fit for purpose prior to the role being advertised.
- 6.3 All grades and associated salaries will be determined using an agreed job evaluation scheme. Scale 1 to Principal Officer 2 posts will be evaluated using the GLEA scheme. Assistant Directors/Heads of Service, Director and Chief Executive posts will be evaluated using the HAY scheme. Craft employees' grades and associated salaries are assessed as part of the Craft Development Scheme.
- 6.4 All new posts are required to go through the Job Evaluation process prior to advertisement unless they are red book positions.

## **7. Application forms**

- 7.1 The Council will only accept applications on the Council's own application form. Curriculum vitae will not be accepted either with an application form or instead of an application form. This should be highlighted to applicants on the job advert.
- 7.2 Unsolicited applications will receive a standard response from HR advising the individual where they can find information on current vacancies and explaining that waiting lists of prospective employees are not maintained.
- 7.3 Applicants are asked to sign the following declaration as part of their application.

*'I declare that the information I have given in this application is accurate and true. I understand that providing misleading or false information will disqualify me from appointment OR, if appointed, may result in my dismissal. I understand that I must not use any friendship or relationship with any Councillors or employees of the City of Lincoln Council to assist me in obtaining employment'.*

- 7.4 In order to comply with Safer Recruitment requirements, if an application form shows a gap in employment, Managers must query the reasoning for that with the Applicant at interview, and note down the reasons for any gap.

## **8. Short-Listing**

- 8.1 All interview panel members should short-list individually and in private before meeting as a panel to discuss and agree the final short-listing and reasons for not shortlisting unsuccessful candidates.
- 8.2 Only those applicants who show on their application form that they have met all the essential criteria can be short-listed.
- 8.3 If too many candidates meet the essential criteria, Managers should use the desirable criteria to make the list more manageable or consider using an assessment centre as part of the interview process.

## **9. Interviews**

- 9.1 Directors and Assistant Directors/Heads of Service will be recruited by an appointments panel of elected members in accordance with the Council's constitution. It is recommended that an HR Associate supports interviews for Service Manager Posts and above.
- 9.2 Service Managers will be recruited by an appointment panel comprising of at least one Assistant Director.
- 9.3 At least two Officers must be on the interview panel for all other recruitment, one of whom will normally be the Line Manager for the post being recruited to.
- 9.4 At least one Interview Panel Member must have attended recruitment training with HR within 3 years of sitting on any interview panel.
- 9.5 All interviews, irrespective of post or grade, must include a test appropriate to the post being recruited to as part of the interview process and the interview panel will therefore need to consider what type of testing is appropriate for the role. HR advice can be sought if needed. A face-to-face interview should also form part of each selection process.
- 9.6 Managers must ensure they do not discriminate against Applicants, either directly or indirectly, during the application and interview process e.g. if English is not a first language, and written skills are not necessary for the post, any spelling errors could be discounted.
- 9.7 Prior to the interview date, the recruiting panel will need to set the minimum benchmark an applicant would need to pass in order to be considered for the role, e.g. an applicant must achieve over 60% in the test and 70% at interview, ensuring that the weight given to particular facets of the candidates' abilities reflect the requirements of the job in a non-discriminatory way.
- 9.8 Psychometric Testing – For positions at Service Manager or above levels, recruiting Managers may require Applicants undertaking Psychometric Testing



as part of the recruitment process. HR should be contacted in this instance. All psychometric testing costs must be met out of the recruiting Managers budget.

## **10 Unsuccessful Candidates**

- 10.1 HR will notify all unsuccessful candidates that they can request written or verbal feedback in relation to their interview. The recruiting Panel must notify HR of which name and contact details are to be given to the Applicant.
- 10.2 Feedback should highlight areas for improvement moving forward, as well as highlighting those areas where the candidate performed well.

## **11 Data Protection**

- 11.1 The information provided on an application form and any other relevant information will be used to process the job applications for purposes of employment and where there is a complaint or legal challenge relevant to that particular recruitment process. All personal information will be kept confidential and will be used by the Council to monitor its recruitment process.
- 11.2 Any information collected during the recruitment process can be checked for accuracy with third parties such as referees. The Council has the right to give certain information to third parties to prevent or detect crime, to protect public funds or in other ways as permitted by law.
- 11.3 All applicants will be given a copy of the Council's Data Protection Statement with their application form and signing the application means that the applicant agrees to it.
- 11.4 If an applicant is successful in getting the job, the information they have given will be used in the administration of their employment.

## **12 Qualifications**

- 12.1 All qualifications, relevant training and licenses must be checked and verified preferably at interview stage, but prior to any job offer being confirmed.
- 12.2 Where a job requires the employee to be professionally recognised in order to practice, evidence must be produced of current registration.

## **13 Minimum Standards of English in Customer Facing roles**

- 13.1 The Immigration Act 2016, Part 7, makes it a legal requirement for public authorities to ensure that any of their workers in a customer-facing role speaks sufficient English to undertake that role. A list of roles to which this applies can be found on City People. This requirement should be included in the Job Description when recruiting to the role to make it clear to the applicant.
- 13.2 Recruiting Managers will need to arrange a suitable test during the recruitment process to determine whether or not applicants have the required standard of English to carry out the role. Recruiting Managers will also need to consider if any reasonable adjustments need to be implemented to enable an applicant to

reach the required standard of English. Further guidance is available on City People.

#### **14 Disclosure and Barring and Disclosure Scotland checks**

- 14.1 Some jobs within the Council are subject to a Disclosure and Barring check, a Disclosure Scotland check or an enhanced vetting check. Where this is the case applicants will be told in advance. A current list of such posts can be obtained from HR.
- 14.2 Where any such check is required, only a conditional job offer will be made until the check is complete.

#### **15 Working with Children and Vulnerable Adults**

- 15.1 All new employees who work with children and/or adults at risk will have an enhanced Disclosure and Barring check before they are appointed to the role. Where this is the case applicants will be told in advance. A current list of such posts can be obtained from HR.
- 15.2 All existing employees who work with children and/or adults at risk must have their enhanced Disclosure and Barring check renewed every three years. A current list of such posts can be obtained from HR.
- 15.3 Where an enhanced Disclosure and Barring check is required, only a conditional job offer will be made until the check is complete.
- 15.4 As part of any recruitment interview the applicant must be asked questions with the aim of exploring motives, attitudes, skills and experience in relation to working with Children and/or adults at risk.

#### **16 Criminal Convictions**

All applicants will be asked to declare if they have been convicted of a criminal offence which is not spent under the Rehabilitation of Offenders Act 1974. Whether any unspent conviction will affect any employment offer will depend on the circumstances and HR advice should be sought prior to making any decision in relation to this.

#### **17 References**

- 17.1 The Council will check at least 3 years of previous employment and/or training. References will only be sought once a conditional offer has been made.
- 17.2 All applicants will be asked to provide details of two referees as part of their job application. One referee will normally be the applicant's current or last employer.
- 17.3 Internal applicants will only be required to provide one reference which will be from their current Line Manager.
- 17.4 For external applicant employment references the Council will be requesting the applicant's sickness record for the last 12 months. The Recruiting Manager

can review this to assess if it is a satisfactory attendance record and/or to assess if any steps need to be taken to assist the candidate in the role for which they have applied. If there are concerns with the amount of previous sickness absences the Recruiting Manager should discuss that with HR.

17.5 Students and school leavers can get an educational reference.

17.6 People who have been out of work for a period of time can get a character reference.

17.7 An offer of employment will not be made until satisfactory references have been received. Any offer must specify it is a provisional offer subject to receipt of satisfactory references.

## **18 Pre-Employment Health Questionnaire check**

18.1 Following interview, and prior to the applicant being formally offered a role, the applicant will be required to complete a pre-employment health questionnaire. Only a conditional job offer can be made until the questionnaire process is complete.

## **19. Politically Restricted and Politically Sensitive Posts**

19.1 If a job is deemed to be politically restricted or sensitive this will form part of the person specification.

19.2 Any candidate who is offered employment to a politically restricted or politically sensitive post will be asked to sign an acknowledgment stating they have read and understood these restrictions.

## **20. Other employment**

20.1 All new employees will be asked whether they have any other form of employment. It is not the Council's intention to prevent employees from taking additional employment but the Council must make sure that:

- this employment does not conflict with the post being appointed to
- the individual will not breach the Working Time Regulations.

20.2 An Assistant Director must approve any additional employment and the prospective employee and an Assistant Director must sign and complete the declaration form.

20.3 All current employees who already have or are intending to undertake additional employment must also notify and obtain approval from their Assistant Director and complete the relevant form.

## **21. Eligibility to work in the UK**

21.1 All UK employers are required to make sure new employees are entitled to work in the UK.

- 21.2 All offers of employment will be conditional upon prospective employees providing the necessary documentation to HR that shows they are entitled to work in the UK. . Those documents will be physically checked and verified by an appropriately trained HR officer.

## **22 Register of interests**

- 22.1 All new employees are asked to declare any interest they have which might conflict with their employment.
- 22.2 New employees are asked to sign a declaration saying they have read the declaring an interest guidance and if they need to declare an interest or not.

## **23 Relocation**

- 23.1 The Council offers Relocation costs, which are at the Council's discretion. A guidance on what may be claimed can be found in the Relocation Policy.

## **24 Probation**

- 24.1 All new employees to the Council will be subject to a six month probation period. This includes employees with continuous service from other Councils. Recruiting Managers should make applicants aware of the probation period at interview.
- 24.2 Internal transfers will not be subject to the formal probation period but should still have their first six months in a new role monitored and reviewed.
- 24.3 Probation periods allows both the Line Manager and the employee to decide if the role is suitable for them.

## **25 Monitoring**

- 25.1 HR will monitor recruitment to ensure compliance with this policy.
- 25.2 All applicants can complete an equal opportunities monitoring form, which is attached to the application form.
- 25.3 This form will be used by HR for the purposes of monitoring compliance with the Council's Equality and Diversity Policy and in meeting the Council's duties under the Equality Act 2010 Public Sector Equality Duty. The information will not be used as part of the recruitment process.

## **26. Review of Policy**

- 26.1 This policy will be reviewed at intervals of three years, or earlier at the request of either the management or staff side.

## **Approving Body & Date**

September 2017  
Reviewed Aug 2021