

Recruitment, Selection, and On-boarding



WORKING TOGETHER

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Policy Overview

This policy applies to all employees of Chorley and South Ribble Borough Councils, Chorley Leisure Ltd and South Ribble Leisure Ltd.

The vision for the future of our workforce is of a highly skilled and capable management team who lead on the recruitment, development, and support of high performing teams. Employees will be empowered through access to information and improved technology. HR will work in strategic partnership with managers to achieve their objectives.

The councils' ability to attract and recruit the best people we can is fundamental to our success and long-term future. This policy aims to provide guidance to managers on how to attract, appoint, and develop the best people into their teams. This policy should be used in conjunction with Passport to People Management training and is for application by trained managers only.

The overarching purpose of this policy is to provide a framework for the recruitment and selection of our people to ensure that is efficient and effective and promotes equality of opportunity.

This document is part of a family of policies which provide advice and information on the recruitment, selection, and development of a high performing workforce, see the Capability, and Internal Placement policies for more information.

The councils' responsibilities

The councils will:

- Ensure vacancies reach as wide a pool of suitable applicants as possible.
- Ensure all relevant roles are job evaluated.
- Provide opportunities for existing employees ahead of the general population, where possible.
- Train managers to confidently recruit and appoint the right people to the right role.
- Ensure a fair, efficient, and effective approach to recruitment which promotes equality of opportunity

Manager Responsibilities

Managers will:

- Draft clear and concise job descriptions
- Take responsibility for the full recruitment lifecycle
- Follow a fair and consistent approach to recruitment and selection
- Appoint the best person for the job, based on merit alone
- Support and develop new starters in their teams
- Complete recruitment training
- Complete all relevant processes and written documentation to support decision making
- Ensure that information is correctly disposed of in line with the retention policy

Vacancy created

Undertake a gap analysis to understand what recruitment is needed.

Job descriptions should be reviewed and evaluated as appropriate.

Approval to recruit to the vacancy must be received.

Recruitment

Consider how best to advertise the role and the most suitable application process.

Make sure the requirements of the role are clear to the applicants.

Selection

Shortlist the applications, paying particular attention to people in groups who are guaranteed interviews.

Agree a selection process with HR. Organise the selection day and make sure all of the candidates are invited and understand the process.

Undertake the selection day.

Appointment

Inform the successful and unsuccessful candidates as soon as possible and offer constructive feedback.

Inform HR so the pre-employment process can be followed.

On-boarding

Keep in touch with the new starter and plan for their first day.

Undertake the in-person induction and make sure they complete all of the online induction.

Probation

Undertake 8, 16 and 26 week reviews with the new starter following the internal or external process

Recruitment, Selection, and On-boarding Process

The overall recruitment and selection process may vary from post to post but the core principles of fairness, equality, and accessibility are fundamental and must be maintained.

Vacancy created

When a new post is created or when an employee leaves the manager should:

- Complete a [gap analysis](#)
- [Review the job description](#)
- Is there a [spoken English requirement](#)?
- Does the role need a [DBS](#)?
- [Job evaluate](#) the role (if necessary)
- Seek [approval to fill the post](#)

Recruitment

Once the post is approved the manager should:

- [Prepare an advert](#)
- Decide on [internal or external recruitment](#)
- [Advertise](#)
- Is a [recruitment agency](#) needed?
- Understand the approach to [ex-offenders](#)

Selection

When the vacancy closes the selection panel should:

- Complete [shortlisting](#)
- Offer interviews including to those people who are [guaranteed interviews](#)
- Agree a [selection process](#)
- Consider [equality and diversity](#)
- [Undertake the process](#)

Appointment

Following the selection process the manager should:

- [Offer the post and provide feedback](#)
- Advise HR so [pre-employment checks](#) will be completed
- [Confirm the offer of employment](#)

On-boarding

Prior to the new employee starting it is the responsibility of the manager to:

- [Keep in touch](#)
- Complete the [induction](#)

Probation

During the first 26 weeks of the new appointment the manager must complete the probation process with the employee.

- [External probation](#)
- [Internal probation](#)

Vacancy created

Gap analysis

Where a vacancy arises (either through a new post being created or a resignation) the manager should complete a gap analysis. A gap analysis helps to identify what staffing resource is needed to ensure the service can meet their objectives. When completing a gap analysis, the manager should consider:

- What skills are needed?
- Which duties should be included?
- How many working hours are needed?
- Is this gap a temporary or permanent one?

Once the gap has been identified this information should be used to create a new post, or to decide if changes are needed to an existing one.

Review or create job description

Job descriptions should be clear, concise, and appealing. They should include information about the role, its responsibilities, purpose, and service. All job descriptions should be on the approved corporate template with the appropriate values and behaviours.

The job description should also include the knowledge, skills, abilities, and qualifications required to do the job. All these requirements should be measurable and not discriminate against any group of applicants. Restrictive requirements (e.g. 10 years plus experience, must be physically fit) are not only contrary to the councils' equality schemes, they may also be indirectly discriminatory and therefore unlawful. Support and advice on draft job descriptions is available from the HR team.

Spoken English requirement

Public authorities are subject to the "fluency duty" in relation to all employees who work in customer-facing roles. If the role is public facing, and so legally requires a good standard of written and spoken English, this must be included in the job description under "Abilities".

DBS

There are certain posts that are eligible for a Disclosure & Barring Service (DBS) check. The manager and HR should establish whether the post would be eligible for a DBS Disclosure. Undertaking DBS Disclosures for individuals who are not eligible would be a breach of the Rehabilitation of Offenders Act 1974 and the Police Act 1997. There are two levels of disclosure:

- Standard Disclosures - for posts that relate to certain professions such as members of the legal and accountancy professions or which undertake duties such as assisting the Police or involved in the issuing of licences.
- Enhanced Disclosures - These are for posts where the postholder undertakes a regulated activity, relating to children or adults. In general, the type of work will involve regularly caring for, supervising, training or being in sole charge of vulnerable people. This level of disclosure involves an additional level of checking.

Roles which require a DBS check should have this clearly stated on the job description and in the advert.

Job evaluation

All jobs subject to job evaluation (those below Service Lead) must be fairly and consistently evaluated. All job descriptions that have been changed or that are new will need to be put through the Job Evaluation process.

Approval to fill

All posts must be approved before they can be advertised. Managers must follow the appropriate process to seek approval from their hierarchy, including sign off by finance and HR. Posts will only be advertised once full approval has been received.

Recruitment

Prepare advert

The manager should prepare an interesting, candidate-centric, and engaging advert to attract people to apply for the role. The correct corporate template must be used, and examples of good practice are available on the intranet. Managers should consider what they are looking for from candidates and what information they will need to be able to shortlist, this might include:

- CV
- Full digital application
- Covering letter
- Briefing
- Video application

The method of application should be included in the advert.

The councils want to ensure our staff are diverse and reflect our communities. For this reason, where there is evidence of under-representation in certain jobs or at certain levels, we may actively target applications from those groups.

Internal or External recruitment

- Internal

All roles will be advertised internally (for a reasonable time) unless there is a business reason not to. All permanent, temporary, casual and agency staff will be eligible to apply for internal vacancies if they work for Chorley or South Ribble Councils, or their wholly owned companies. For information on recruitment as part of an organisational change process the Change policy should be consulted.

- External

Where there is a business reason for the post not to be advertised internally it will proceed immediately to external recruitment. This may be due to a known internal skills shortage, an inability to recruit to the same or similar post recently, or where any delay in recruitment will have an adverse impact on the councils or our communities.

Advertise

Managers should consider where to advertise their role to reach the best applicants. All roles will ordinarily be advertised on the councils' job site and social media. Further paid advertising on job boards or specialist recruitment sites should be agreed with the service budget holder as this will be funded by the service budget.

Recruitment agencies

Recruitment Agencies will only be used in special circumstances, for example for short-term temporary posts which need to be filled urgently, for temporary specialist posts, or where the cost of advertising for a short-term appointment would be prohibitive. These appointments should only be made via HR. Agency workers will receive equal treatment as if they had been recruited directly (excluding pension,

sick pay, and maternity pay), after 12 weeks in the same job. Recruitment via agency must adhere to the council's procurement policies.

Ex-offenders

Having a criminal record should not automatically exclude someone from employment. The councils are committed to providing opportunities for ex-offenders and will ensure that the circumstances of any conviction are fairly assessed against their relevance to and risk within the role before a decision is made. The councils will not ask any applicant to disclose a criminal conviction at the application stage other than for roles which require a DBS check.

For roles which do not require a DBS, applicants will be asked to disclose criminal convictions at the offer stage and if one is disclosed a risk assessment which considers the specific duties of the role will be undertaken with support from HR. Applicants will be given the opportunity to explain the circumstances of any convictions.

Selection

Shortlisting

Following the closing date of an advert, managers will log into the appropriate system to download applications. The manager should decide on a selection panel for shortlisting, this should usually be the manager and one other person. The panel will shortlist against the person specification and score the applicants on the short-listing form. The manager should notify HR of the short-listed candidates, book in time to complete the selection, and provide information on the selection process so that the candidates can be invited. The recruitment system will email successful and unsuccessful candidates to update them.

Guaranteed interviews

The following groups of applicants will be guaranteed an interview provided they meet the knowledge, skills, abilities, and qualifications criteria on the job description:

- Individuals who consider themselves to have a disability
- Applicants whose last employer was the Armed Forces

Applicants under notice of redundancy will be supported in line with the Change policy.

Agree a selection process

The aim of the selection process is to select and appoint the best person for the job. The manager should consider how best to assess this using a fair and consistent approach which gives candidates the opportunity to authentically demonstrate the skills needed. Options for the selection process may include:

- A multistage process – informal/formal stages, remote or in-person
- Testing –in-person or online
- Activities linked to the role
- Technical skills
- Speed networking
- An interview with values based and/or technical questions
- Team exercises
- A presentation – either prepared in advance or unprepared
- An assessment centre – a range of tasks undertaken over several hours
- Selection criteria – *for internal appointments only*

HR will offer advice and support on the creation of a suitable and compliant process which should be measurable and objective. For roles where there is a “fluency” requirement this must be part of the assessment.

The manager should decide on an appointment panel. This will usually consist of the direct line manager and one other officer (generally the person who also shortlisted). For an assessment centre, additional officers will be required to support the day.

HR may also be part of the selection process where:

- It is an internal appointment
- The selection is part of a change process
- A member appointment panel is required
- The manager requests it

Managers should organise the selection day, including room booking and times and notify HR who will inform the candidates.

Equality and Diversity

Candidates with any specific requirements for the interview will be asked to notify HR and any adjustments will be discussed with the manager. Health related questions will not be asked as part of the recruitment or selection process.

On the day

The process should be followed consistently for all candidates. All appointments should be made on merit and agreed by the whole panel. Records of the process and appointment must be clear and should be returned to HR for retention.

Appointment

Offer post and provide feedback

Managers should verbally offer the post to the successful candidate as soon as possible. This verbal offer is subject to all pre-employment checks being completed. The manager should explain that pre-employment checks will take approximately 2-3 weeks, however this will be delayed if the candidate does not submit information in a timely manner.

Unsuccessful candidates should also be contacted by the manager as soon as possible, preferably by telephone, and offered constructive feedback on their performance.

Once the manager has made a verbal offer this must be followed up in writing by HR who will arrange a conditional offer letter and other necessary paperwork to be sent.

Pre-employment checks

HR will undertake all pre-employment checks before the position can be unconditionally offered. New employees must not commence their new role until these checks have been completed and approved:

- Eligibility to work in the UK
- References – all external candidates must provide two references
- Occupational health medical assessment
- Qualifications
- Disclosure of any unspent criminal convictions
- Driving Licence Status – for roles which require a driving license
- DBS check – as appropriate

Should any of the pre-employment checks come back unsatisfactory this should be discussed with the manager and service lead. If this leads to the offer being withdrawn the candidate should be contacted by the manager and HR will follow up in writing.

Confirming the offer of employment

Once the pre-employment checks have been satisfied HR will update the manager who should contact the candidate to arrange a start date. A letter confirming the unconditional offer of appointment and the start date will also be sent.

Internal appointments

Where a role is offered to an internal candidate an internal reference will be requested to be considered by the hiring manager. The employee, current manager, and the hiring manager should try to agree a start date which best meets the needs of both services and the employee.

Secondments

Where a post is fixed term and an internal applicant applies, the new role may be a potential secondment opportunity. A secondment is where someone moves into a new role on a temporary basis, and then returns to their substantive role when the fixed term position comes to an end.

Secondments will require approval from the Director of the substantive position and decisions will be made based on business need. If a secondment is declined, the employee may still choose to accept the fixed term opportunity, however when the fixed term comes to an end they will be at risk of redundancy. The Change policy should be consulted for more information.

If a fixed term secondment is extended past the initial end date, the Director of the substantive position must provide approval. If the extension is declined the employee will return to their substantive post on the date initially agreed.

On-boarding

Keeping in touch

The manager should continue to keep in touch with their new starter during the lead up to their start date, this may include inviting them to meet the team, to social events, or to share interesting information about the councils or the service. It is also important that the manager starts to plan the employee's induction and makes sure everything is in place for their start date.

Induction

A good induction is an important first impression of the councils as an employer. It is the responsibility of the manager to ensure that the local induction is completed for every new employee. The full induction on the Learning Hub must be followed and completed. Hard copy induction checklists must be returned to HR. The councils are committed to continuous improvement and the information from the employee induction survey will be collated and presented to leadership on a regular basis.

Probation

Probation (external)

All new employees to the councils must complete a satisfactory probation period, this will ordinarily be completed within 6 months. The objective of the probation policy is that after 6 months (26 weeks) the new employee will be performing in all areas at the level expected by the job description, and in line with the policies and procedures of the councils. Until a new employee has completed their probation period, all issues including conduct, attendance, and capability can be dealt with under this procedure. Where this is not appropriate HR will provide further guidance and advice.

- **Regular reviews**

As part of the induction, the line manager will explain the probation process which is a continuous period of review and is formally discussed at meetings at 8,16, and 26 weeks. At each review meeting the manager will complete the review form (appendix) and discuss objectives, development needs, training, supervision, and areas for improvement. A record of this review will be kept on the employee's file. Probation reviews are in addition to normal day-to-day management, including 1:1s, team meetings, catch ups, and regular support.

Should a problem arise between regular reviews, it should be dealt with straight away following the formal review process, and not wait for the next regular review. Serious concerns should be discussed with the senior manager and HR.

- **Final review**

At the end of the Probation Period (before 26 weeks) a final review meeting must be held, if the employee's performance is satisfactory in every way this will be confirmed in writing. The final review should be forwarded to HR.

- **Formal review**

If at any time during the probation period the employee is not achieving the council's expectations, this should be discussed with HR and a Formal Review Meeting should be arranged. The manager should not wait until the final review to determine that a formal review is required if the concerns have been apparent earlier. The concerns may be due to:

- Performance
- Conduct
- Attendance
- Attitude

The employee will be invited to a formal review in writing and informed that they have not met the required standards and the council is considering terminating their contract. They are entitled to be accompanied by a trade union representative or colleague and will be given at least 2 days' notice. At the meeting evidence that supports these concerns will be shared and the employee will have the opportunity to respond. The manager will decide upon appropriate action. As an alternative to dismissal the following may be appropriate:

- With pre-agreement, a verbal or written warning due to misconduct (see the Conduct policy)
- An extension of probation
- A period of formal review to give the opportunity for improvement

The outcome will be confirmed in writing. An employee who is dismissed during probation has the right to appeal.

- **Extension of probation**

This will only be in circumstances where there has either not been the opportunity to review performance due to circumstances outside of the council's control, as an outcome of formal review, or where the employee needs a little more time to meet the required standards. If the probationary period is interrupted by maternity, adoption or other extended period of leave, it should be extended by an equivalent amount to ensure completion of a full 26 weeks probation, this is to enable a fair assessment to be made. Any extension will be confirmed in writing.

- **Appeals**

Employees have the right of appeal against dismissal during probation which will be heard by an appropriate senior manager, following the procedure outlined in the Conduct Policy.

Probation (internal)

Employees who transfer from one internal role into another will be supported through an initial 6-month internal probation plan. This is a development plan which aims to give the employee the opportunity to develop the skills needed in their new role. The same review process is followed as the external probation policy, however should the employee fail to meet the required standard they will not be at immediate risk of dismissal, they will instead move into the capability process at stage 2. All other HR policies will continue to apply to internal transfers. For roles which change as part of a change process, HR advice should be sought as to whether the new role requires an internal probation period.

Employees who transfer from one council to the other, or from within the leisure companies, will be considered internal transfers.

Internal Placements

Internal placements provide employees with the opportunity to experience quality time in different services, to improve their business knowledge, appreciate the challenges other teams face, build cross team relationships, foster good communications, and improve engagement.

How to apply

Employees wishing to undertake a placement in a different service should discuss this with their line manager. This discussion should reflect on the anticipated benefit to undertaking a placement in the stated service.

Line managers should contact HR to discuss the placement and identify the relevant Placement Manager.

Once authorised, the employee should arrange a short meeting to discuss the expectations of the placement with the relevant manager in the placement service and discuss potential dates/feasibility for the placement. The Placement Manager should then contact HR and agree the date for the placement.

This meeting will ultimately determine whether the placement goes ahead and when. If the placement request is not authorised by either manager, employees may contact the HR Services Manager who will review the decision with the relevant Director

During the placement

The Placement Manager must complete a full induction, including health and safety, with the employee on their first day.

Following the placement

The employee will be required to complete a short evaluation to assess the value of the placement. This should be forwarded to the HR team who will keep a record of all internal placements.

Principles

Employees may undertake one placement of up to 5 days in a financial year.

It is at the employee's line manager's discretion that the placement opportunity be authorised in the first instance. Managers are encouraged to assess the benefit to the individual and/or team of the placement period and share this with HR.