



## Recruitment and Selection Policy

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### 1. Introduction

- 1.1. The Council of the City and County of Swansea is the largest single employer in the local area. As such the Council is in a position to take a lead in setting employment standards which will give direction and opportunity to both individuals and the organisation during a period of rapid change and a challenging financial environment.
- 1.2. Our employees are critical to the services provided by the Council. The Council's practice in the recruitment, selection and development of suitable employees is an integral activity in sustaining and improving growth within the framework of its business plans.



- 1.3. The Council recognises its responsibilities to provide job opportunities to internal and external applicants on a fair, consistent and equitable basis.
- 1.4. All appointments to the Council will be made on merit, and the appointments process is designed to ensure that the best person for the job is recruited.
- 1.5. The City and County of Swansea welcomes applications from the whole community, including those who are under-represented in our workforce.
- 1.6. The aspirations of the policy are to:-
  - adopt good recruitment practice
  - ensure the recruitment of a diverse workforce that will add value to the organisation
  - achieve the Council's aim of providing a cost effective and quality service to the people of the City and County of Swansea.

## 2. Scope

- 2.1. This policy applies to all internal and prospective employees other than those in Educational Establishments with delegated powers. Whilst the aspirational statements in this policy apply across the Council, the JNC Officer Appointment Procedure Rules provide details on the procedure to be followed for the recruitment and selection of [Chief Officers](#).
- 2.2. This policy encompasses all activities that form part of the recruitment and selection process. In order for the policy to be effective, it is essential that any employee involved in any aspect of the recruitment and/or selection of staff is familiar with the content of this document and adheres to it.

## 3. Policy Statement

- 3.1. The Council aims to recruit and retain the best employees who are flexible and committed to producing high quality services. The aim is to have the right people, with the right skills in the right place at the right time.
- 3.2. The Council's approach as a good employer is to:
  - Recruit the best person for the job on merit.
  - Design jobs to take full advantage of potential and current employees' skills and abilities, which take account of the Council's equality duties. Click here to see the [Equality Policy Statement](#)
  - All jobs will be advertised internally in the first instance and externally if the post cannot be filled
  - Recognise the quality, experience and career aspirations of current employees and ensure that they are given proper consideration in this process.
  - Limit consideration to internal candidates in situations where redundancies are threatened or ill health redeployment may be necessary. Such candidates will be given a prior interview where they meet the minimum criteria.

- Ring fence applications for vacancies, where departmental re-organisations occur and redundancies are envisaged to those affected by that re-organisation.
  - Employ a range of techniques to select candidates, dependent on the competencies required for the post.
- 3.3. All posts will normally be advertised and may take a number of different forms but this general principle will be dependant on circumstance. The recruiting manager is responsible, following consultation with Human Resources for adopting the most appropriate method.
- 3.4. The Council recognises the need to increase the diversity of its workforce in order to reflect the community that we serve. Recruiters need to be fully aware of equal opportunities legislation and understand how discrimination can occur both directly and indirectly in the recruitment process. [Click here for a guidance note on the legal principles](#)
- 3.5. All applicants who indicate that they have a disability and meet the essential criteria for a job are guaranteed an interview.
- 3.6. To highlight the Council's commitment to tackling economic inactivity in Swansea, any applicant who is registered with the following projects and meets the essential criteria, as laid down in the person specification, will be guaranteed an interview, i.e.
- Workways Plus
  - Communities for Work
  - Lift
  - and any other appropriate schemes as determined by the Head of HR
- 3.7. The Council's policy is that all those taking part in short-listing, selection and interviewing must have been appropriately trained in recruitment and selection techniques.
- 3.8. Human Resources will continuously monitor recruitment processes to ensure that they are non-discriminatory. Human Resources will be developed to adopt a role which focuses on quality assurance.

#### 4. Procedure obligations

- 4.1. Before an officer or Member undertakes any recruitment on behalf of the Council they must have completed the City and County of Swansea's Recruitment and Selection Training Course.
- 4.2. All applicants will be treated fairly in line with the Council's [Equality Policy Statement](#), to ensure that recruitment and selection is carried out on the basis of merit only.
- 4.3. There are, however, certain positions in the Council for which the protected characteristic of the successful candidate will be a genuine occupational requirement.

- 4.4. Where a person involved in the short listing or interviewing panel has a potential conflict of interest because of a personal, familial, financial or other relationship with applicants/candidates, this matter must be raised prior to the short listing process. This will normally disqualify that person from the process, however Human Resources will advise on the appropriate action to be taken to ensure fairness throughout the selection process. Please refer to the [Employing people who are related Policy](#) and the Council's [Code of Conduct](#).

## 5. What to do when a vacancy first arises

- 5.1. The arrangements made for recruitment and selection must be appropriate to the needs of the job, the nature of the vacancy and the job market. They must be lawful and follow good practice.
- 5.2. When a post becomes vacant the manager must first consider things such as:-
- whether or not it should be filled in its present form
  - whether any changes should be made or
  - whether the post can be deleted.
- 5.3. Depending on the financial position facing the Council from time to time, it might be appropriate to re-distribute the workload, or change the duties of the post to better fit the needs of the service.
- 5.4. Subject to any standing instructions from Corporate Management Team, if there is a need to recruit to the post, before it is advertised both the Job Description and the Person Specification must be checked and, if necessary, updated to be available for advertising purposes. Where Job and Person Specifications are updated, they must be sent to the Pay and Grading Team to be checked and possibly re-allocated, within the Job Evaluation scheme.
- 5.5. All Job and Person Specifications will be drawn up after objectively analysing the job and will take account of the contents of the role profile to which the job will be allocated.
- 5.6. When it is decided to fill a vacancy the [Management of the Establishment Policy](#) will specify authority for approval to advertise. [Click here for the Vacancy Monitoring Form](#). The manager should ensure they have authority to recruit to existing posts in line with the scheme of authority set out in the [Management of the Establishment Policy](#). This is the manager's responsibility, because if Human Resources receive a completed request to recruit from a manager and there is a vacant post on the ISIS system, the request will be automatically processed. The Vacancy Monitoring Form must be signed off by the Director, Head of Service and Accountant before Human Resources will process. All proposed advertisements are reviewed and approved by the relevant Head of Service prior to them being published.
- 5.7. Where there is major organisational change or there is a temporary vacancy freeze, higher level authorisation may be required and process and forms will be temporarily adjusted accordingly. It is the responsibility of managers to satisfy themselves that they have the necessary authority.

- 5.8. Once the recruiting manager has confirmed that they need to recruit, they need to:
- determine the contract type needed;
  - revise or prepare the job and person specification;
  - consider who will be involved in the recruitment process;
  - draw up a clear and realistic timetable for recruitment taking account of advertising media; and
  - decide how to attract candidates.
- 5.9. Managers have a responsibility to always be clear about the content of the job and the attributes the job holder needs to undertake it. This is especially important given the Job Family Allocation process adopted by the Council. The job description and person specification are therefore an essential part of the preparation for recruitment.
- 5.10. As set out above, where a job and person specification is new or has been significantly revised it **must** be submitted to the Pay and Grading Team for job evaluation **prior** to advertisement so that an accurate allocation can be determined.
- 5.11. When devising a job description or person specification, managers must look at the DBS risk assessment to ensure the requirement to undertake any necessary checks is made clear to the applicant.

Click here for the [Pay and Grading – Job Allocation Questionnaire](#) and [Guidance Notes](#)  
Click here for [guidance on preparing a job description form and person specification](#)

## 6. Redeployment and ring fencing

- 6.1. Where it can, the Council is committed to minimising compulsory redundancies of employees who are no longer able to fulfil their current role. One way of achieving this is to redeploy employees who are potentially at risk of redundancy to other jobs within the Council.
- 6.2. Details of employees at risk are contained within the redeployment register. This means that redeployees can be slotted into another job without the need to compete in the normal way. Consideration must be given to whether retraining may be needed for redeployees applying for other vacancies. If there is more than one person in the pool of redundant employees, then there will be a competitive process.
- 6.3. Potential redeployees need to provide relevant information e.g. skills, competence etc to demonstrate that they meet the essential criteria, in the person specification, for the job during the selection process. The post must normally be deemed to be suitable alternative employment. Further details can be obtained in the [Re-deployment Policy](#).

- 6.4. The recruiting manager may be instructed to ring fence a post. This may be where:
- the vacancy should be offered as a redeployment opportunity in a redundancy programme;
  - there is no overall increase in headcount due to a matching arrangement in a restructuring programme; or
  - an existing fixed term contract is expiring.

## 7. Determining the contract type

- 7.1. The recruiting manager has a responsibility to consider the type of contract arrangement that is needed to meet the vacancy requirements.
- 7.2. Examples of employment contracts covered by this procedure are:
- permanent open ended contracts
  - fixed term;
  - secondment; and
  - flexible working arrangements.
- 7.3. Examples of other contract types not covered by this procedure are:
- Contracts for services - self employed;
  - Consultants;
  - Casual workers.

Advice on any of these is available from Human Resources.

## 8. Advertising

- 8.1. There are many different forms of advertising, please ask Human Resources for further information. Managers should carefully consider what form of advertisement is necessary for the particular job and should advertise internally in the first instance. Whilst advertising the job to attract appropriate candidates is important, managers must be mindful that some processes are expensive.
- 8.2. The purpose of the advertising method is to:
- attract a pool of suitably qualified applicants;
  - dissuade those who are not qualified from applying;
  - present the Council as an attractive employer with a workforce which is representative of the wider community
  - make clear the requirements of the post; and
  - meet the legal requirements of good recruitment practice.
- 8.3. Once approval has been given and where appropriate, all jobs should be advertised internally in the first instance and externally if the post cannot be filled. Consideration will be given to advertising jobs on a job share basis, where it is deemed appropriate.

- 8.4. Applications are to be submitted on a standard application form. Adequate time should be allowed for receipt of applications. In any case the closing date should be normally no less than two weeks and take account of the time needed to circulate the advertisements to staff in the Authority, including those who may be absent from their posts where this is practicable to arrange.
- 8.5. Managers should complete the [request for job advertisement form](#) indicating the ISIS unique post reference number, attaching the relevant job and person specification, person specification, advertisement text and any other supporting paperwork. The form must be signed by the Director, Head of Service and Accountant prior it being sent to the Human Resources Operations Team.

## 9. Shortlisting

- 9.1. The applications must be considered against the Person Specification and Job and Person Specification for that job. For shortlisting purposes, only the information on the application form should be used.
- 9.2. A [prescribed form](#) will be used for this process which will detail all the [shortlisting](#) criteria being measured from the application form. The essential criteria for the position must be clearly indicated.
- 9.3. Applicants with the highest scores at shortlisting will be invited to the next stage of selection. Due regard will be given to those groups who are guaranteed an interview if they match the essential criteria. Any weighting must be agreed by the interviewers before shortlisting commences.
- 9.4. It is explained in our 'Information for Job Applicants' guidance that we deal with very large numbers of job applications and are therefore unable to acknowledge unsuccessful applicants. If an invite to interview has not been received within 6 weeks then the application should be considered unsuccessful.
- 9.5. If the applications are not of sufficient quality to provide candidates for interview, the post may be re-advertised. In the event that one or more of the candidates withdraw and thus reduces the number of interviewees, the panel should consider whether any of the remaining candidates should be added to the short list.
- 9.6. Currently, the Workforce Programme is working toward the development of a competency based interview structure. This will be designed to improve the capability and capacity of our people and processes. Further information will be given when available.
- 9.7. Those who are called for interview will be given details and the timetable for subsequent stages in the selection process, and asked whether they have any specific requirements (e.g. wheelchair access at interview location, interpretation services, documents in Braille or large print).



## 10. The Selection Panel

- 10.1. Establishing who will be involved in the short-listing and selection decision is important to ensure the availability of panel members. The panel composition may change at selection stages. However all selection decisions should be taken by at least 2 panel members and it is recommended to ensure consistency that at least one panel member is involved throughout the selection process.

## 11. Selection Process

- 11.1. The selection method chosen must be appropriate to the level of post and type of job, and may include an assessment centre. A standardised approach to interviews should be applied to ensure that all interviewees are treated fairly and given equal opportunity to compete. Please ask Human Resources for advice on appropriate methods.
- 11.2. Applicants are to be given adequate notice of interviews or the assessment centre. If an assessment centre is to be used candidates should be advised in advance.
- 11.3. The interviews will be organised around set questions and a structured interview. However, in order to introduce an element of flexibility and get the best from each candidate, follow up questions may be asked, when felt appropriate. Certain appointments will require specific questions to each applicant on the detail of their application form.
- 11.4. Interview and other assessment forms must be completed by the panel to record and compare their findings. These forms must then be retained by the Council for 6 months for reference purposes.

## 12. Positive Action

- 12.1. The City and County of Swansea follows the principles of 'positive action' as outlined in the Equality Act 2010. This can be applied during the recruitment and selection process when a tie breaker situation arises between two (or more) candidates of equal merit.
- 12.2. Positive action allows an employer to make an appointment based on a particular protected characteristic possessed by a candidate. This decision should only be based on the evidence of an under-representation of a particular group within the workforce (e.g. a shortage of women at a senior level within the authority).
- 12.3. This process must not be used without consulting Human Resources. Please contact Human Resources for further information

## 13. After the Interview

- 13.1. All applicants should be quickly and officially informed of the outcome. Applicants should not be left to find out the result from other employees, the media or any other unofficial source.



- 13.2. The relevant Manager should give feedback to unsuccessful candidates where this is requested.
- 13.3. Offers will be made conditional upon [satisfactory references](#) and other appropriate qualifying criteria.
- 13.4. All employees new to the City and County of Swansea will complete the Council's and department's Induction Programme.

#### 14. Canvassing elected members or other employees

- 14.1. Canvassing of Members of the Council, any Committee of the Council directly or indirectly for any appointment under the Council will disqualify the candidate for that appointment.
- 14.2. It would be a potential breach of the Code of Conduct for a Member of the Council to solicit for any person any appointment within the Council. Therefore, candidates should not cause embarrassment for them or elected members by approaching them for assistance with any job application.
- 14.3. In relation to references, the Council's Constitution is clear and states that:-  
*"A Member of the Council shall be precluded from giving a written or oral testimonial of the candidate's ability experience or character for submission to the Council with an application for appointments."*

#### 15. Welsh language speakers

- 15.1. The Council is committed to providing equality of opportunity in all matters relating to recruitment, employment and training. Where the Welsh language is concerned:
  - All external positions will be advertised in English and Welsh. If Welsh is essential for the position it will be advertised in Welsh only with a line of explanation in English.
  - Where applicable, all accompanying literature will be bilingual or in the applicant's chosen language.
  - If a specific language skill is required for a position, applicants may have to demonstrate their skills (spoken or written) in advance or during the interview procedure.
  - Job advertisements, descriptions and specifications will welcome Welsh language speakers and, where necessary, specify the level of skill required.
  - Where Welsh language skills are recognised as essential or desirable at a team level but not for all posts in the team, recruitment may be targeted to rectify a shortfall in numbers or maintain a level of service.
  - Gaining or improving Welsh language skills to a specified level in a given time period may be a condition of employment for certain posts with the Authority.

## 16. Politically Restricted Posts

- 16.1. Some posts in the Council are politically restricted by virtue of the Local Government & Housing Act 1989 and the Local Government Officers (Political Restrictions) Regulations 1990.
- 16.2. Where a political restriction applies this means that the applicant will not be permitted to be involved in, or may be restricted, in political interests or associations.
- 16.3. If the post being applied for is politically restricted this will be shown on the enclosed Job Description. If you are unsure whether this applies to you or a post you wish to apply for please contact Human Resources. [Click here to go to the Policy on Politically Restricted Posts](#)

## 17. Complaints

- 17.1. The Council's Corporate Complaints procedure provides applicants with the right to redress where they may feel that they have been treated unfairly or discriminated against in our recruitment and selection process. The Council will take action to ensure that anyone who applies for a job with the Council will not be treated less favourably than anyone else.

## 18. Policy monitoring

- 18.1. The Council will monitor the application of this policy and has discretion to review it at any time through the appropriate consultation mechanisms.
- 18.2. Responsibility for the implementation, monitoring and development of this policy lies with the Head of Human Resources. Day to day operation of the policy is the responsibility of nominated officers who will ensure that this policy is adhered to.

Version Number	Details of Change	Date
2	Paragraph 3.6 amended	August 2017

