

RECRUITMENT POLICY

(Incorporating Safer Recruitment)

This document applies to all Council employees except:

- All school based employees

This document may not be applicable to employees who transferred into LCC under TUPE legislation and remain on the terms and conditions of their previous organisation.

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INTRODUCTION

The aim of this document is to provide a flexible systematic recruitment framework in which roles and responsibilities are clearly defined to ensure that the recruitment process is carried out in a fair, professional and lawful manner.

The recruitment of employees is one of the most important responsibilities for managers. Recruiting the right person can transform our organisation for the better. On the other hand recruiting the wrong person for a key job may be one of the most expensive decisions any organisation makes.

The Council is committed to ensuring that all existing employees or job applicants will only be assessed according to their capability to carry out a given job based on justifiable, objective criteria which are clearly related to the duties of the job description and the person specification.

SAFER RECRUITMENT

As part of the Council's commitment to safeguarding children and vulnerable groups we undertake 'Safer Recruitment' when recruiting to all posts for children and adults which require an Enhanced DBS check and Barred List check. Details about posts which can ask applicants for an Enhanced DBS check and/or a Barred List check are detailed in the **Criminal Record Check Policy (Appendix A and B)**.

As a Hiring Manager it is your responsibility to ensure you have undertaken safer recruitment training.

These additional safeguarding practices are not applicable when recruiting to other posts within the Council. Information within this document that specifically relates to safeguarding practices is in grey text boxes for easy identification.

All vacancies will be advertised with the Council's safeguarding statement.

OBJECTIVES

These are to:

- Demonstrate that recruitment has been conducted fairly through a consistent and uniform approach for all.
- Achieve equality of opportunity for all applicants.
- Ensure that roles and responsibilities at all stages of the process are clearly defined for all those involved.
- Attract the widest number and select the best candidate for the job.
- Ensure a planned approach that is conducted on an objective basis and shows that candidates are measured against pre-determined, specific and relevant job requirements.
- Ensure all new starters and movers are properly vetted to the appropriate standard for the position.
- Enable applicants, whatever the outcome, to feel that they have had a positive experience.

- Enhance the reputation of the Council as an employer.

MINIMUM STANDARDS

This policy applies to all Council employees. The following exceptions apply:

- schools
- the Uniformed Fire and Rescue Service.

A Hiring Manager has overall responsibility for the recruitment process and will be responsible for the decision making stages of recruitment for example shortlisting, interviewing, selecting and appointment of candidate.

They should be trained accordingly and have the authority to take the decision to appoint as determined by the director area scheme of delegation and ensure that they comply with employment legislation and statutory requirements.

Recruitment is an activity where Hiring Managers and relevant people involved in the recruitment process will see confidential information of a personal nature. Due care and consideration must be given for this information during and after the process, in line with the Council's Information Governance Policy.

There is no requirement for a recruitment process if

- a person is progressing through a bar; for example, a social worker level 1 moving to a level 2 post following a career progression panel or where employment based training is offered to support employees to qualify in a chosen discipline, for example, training to become a social worker.
- A person will be doing the same job at the same grade, but moving to a different location
- A person is having their hours of work increased/decreased

In these instances a contractual changes form will be sufficient.

If candidates fail to complete the tasks required to process their offer of employment within 15 days the Council reserve the right to withdraw the job offer.

RECRUITMENT LEGISLATION

A job applicant who believes that he or she has experienced discriminatory treatment during the process of recruitment has three calendar months from the date of the discriminatory treatment to lodge a claim with a tribunal. There is no limit on the amount of compensation that can be awarded by tribunals in discrimination claims.

Various anti-discrimination laws apply throughout the entire process of recruitment. Employers are liable in law for any discriminatory actions perpetrated by their staff in the course of their employment. This means that if a Hiring Manager who is conducting the recruitment process does or says anything that could be construed as discriminatory; the employer will be potentially liable to pay compensation to the victim if a successful complaint is subsequently made to an Employment Tribunal.

The following section outlines the legislation that governs recruitment. Anyone that is involved in recruitment on behalf of the Council should be aware of their responsibilities under the relevant UK legislation.

The Council will ensure that it complies with employment legislation and statutory requirements including:

Data Protection Act 2018, which incorporates the General Data Protection Regulation (GDPR)

Rehabilitation of Offenders Act 1974 (Exceptions) (Amendment) (England and Wales) Order 2013. For further information please see the [Rehabilitation of Offenders and Self Disclosure Policy](#)

Asylum and Immigration Act 1996

Children Act, Section 11 (2004)

Equality Act 2010

Protection of Freedom Act 2012

- Fluency Duty, for further information please see the [Fluency Duty guidance](#)

The [Equality Act 2010](#) harmonised and replaced nine previous pieces of equality legislation, and covers the same groups that were protected by that legislation.

These groups are called 'protected characteristics' and are detailed below:

- Age
- Disability
- Race
- Religion or Belief
- Sex
- Sexual Orientation
- Gender Reassignment
- Marriage and Civil Partnerships
- Pregnancy and Maternity

TYPES OF DISCRIMINATION

Direct Discrimination

This is where a person discriminates against another because of a protected characteristic.

Discrimination by association

This is direct discrimination against someone because they associate with another person who possesses a protected characteristic.

Perceived discrimination

This is direct discrimination against an individual because others think they possess a particular protected characteristic. It applies even if the person does not actually possess that characteristic.

Indirect Discrimination

This is where an action is taken that puts a person at a particular disadvantage due to a protected characteristic and the action is not a proportionate means of achieving a legitimate aim.

Examples of Discrimination

The examples below are only indicative of some of the ways we can directly or indirectly discriminate. It is not an exhaustive list.

Direct Discrimination

- Choosing not to offer a position to a woman because she may, in the future, choose to have a baby.
- Requiring applicants to have been born in the UK
- Requiring applicants to be of a certain faith
- Requiring applicants to be over the age of 30 without a statutory or occupational requirement.

Indirect Discrimination

- Requiring applicants to have 10 years unbroken service will disadvantage women more than men as more women take time away from work to raise a family. This will also disadvantage younger people. The use of occupational testing is a far more effective method of testing someone's skills and knowledge than experience.
- Insistence on British qualifications without consideration of equivalents may disadvantage those born in another country.
- Requiring the wearing of a uniform (other than for safety reasons) may indirectly discriminate certain groups due to the traditional dress of some races.
- The wording of advertisements and recruitment materials must not contain language associated with certain age groups. For example, words like 'mature' and 'dynamic' may imply certain age groups are preferred.
- Qualifications required from applicants will have to be considered and equivalents sought. For example, requiring applicants to possess GCSEs may exclude older applicants who studied when GCSEs had not been introduced.

Victimisation

Victimisation occurs when an employee is treated badly because they have made or supported a complaint or raised a grievance under the Equality Act; or because they are suspected of doing so, for example, refusing to appoint someone because they have successfully brought an Employment Tribunal claim against the employing organisation constitutes victimisation.

Occupational Requirements

As a general rule it is unlawful to specify that you require a person with particular characteristics e.g. a particular race or gender unless there is a genuine occupational requirement (GORs) for the position, and this can be objectively justified as a 'proportionate means of achieving a legitimate aim'. An example of a genuine occupational requirement is where there is a need to pursue privacy or decency, e.g. the requirement for a male care assistant whose job involves helping men dress or to

use the toilet. In the event of the genuine occupational requirement rule applying, this must be stated on the advertisement and job details.

Blanket Exclusions in Advertisement

When advertising posts we must avoid requirements which may exclude people with impairments. An example of this is where an advert requires that applicants can drive (although this is not strictly essential). If, due to the nature of impairment, a disabled job seeker is unable to drive, he/she can claim to have been excluded from applying by the advertisement even before there has been any opportunity to explore reasonable adjustments to remove that disabling barrier. In such cases the law will assume that the reason the person was not appointed was because of disability discrimination and the onus is then on the employer to show otherwise.

SPONSORSHIP

Under the current system, migrants need to pass a point based assessment before they are given permission to enter or remain in the UK. Each tier has different point requirements.

The number of points the migrant needs and the way the points are awarded will depend on the tier they are applying under. Points will be awarded to reflect the migrant's ability, experience, and age and when appropriate the level of need within the sector the migrant will be working.

All tiers except Tier 1 will need to be sponsored in order for their application to be successful. The Council has a license to sponsor skilled workers under the point based system. Tier 2 enables UK employers to recruit individuals from outside the European Economic Area (EEA) for the purpose of directly employing them to fill a vacancy that cannot be filled by a British or EEA worker.

Before you open the post up to sponsor a skilled migrant, you need to check that the job you are sponsoring them to do meets all the conditions of the sponsored skilled worker tier:

- The job must be skilled at N/SVQ level 3 or above.
- A Resident Labour Market Test (RLMT) has been carried out (see below).
- The job must be paid at the appropriate rate or above.

If you want to employ a migrant to do a job, you must use the "Codes of Practice for Sponsored Skilled Workers" to check the skill level and appropriate rate for that job and to find out where you should advertise the job. Even if the job meets the conditions in the code of practice, this does not necessarily mean that the migrant's application will be approved.

For further information please see [Codes of Practice for Sponsored Skilled Workers](#).

Please note: A certificate of sponsorship is assigned to a specific position and organisation. Should a migrant worker wish to change position within the organisation or sponsor they would need to make a fresh application.

In April 2017 the government has introduced a Tier 2 Immigration skills charge. Under the new rules, if you want to hire a non-EEA worker under Tier 2 of the points-

based system, LCC will have to pay an annual fee of £1,000 per worker to the Government. This charge is being put in place to encourage employers to recruit more talent from the UK labour market rather than relying on workers from abroad.

Who Will This Skills Charge Apply To?

The charge will apply to both Tier 2 (General) and Tier 2 (Intra-company Transfer) categories, where employers are seeking to sponsor non-EEA nationals:

- who are outside of the UK and applying for a visa
- who are inside the UK and wish to switch to the Tier 2 category from another visa

But, the Skills Charge won't apply if an employer is sponsoring:

- a non-EEA worker who was sponsored in Tier 2 before 6th April 2017, and is applying to extend their visa with the same or a different sponsor
- a Tier 2 (Intra-company Transfer) Graduate Trainee
- a Tier 2 migrant who wants to do a specific PhD level role
- a Tier 4 student who wants to switch to a Tier 2 (General) visa
- Tier 2 family members/dependents

Please seek advice from either your HR Advisor or the Resourcing Service before making any decisions on recruiting a non-EEA worker.

RESIDENT LABOUR MARKET TEST (RLMT)

With the exception of shortage occupations, a RLMT must be conducted demonstrating a post cannot be filled by a UK resident before applying for a certificate of sponsorship.

To complete a satisfactory Resident Labour Market Test you must, in most cases

- Advertise in the UK in two places which are suitable for the industry and job in question
- Include the following in the advert:
 - The job title
 - Main duties and responsibilities of the job
 - The location
 - Salary package or range
 - Necessary skills, qualifications and experience
 - Closing date for applications. For rolling recruitment programmes the advertisement must show the period the programme will run for.

The vacancy must be advertised to settled workers according to the Code of Practice specific to the sector and job. Ensure the post has been advertised for a minimum of 28 days either continuously or in 2 stages on the Lincolnshire County Council website/Job Centre Plus and at least one other listed method permitted by the relevant code of practice (unless there is no code of practice for the job). If you advertise in 2 stages, each advert still needs to run for a total of 28 days and neither

stage can be less than 7 days. Any website used must be free to access and must not charge any fee for viewing or applying for job vacancies.

You must issue a certificate of sponsorship within six months of placing the advert. The Certificate of Sponsorship you assign must include details of how you completed the Resident Labour Market Test, including:

- The dates and locations of the job advertisements
- Relevant reference numbers, such as the Universal Jobmatch Job ID number, any reference numbers from online or newspaper advertisements, and so on.
- Details of any exemption to the Resident Labour Market Test, if used
- Details of any third party, such as recruitment agency, used.

<https://www.gov.uk/uk-visa-sponsorship-employers/job-suitability>

SHORTAGE OCCUPATIONS

Shortage occupations are specific types of work that have been officially listed as ones for which there are not enough resident workers to fill available jobs.

Employers who wish to hire a worker from outside the European Economic Area to fill a vacancy that is on the list of shortage occupations may do so without carrying out a resident labour market test. There are exceptions to this:

- You can only use this exemption if the migrant will be working for 30 hours a week or more.
- If the job comes under Standard Occupational Classification (SOC) code '2231 Nurses' you must still complete a Resident Labour Market Test, even if this SOC code is on the Shortage Occupation List.

Migrants who come to the UK to fill a skilled job in tier 2 on the shortage occupation list will get enough points without proving their prospective earnings or qualifications.

For further information please visit the Visa and Immigration Service's page:

<https://www.gov.uk/government/publications/tier-2-shortage-occupation-list>

EQUALITY CONSIDERATIONS THROUGH RECRUITMENT

Hiring Managers, will implement recruitment practices which support the aim of this policy including due consideration to reasonable adjustments.

The wording used within job adverts must not discriminate or be construed to be discriminating against any person or group of people. In addition the job information pack will be attached which details of the Disability Confident scheme are clarified. All adverts will contain the Equality and Diversity statement.

Disabled candidates should not be asked about the nature of their disability. If they wish to discuss adjustments to the working environment as a result of being invited to attend an interview, a candidate led discussion is acceptable.

The Council operates a guaranteed interview scheme. All applicants with a disability as defined under the Equality Act 2010 who advise the Council at the time of their

application of their disability and who meet the minimum criteria of the post must be offered an interview. This is in accordance with the requirements of the Disability Confident scheme. The appointment decision is based on merit. If an 'at risk' candidate applies then they take priority over disabled applicants.

A candidate may ask for reasonable adjustments to be made for the interview. This is so their needs can be accommodated to enable them to attend interview and participate fully in the selection processes to be used.

All applicants who are care leavers of Lincolnshire County Council as defined below and who advise the Council at the time of their application of their care leaver status and who meet the minimum criteria of the post must be offered an interview up to and including the age of 30.

A Care Leaver is a young person aged between 16 and 25 who has left the care of **Lincolnshire** Local Authority after being previously looked after. To be a Care Leaver you have to have been looked after by Children Services for:

- At least 13 weeks between the ages of 14-16.
- Or, has spent 13 weeks cumulatively after their 16th birthday under the care of the Local Authority.
- Been the subject of a Special Guardianship Order and was in care prior to that Order being made

If a candidate identifies themselves as a care leaver then Resourcing Services will verify this and notify the Hiring Manager.

This is in accordance with the requirements of the Council's positive about care leaver's scheme. The appointment decision is based on merit. If an 'at risk' or disabled candidate applies then they take priority over care leaver applicants. Further guidance can be sought from your HR Advisor.

THE RECRUITMENT PROCESS

All recruitment will be via self-service through the E-recruitment solution (U4R). As a hiring manager you will need to submit your request to recruit by completing the online recruitment request form in U4R. To request a self-service account please contact recruitment@lincolnshire.gov.uk

No paper based applications can be accepted. No late applications can be accepted once the closing date and time have passed.

When preparing to advertise your vacancy you need to begin to think about how you are going to attract your candidates before requesting a briefing call with a Resourcing Advisor.

Vacancy Management Policy

The Hiring Manager must follow the current vacancy approval process.

The Hiring Manager must confirm (where appropriate) that a resignation letter has been received from the current post holder and that written confirmation has been sent to the outgoing post holder to confirm acceptance of this resignation before any

steps are taken to recruit into the post. The manager should ensure the outgoing post holder has the opportunity to complete an [Exit Questionnaire](#).

If the vacancy is the result of a restructure the Hiring Manager must consult with an HR Advisor before beginning the recruitment process. You should not commence the recruitment process until this consultation has been completed.

Establish a Selection Panel

The Hiring Manager must establish a selection panel and ensure:

- The selection panel consists of two or more people.
- The selection panel is identified at the start of the recruitment process and only changed if a member knows/is related to someone who subsequently submits an application (unless an internal applicant applies, where common sense prevails) or if a member is absent.
- The same selection panel carries out the interviews with all candidates that have been shortlisted.
- The selection panel pre-book dates for shortlisting and interviewing

The Job Description

Steps must be taken to ensure the job description contains nothing that can be construed as discriminatory.

The job description should list each duty or task that is required and should be written in plain English which can be easily understood and should be in a suitably accessible format for all applicants.

If writing or amending a job description the latest [Job Description Template](#) must be used. Where a post is new, significantly changed or given a new title, the manager will send information about the job to the job evaluation team (JETeam@lincolnshire.gov.uk) for more information on how to submit a job for evaluation please refer to the job evaluation pages on the intranet (George).

The Person Specification

The person specification forms part of the job description template and should outline the knowledge and skills specific to the role and also the behaviours/abilities that are required to successfully carry out those tasks and responsibilities within the Council.

Person specifications play a valuable role in the recruitment process as they can provide:

- Examples of behaviours/core abilities necessary for effective performance in the job.
- A “common language” for recruitment across the organisation.
- Language that can be used in job advertisements.
- Criteria for choosing and designing assessment methods.
- Benchmarks for decision making.
- A structure for giving assessment feedback.

- A set of criteria for monitoring the selection process.

SAFER RECRUITMENT

Confirm whether the post requires a DBS check or an Enhanced check for Regulated Activity. All DBS checks carried out on behalf of the Council are at the Enhanced level. Please see further information in the [Criminal Record Check Policy](#)

Confirm whether the post requires the completion of disclosure from caring with children's regulations disclosure form (DCCR form) which is required for all posts that:

- Provide, manage, have a financial interest in or be employed at, a children's home
- Provide, be directly concerned in the management of, or be employed at, any registered childminding or childcare service

Longlisting and Shortlisting

The Hiring Manager will ensure existing employees with 'at risk' status who meet the essential criteria or could do so with appropriate training will be given prior consideration i.e. interviewed before any other candidate. They must be offered the job if they can undertake the duties with appropriate training. If they are not appointed the interviewing officer must ensure the employee receives, in writing, the reasons why they were not appointed before the consideration and interviewing of any other candidates. Further information can be found in the [Redeployment Policy](#) and the [Change Management Agreement](#). If managers require further guidance they should contact their HR Advisor.

The Hiring Manager has a responsibility to ensure that only the criteria stated on the Job Description and Person Specification are used for shortlisting purposes and that the same criteria is applied to all applicants.

The Hiring Manager must check that the applicants selected for interview have not indicated any relationships with managers or Councillors at the Council. If there is any relationship indicated these people identified should not form part of the recruitment process or panel (unless an internal recruitment where this may be unavoidable).

If the post does not attract Sponsorship, then any candidates from countries who require sponsorship should not be shortlisted.

If an employee applies for an internal vacancy and subsequently leaves the organisation, providing they were employed at the time of submitting their application then they can be considered for the position.

The Hiring Manager can make the decision, with agreement from all panel members, to re-advertise a post if it is not possible to form a shortlist from the applications received. Any suitable candidates should be advised that the field was insufficient to progress with the recruitment process and encouraged to re-submit their application before the new application deadline.

Interviews

The Hiring Manager should finalise the interview and assessment criteria for the interview process. They should ensure suitable rooms are booked and any necessary IT equipment is available. They will advise the Resourcing Service of the interview location, the candidates they wish to invite to interview and interview times.

The Resourcing Service will send emails inviting candidates for interview which will:

- Give details of the interview panel and interview location, the date and time of the interview.
- Ask candidates whether they have any special requirements in relation to the interview including aids and adaptations.
- Outline the nature of any tests to be performed at the interview.
- Outline the necessary document checks that will be undertaken at interview and the documentation they are required to bring.

The Hiring Manager is responsible for ensuring that the assessments/interviews are chaired effectively and conducted fairly with equal treatment of all candidates. All candidates must be subjected to the same selection process. The selection processes should be appropriate to the Grade and level of responsibility to be held by the post holder (for example a full assessment centre is not appropriate for a business support assistant/project support officer).

The Hiring Manager must ensure all relevant issues are covered during the interview process. The Candidate Interview Assessment form will assist and covers;

- Interview questions
- Any disclosures made on the application form
- Any potential conflict of interest

SAFER RECRUITMENT

The Hiring Manager must complete the [Candidate Interview Assessment Form](#) for each candidate to be interviewed ensuring that any gaps in employment and training history are explored with the candidate to obtain an explanation.

Employment and work history

The Hiring Manager should identify any gaps in an application form which are unaccounted for. They will be provided with a GAP analysis document with your interview schedule. Any gaps should be identified on the Candidate Interview Assessment and Verification Template in preparation for the interview.

Checks to be carried out during the Recruitment Process

The following table identifies the checks a Hiring Manager must undertake at time of interview. These documents must be stored securely until all recruitment paperwork is ready to send to create the personnel file.

Pre-employment Checks	Manager Action
Identity check	Copy, sign and date
Right to work in the UK	Copy, sign and date
Proof of qualifications, applicable to role	Copy, sign and date
Proof of Professional Registrations (certain roles) e.g. HCPC	Copy, sign and date

For further information on checking candidate documentation please see [Appendix C – Pre-Employment Checks](#)

SAFER RECRUITMENT

If any candidates have lived, studied or worked overseas for a period of more than three months in the last five years (safer recruitment) we would expect them to obtain a statement of good conduct (sometimes referred to as a certificate of good repute) that relates to the time they resided in that country. The exception is candidates who are serving / living with someone who is serving in the armed forces during that time. The Council would only expect an applicant to apply for this after an offer of employment is made. Guidance can be found in the [Criminal Record Check Policy](#)

Decision to Appoint

Appointment must be on merit. The Hiring Manager must be aware that a verbal offer of appointment is as binding in law as a written offer.

Following the interview the Hiring Manager will be sent an email containing a link to a form so they can provide the name and details for the successful candidate and also upload;

- Copies of mandatory qualifications (taken at interview)
- Copies of mandatory professional registrations (taken at interview)
- Copies of Right to Work and Identity (taken at interview)
- Candidate Interview Assessment Form

The Hiring Manager must provide each document individually and not in one combined scanned document.

On receipt of this form the Resourcing Advisor will issue the conditional offer to the candidate.

A conditional offer of employment is the first letter after the decision to appoint is made. This enables the Council to undertake all necessary pre-employment checks before a final offer is made. The offer is subject to successful pre-employment checks including; RTW & ID, references, positive information being received from the candidates criminal record check and the Council's medical adviser.

If candidates fail to complete their recruitment tasks (which are outlined in their conditional offer) within 15 days the Council reserve the right to withdraw the job offer.

The Hiring Manager should advise the successful candidate that they cannot start work until all the necessary clearances have been obtained, and so he/she should be advised not to give notice to their present employer until it is certain that the appointment can proceed.

Unsuccessful Candidates

Candidates who are unsuccessful after interview must be informed of the outcome of their interview. The Hiring Manager should be sensitive to the need to provide feedback to candidates, if requested to do so, citing the reasons they have entered onto the Candidates Interview Assessment and Verification template.

The Hiring Manager should, where possible, provide some information about where the candidate could have performed better. Internal candidates should be given an adequate de-briefing and signposting to future development areas.

If the candidate enquires about interview expenses the Hiring Manager should advise candidates on how to claim back these expenses. Interview expenses are not paid if a candidate is offered the job and declines the job offer. For further information please see the [Local Scheme of Conditions of Service](#).

Once the appointment decision is made the Hiring Manager must collate all the notes made by all the panel members identifying the main reasons that candidates were and were not successful. The Hiring Manager should store these notes securely and shred after 6 months along with any copies of qualifications, professional registrations, RTW and ID provided by unsuccessful candidates during the recruitment process must be confidentially shredded at this time.

A Hiring Manager can delay notifying the second or 'back up' candidate until they are assured that the preferred candidate will accept the job, and this needs to be communicated clearly to the Resourcing Service as required. Candidates can be held for 3 months without a further interview/selection process.

Processing the Appointment

The Resourcing Administrators will undertake quality checks on the documents submitted by the Hiring Manager. If there are any issues identified with the documents submitted they will contact the Hiring Manager. They will also begin requesting the remaining pre-employment checks from the candidate.

Medical clearance of successful candidate

All new employees must be medically cleared before appointment. This is done via our Occupational Health Provider, Health Management Ltd.

The Resourcing Service will request a fitness for work questionnaire through the Health Management portal, which will then be emailed to the candidate for them to complete online.

References

The purpose of the reference is to provide relevant additional information and to act as a check on information provided by the candidate. However it is important to keep in mind their limitations. References will inevitably be influenced to some extent by the personality of the person giving them. References that contain factual

information about a job applicant's past experience and performance can be a sound predictor of his or her future performance in a similar role. References from recent employers are the most useful.

The Resourcing Administrators will request references for a Hiring Manager after the conditional offer has been made. There must be a minimum of two references for candidates external to the Council and one reference from the line manager of an existing Council employee. Agency workers on assignment at the Council are NOT internal employees (although they have the right to apply for internal vacancies) and therefore two references are required.

Where an existing Council employee is appointed to a new internal position **and** they will remain in the same team **and** continue to have the same Line Manager, the Line Manager can complete an Internal Team Move reference- advise the Resourcing Service this is the case and they will organise this for the manager (rather than writing a reference addressed to themselves.)

Sufficiency of References

For external candidates:

- A minimum of two references must be obtained.
- One referee must be the candidate's current or last employer, however if they have never had an employer they must be a senior staff member from the candidate's last place of study.
- Where a character reference is supplied the reference must be from a professional person. No appointment should be made based on two character references.
- Referees must not be relatives or partners

For internal candidates:

- One reference must be obtained
- The reference must be from their current line manager.
- Where an existing Council employee is appointed to a new internal position **and** they will remain in the same team **and** continue to have the same Line Manager, the Line Manager can complete an internal team move proforma rather than writing a reference addressed to themselves.

The Hiring Manager can request additional references if the ones received are not sufficient.

It is the Hiring Manager's responsibility to ensure that the references supplied by a candidate match the candidate's work history / academic history.

SAFER RECRUITMENT

For posts that require an enhanced DBS check the Hiring Manager should – in addition to the requirements above for standard recruitment ensure, where possible, at least one referee can make reference to the applicants work in an earlier post/role within the same workforce (Children/Adults) as the post being applied for.

- If the candidate is to work with children or adults and the candidate has

worked in these sectors previously, ideally one of the referees should be able to make reference to their work with children or adults.

- Schedule 2 of the Children's Homes Regulations 2015 require that where a person has previously worked in a position whose duties involved work with children or adults, so far as reasonably practicable verification of the reason why the employment or position ended. Residential homes are audited against this requirement.
- The Hiring Manager must ensure that any concerns raised by a reference are resolved satisfactorily with both the referee and the candidate before the person's appointment is confirmed.
- Any information about past disciplinary action or allegations should be considered in the circumstances of the individual case. Cases in which an issue was satisfactorily resolved some time ago, where an allegation was determined to be unfounded or did not require formal disciplinary sanctions, and in which no further issues have been raised, are less likely to cause concern than more serious or recent concerns, or where issues that were not resolved satisfactorily. A history of repeated concerns or allegations over time is also likely to give cause for concern.
- The information given should also be compared with the application form to ensure that the information provided about the candidate and his/her previous employment by the referee is consistent with the information provided by the application form

FORMAL OFFER OF EMPLOYMENT LETTER

The Hiring Manager must be aware that a verbal offer of appointment is as binding in law as a written offer. Once an unconditional job offer has been made and accepted, a contract of employment will have come into existence and any subsequent withdrawal of the offer will constitute a breach of contract.

Once all pre-employment checks are complete the formal offer of employment can be made to the candidate. The Resourcing Administrator will send a form to the Hiring Manager to provide the final offer details and upload the starter form for the successful candidate. The Resourcing Administrator will then send the final offer on behalf of the Hiring Manager.

The Hiring Manager must agree a start date with the new starter. In order to preserve continuity of Local Government Service candidates transferring from another local council should normally finish on a Sunday and commence with the Council on a Monday.

SAFER RECRUITMENT

If, for operational reasons, someone starts prior to a DBS being returned, the manager must complete [Appendix C DBS Risk Assessment Template](#). This template can only be completed once all other pre-employment checks have been returned and are satisfactory.

The final offer must also indicate at which point the successful candidate starts on the pay scale. This is usually the bottom point of the scale to which they are appointed but they can be started part way up the scale in exceptional

circumstances. The successful candidate should be advised in writing of this decision.

The Resourcing Administrator will collate all the new starter paperwork and send it to Corporate HR Admin for processing as a new starter on Business World On! (BW-On!)

HR Admin will not set a new starter up on BW-On! without copies of all recruitment paperwork documents. If the new starter is not set up on BW-On! they will not be paid. All documents must be sent to the Corporate HR Admin Team by the 7th day of the month to ensure the new starter is paid on the 23rd of the month. The Hiring Manager must understand that the closer to the deadline date (7th day of the month) the personnel file paperwork is passed to the Resourcing Service for quality checking the less likely it is to make payroll deadline. Therefore it is recommended that the required completed paperwork is returned no later than the 1st of the month so that any errors can be corrected before payroll deadline.

Similarly a contract of employment cannot be issued until all documents/information have been submitted and received by Corporate HR Admin Team.

COMMENCEMENT OF EMPLOYMENT

The Hiring Manager must ensure all new starters receive an Induction programme. For further information please see the [Employee Induction Guidance Checklists](#).

If managers require further guidance they should contact their HR Advisor.

PROBATIONARY PERIOD

All new entrants to the Council are subject to a probationary period of six months. For further information please see the [Probation Policy](#).

If managers require further guidance they should contact their HR Advisor.

COMPLAINTS

It is the Hiring Manager's responsibility, in the first instance, to respond to any complaints from job applicants regarding the failure of the Council to follow its policy.

FURTHER INFORMATION

For further information and guidance managers should contact their HR Advisor or the Resourcing Service on 01522 555441 or email Recruitment@lincolnshire.gov.uk