



## General Purposes Committee

**Tuesday, 24 November 2009 at 6.30 pm**  
Council Chamber, Brent Town Hall, Forty Lane,  
Wembley, HA9 9HD

### Membership:

#### Members

Councillors:

John (Chair)  
Blackman (Vice-Chair)  
Bessong  
Beswick  
Butt  
Colwill  
Dunwell  
Lorber  
Sneddon  
Wharton

#### first alternates

Councillors:

Powney  
Kansagra  
V Brown  
R Moher  
Arnold  
Baker  
  
Dunn  
Tancred  
Green

#### Second alternates

Councillors:

Long  
Van Colle  
Clues  
Moloney  
Mrs Bacchus  
Detre  
  
Hirani  
Matthews  
Corcoran

**For further information contact:** Elly Marks, Democratic Services Officer  
020 8937 1358, [elly.marks@brent.gov.uk](mailto:elly.marks@brent.gov.uk)

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[www.brent.gov.uk/committees](http://www.brent.gov.uk/committees)

**The press and public are welcome to attend this meeting**

# Agenda

Introductions, if appropriate.

Apologies for absence and clarification of alternate members

**Item** **Page**

**1 Declarations of personal and prejudicial interests**

Members are invited to declare at this stage of the meeting, any relevant financial or other interest in the items on this agenda.

**2 Minutes of the previous meeting**

The minutes from the previous meeting held on the 3<sup>rd</sup> November 2009 are TO FOLLOW.

**3 Matters arising (if any)**

**4 Deputations (if any)**

**5 Revised Recruitment and Selection Policy & Procedure** 1 - 20

This report presents the main changes and implications of the recruitment and selection policy for the council. The new policy has been developed in line with key aims and objectives of the council's People Strategy. The purpose of the policy review is to provide a modern recruitment framework that will meet the council's requirements to successfully recruit and retain a talented workforce. The proposals will bring the council's recruitment policy in procedure in line with other best performing councils.

The policy has previously been submitted to CMT for approval in 2008. CMT at that time requested that further work be undertaken regarding internal recruitment in particular. Since then, the review has incorporated developing and implementing E-Recruitment and CV applications.

**Ward Affected:** All Wards; **Contact Officer:** Tracey Connage, AD  
Human Resources

[tracey.connage@brent.gov.uk](mailto:tracey.connage@brent.gov.uk)

**6 Appointments to Sub-Committees / Outside Bodies (if any)**

**7 Any Other Urgent Business**

Notice of items to be raised under this heading must be given in writing to

the Democratic Services Manager or his representative before the meeting in accordance with Standing Order 64.

## 8 Date of Next Meeting


Additional meetings of the Committee will be convened if business requires this.



Please remember to **SWITCH OFF** your mobile phone during the meeting.

- The meeting room is accessible by lift and seats will be provided for members of the public.
- Toilets are available on the second floor.
- Catering facilities can be found on the first floor near the Grand Hall.
- A public telephone is located in the foyer on the ground floor, opposite the Porters' Lodge

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 <p>The logo of Brent Council, featuring a central coat of arms with a shield, a crown, and two lions, surrounded by the words 'BRENT' at the top and 'COUNCIL' at the bottom in a circular arrangement.</p>	<p><b>General Purposes Committee</b> 24<sup>th</sup> November 2009</p> <p><b>Report from Tracey Connage</b> <b>Assistant Director of HR</b></p>
<p>Wards Affected: ALL</p>	
<p><b>Revised Recruitment and Selection Policy &amp; Procedure</b></p>	

## 1.0 Summary

This report presents the main changes and implications of the recruitment and selection policy for the council. The new policy has been developed in line with key aims and objectives of the council's People Strategy. The purpose of the policy review is to provide a modern recruitment framework that will meet the council's requirements to successfully recruit and retain a talented workforce. The proposals will bring the council's recruitment policy in procedure in line with other best performing councils.

The policy has previously been submitted to CMT for approval in 2008. CMT at that time requested that further work be undertaken regarding internal recruitment in particular. Since then, the review has incorporated developing and implementing E-Recruitment and CV applications.

## 2.0 Recommendations

The General Purposes Committee is asked to:

1. Approve the policy and procedure (copies attached at Appendices 1 and 2 respectively) to be adopted by the Council with immediate effect specifically proposals for implementing:

- E- Recruitment (I-grasp)
- Internal advertising
- The use of Curriculum Vitae's

2. Agree that the Assistant Director, Human Resources, is authorised, after consultation with the Borough Solicitor and then consultation with the relevant trade unions, to amend the Recruitment Policy and Procedure from time to time.

3. Agree that the Assistant Director, Human Resources, is authorised, after consultation with the Borough Solicitor, to issue supplementary guidance to managers on recruitment issues from time to time.

## 3.0 Detail

### Background

Recruitment and retention is one of the key aspects of Brent's overall people strategy. Improving the council's recruitment and selection policy and procedures is a priority for Business Transformation. The key aims and objectives of the new policy are to:

- Ensure flexibility in recruitment methods so that the process is more efficient and cost effective. Including the use of E-recruitment
- Attract, develop and retain a talented workforce
- Select fairly and impartially the best person for the job
- Foster career development by promoting opportunities within the organisation
- Ensure equality issues are addressed at each stage of the process
- Advertise internally as appropriate
- Allow candidates to submit Curriculum Vitae's as part of the recruitment and selection process.

### Key elements of the policies/procedures

The key changes to the procedures are:

- **Internal Recruitment** growing our own and giving development opportunities to our internal staff. The council will be able to use its discretion to decide when it is appropriate to use internal-only advertising to recruit. For example for internal career development, succession planning and wide scale organisational change.  
The Strategic HR Manager will support managers with identifying the skills and competencies required for particular jobs. The Assistant Director of HR or his/her delegated representative in consultation with the relevant director is responsible for the approval and decision on whether such advertising would be appropriate.
- **E- Recruitment** -Applications will generally be made via the Councils online recruitment system. Paper copies of forms will be accepted in very limited cases and can be scanned in to the system. Applications can be completed by a third party, Job Centre Plus or Re-employ advisors for people with literacy or learning disability, for example
- **Applications can be made using a CV** - Where CV's are submitted, this should relate to the person specification of the role. An additional supporting statement will usually be required to address key criteria. The Council's online application form will still have to be used.

## 4.0 Consultation

A task group of council wide stakeholders including management, HR, trade union, legal and staff forum representatives was set up by the Assistant Director of HR to consult on the development of this policy. The amended Policy and Procedure has been presented and approved by SHRG on 9<sup>th</sup> September 2009 and CMT on 29<sup>th</sup>

October 2009. DMT's have had briefings from the Head of the People Centre on the new E- Recruitment System.

## **5.0 Future changes**

It is also proposed that the Assistant Director, Human Resources, after consultation with the Borough Solicitor and then consultation with the relevant trade unions, be authorised to amend the Recruitment Policy and Procedure from time to time. The relevant trade unions will be those trade unions recognised by the Council for collective bargaining purposes for any of the posts within the scope of the Policy and Procedure. The effect of this proposal would be that amendments to the Policy and Procedure would no longer require the General Purposes Committee approval. Officers consider that this proposal has the benefit of allowing desirable amendments to the Policy and Procedure to be made more quickly than would be the case now, and to free up Members' time to concentrate on other matters. A further proposal is that the Assistant Director, Human Resources, after consultation with the Borough Solicitor, is authorised to issue supplementary guidance to managers on recruitment issues from time to time.

## **6.0 Financial Implications**

There are no direct financial implications arising from this policy. However, it is anticipated that implementation of the policy will reduce recruitment costs by improving use of more efficient recruitment methods. In particular, the work that has been carried out to implement E-recruitment has identified the opportunity for cost savings.

There will be a reduction in the time to recruit from an average of 18 weeks to 8 weeks. The cost of recruitment will reduce from £2750 – £1500 per recruitment campaign realising an estimated saving of £218K.

There will be savings through the use of Internal Recruitment. These include savings on the cost of external advertising and the cost of redeploying and retraining our own staff.

Any savings will be included within the 2010/11 budget.

## **7.0 Legal Implications**

This policy has been developed in the context of the legal framework as currently understood. Legal advice has indicated that the policy will adhere to employment law and anti-discrimination principles.

## **8.0 Diversity Implications**

The policy is designed to meet requirements of current diversity and anti-discrimination legislation and contribute positively to the achievement of the council's diversity strategies.

The implementation of the policy will be monitored and an impact assessment carried out. It is anticipated that this will have a positive impact on enhancing career opportunities for all staff groups.

## **9.0 Staffing/Accommodation Implications**

This policy is designed to improve recruitment and retention of staff.

**Background Papers – Recruitment & Selection Policy & Procedure**

**Contact Officer - Tracey Connage  
Assistant Director, HR**





# Recruitment & Selection Policy

November 2009

## Contents

1. Policy Introduction .....	3
2. Aims and Objectives .....	3
3. Legal Context .....	3
4. Policy Scope .....	4
5. Key Principles .....	4
6. Other Policies and Procedures .....	6
7. Evaluation review and change .....	6

## 1. Policy Introduction

- 1.1. Brent Council is committed to be an employer of choice and have a workforce that represents the local community and that will deliver excellent services. This Recruitment and Selection Policy is a key element of the Council's People Strategy and workforce development plans and aims to attract and retain the right people to work for Brent and increase opportunity for the local community, particularly the groups that are under-represented in the workforce, such as young people.

## 2. Aims and Objectives

- 2.1. This policy statement sets out the aim and objectives of the Council in recruiting and selection of people for work. It is supported by a series of guidelines and procedures for those involved in applying and implementing the policy.
- 2.2. The aims and objectives of the policy are to:
  - Attract, develop and retain a diverse group of suitable people, with the ability, attributes and or aptitude to fulfil the roles required by Brent Council.
  - Select the best person for the job, using fair and impartial methods.
  - Create career development opportunities within the organisation to retain the best staff.
  - Ensure equality issues are monitored and addressed at each stage of the process.
  - Ensure flexibility in recruitment methods so that the recruitment and retention process provides value for money and supports a rapidly changing organisation.

## 3. Legal Context

- 3.1. This policy and procedures addresses the requirements of relevant employment law including:
  - Rehabilitation of Offenders Act 1974
  - Sex Discrimination Act 1975 ( as amended)
  - Race Relations Act 1976 ( as amended)
  - Equal Pay Act 1970 ( as amended)
  - Employment Equality (Age) Regulations, 2006 ( as amended)
  - Disability Discrimination Act 1995 ( as amended)
  - The Human Rights Act 1998
  - The Employment Relations Act 1999
  - The Part-time Workers (Prevention of Less Favourable Treatment) Regulations 2000
  - The Flexible Working (Eligibility, Complaints and Remedies) Regulations 2002 (SI 2002/3236 ( as amended)
  
  - The Employment Equality (Religion or Belief) Regulations 2003 (SI 2003/1660) ( as amended)
  
  - The Employment Equality ( Sexual Orientation) Regulations (SI 2003/1661) ( as amended)  
(NB. This is not intended to be an exhaustive list)

## 4. Policy Scope

4.1. This policy applies to the following groups of staff:

- Employees of Brent Council not based in schools
- Employees of Brent Council based in schools except where the school's delegated budget has not been suspended and where the governing body has not elected to adopt this procedure.

## 5. Key Principles

### Effective Recruitment & Selection

- 5.1. Effective recruitment and selection is vital to the efficiency of the organisation as a primary method of ensuring the right people are matched to the right jobs. Poor recruitment and selection will have a negative impact on the Council's reputation, the organisation as a whole and the individuals and team members concerned.
- 5.2. The Council will use a range of methods and techniques to ensure that recruitment is flexible, effective and efficient in meeting the organisation's goals. To this end, we will define the skills and behaviours (competencies) that are needed to do a good job. All appointments will be made on merit; people will only be selected on criteria related to their ability to meet the requirements of the job description and person specifications.
- 5.3. All recruiting staff will normally be trained to enable them to recruit effectively and meet these policy requirements.

### Safe Recruitment

- 5.4. As part of Brent's commitment to ensuring we employ the right people to serve our community and meet the requirements of the law, certain post-holders are required to undergo Criminal Record and other verification. The Criminal Records Bureau provides wider access to criminal record information through its Disclosure Service. This service enables organisations in the public, private and voluntary sectors to make safer recruitment decisions by identifying candidates who may be unsuitable for certain work, especially that which involves children or vulnerable adults.

### Valuing Diversity

- 5.5. The Council will actively seek to identify and recruit talented staff from diverse backgrounds. The council is committed to reflecting the diversity of our local community in the workforce. The Council recognises that people from a range of demographic backgrounds have different skills, experiences and potential that will help it to achieve its goals. Recruiting from diverse communities will help improve Council service and overall performance by:
- Filling skills gaps.
  - Introducing new views, ideas and knowledge
  - Enhancing Brent's reputation and credibility with diverse communities

- 5.6. This policy supports the Council's diversity action plans to tackle under-representation of particular groups, for example, young people and maintaining the two tick quality symbol in relation to employing people with disabilities.

### **Involving service users and carers in recruitment**

- 5.7. Involving service users and carers in staff recruitment and selection helps to ensure that their needs become central to service delivery. Brent is committed to involving service users, carers, or other external local community parties in the recruitment and selection process as appropriate.
- 5.8. Service user participation in staff selection will help in choosing candidates who can:
- Communicate effectively and sensitively with service users.
  - Understand services from the service users' perspective.
  - Provide services that include service users as active partners in the provision of care.

### **Induction of appointed staff**

- 5.9. The recruitment and selection cycle is only completed once appointed staff are effectively inducted into the required role. Brent's corporate induction procedure will be implemented for all newly appointed personnel. Local induction systems will also be in place to ensure staff is properly orientated in their new roles, locations and corporate and departmental systems.
- 5.10. Mandatory training will be undertaken by new staff included disability confidence and health and safety e-learning courses.

### **Fairness and equality**

- 5.11. The Council is committed to ensuring all recruitment and selection practices reflect the spirit of fair employment and equality legislation. Fair recruitment procedures ensure that equality principles are adhered to and that appointment decisions are based on job-related merit and ability. Brent has procedures in place to ensure a fair and consistent approach to recruitment and selection. Recruitment and selection procedures and outcomes will be monitored and inform regular performance and equality reviews including adverse impact. People will be given feedback about why they were not selected.

### **Internal advertising provisions**

- 5.12. Internal advertising can be a fair, effective and efficient way for the Council to recruit. Many posts can be advertised internally through redeployment, secondment and acting up procedures. Internal advertising of vacancies will meet council objectives to:
- Redeploy staff that would otherwise face redundancy into suitable vacancies or staff who face redeployment due to incapability
  - Provide career development opportunities for staff through internal schemes.
  - Recruit quality staff efficiently to temporarily vacant posts.

The council will use its discretion to decide when it is appropriate to use internal-only advertising to recruit. For example for internal career development, succession planning and wide scale organisational change.

The Strategic HR Manager will support managers with identifying the skills and competencies required for particular jobs. The Assistant Director of HR or his/her delegated representative will make a decision on whether internal or external advertising will be most appropriate.

- 5.13. Internal advertising will not be permissible for positions where this would breach Brent's equality policies or equality legislation. Internal advertising must be approved by the Assistant Director of HR or his/her delegated representative in consultation with the relevant director.

### **Efficiency and value for money**

- 5.14. Recruitment and selection processes will be continuously reviewed to improve value for money. The use of on-line recruitment and other modern and efficient methods will be optimised to provide suitable access to council jobs. The Council will actively seek to improve efficiency by using flexible and cost effective approaches.

## **6. Other Policies, Procedures and Guidance**

- 6.1. Other relevant policies and procedures, including those listed below, must be considered when applying this policy
- Acting up
  - Equality Impact Assessment guidance
  - Assessment and Selection guidance, and costs
  - CRB
  - Guidance for service users in Recruitment (adults only)
  - Induction procedure
  - Managing Organisational change
  - Probation
  - Redeployment [currently part of Managing Organisational Change – review to include as separate policy/procedure]
  - Safer Recruitment (Department for Children's, school and families)
  - Secondment
  - Health & Safety

## **7. Evaluation review and change**

- 7.1. This policy and linked procedures will be regularly evaluated and reviewed to ensure that it remains relevant to the council's aims and requirements.
- 7.2. Policy reviews will be undertaken in consultation with staff, trade unions and managers.
- 7.3. This policy does not form part of contracts of employment.



# Recruitment & Selection Procedure

November 2009

## Contents

1. Introduction .....	3
2. So why change the recruitment process? .....	3
3. Equal Opportunities and Data Protection Legislation .....	3
4. Stage 1: Preparation .....	4
5. Stage 2: Attracting candidates .....	5
6. Stage 3: Asking for applications .....	5
7. Stage 4: Initial Shortlisting .....	6
8. Stage 5: Selection .....	6
9. Stage 6: Notification and verification .....	7
10. Stage 7: Giving feedback to candidates .....	8
11. Stage 8: Starting work at Brent .....	8



## **1. Introduction**

- 1.1. Brent Council is committed to be an employer of choice and have a workforce that represents the local community and that will deliver excellent services. This Recruitment and Selection Procedure aims to help managers attract and retain the right people to work for Brent and increase opportunity for the local community, particularly the groups that are under-represented in the workforce, such as young people.
- 1.2. This document sets out our approach to recruitment. It is based on our aim to create a high-performing, diverse and team-based organisation that has a strong mix of skills, experience, talent and personal qualities.
- 1.3. This procedure sets out the councils arrangements for recruitment and selection of staff. All staff involved in recruitment and selection must adhere to the procedures and guidelines. Failure to follow this procedure may result in disciplinary action. Please contact the HR Enquiry Service for specific advice on issues arising in recruitment not covered by this procedure
- 1.4. This document supersedes all previous procedures relating to recruitment and selection.

## **2. So why change the recruitment process?**

- 2.1. We need to find ways of encouraging people from all backgrounds and experiences to join Brent Council in order to make the workforce more representative of the community we serve. The previous recruitment practices have not done this. They have tended to favour people who have knowledge of how local government works. Instead, we want to move towards a more open, accessible system where those from the public, private, voluntary and community sectors are equally engaged. We know from research that people aren't necessarily attracted to one sector or another. It is the type and content of the job and the overall employment package that matters to them.
- 2.2. This recruitment process reflects the needs of a rapidly changing organisation, enabling changes in the way we work to be made quickly and minimising impact on existing staff. The procedure supports the use of an online recruitment system that will improve the speed and control of the recruitment process.

## **3. Equal Opportunities and Data Protection Legislation**

- 3.1. Recruiting managers have a legal duty to treat all individuals fairly and consistently. It is incumbent on you not to unlawfully discriminate in breach of the law and to ensure that all recruitment activity fully complies with equal opportunities and data protection legislation.
- 3.2. The equal opportunity legislation covers unlawful discrimination for a wide range of reasons, including age, ethnicity, nationality, religion and belief, gender, sexual orientation, disabilities, trade union membership and activity. But you should also be aware that other groups may be included in future. In addition, the law now requires public sector employers to audit all their practices to ensure they do not discriminate unlawfully.
- 3.3. The law applies to you and other individuals, as well as the Council as an organisation. This means that you must keep records of each stage of the recruitment process to show that you and the Council have not discriminated unlawfully. Decisions may have to be checked when we audit our practices for unlawful discrimination. In addition, all candidates now have the legal right to look at the recruitment records relating to them. This includes notes and decisions made during shortlisting and in interviews. The recruitment system will store this information for you but you will be responsible for scanning in interview notes.

## 4. Stage 1: Preparation

- 4.1. The job description and person specification must be up to date, concise and easy to understand. We send the job description and person specification to potential job applicants. Applicants use this information to help them decide whether to apply and to help them prepare their application.
- 4.2. The job description and person specification must be based on one of the job family templates and the only additional information should be role specific requirements, for example, a Finance Officer with contact with children in schools should be based on the generic Finance Officer job description and person specification with the requirement of having a CRB check added in to the person specification.
- 4.3. Follow these guidelines when you revise job description and person specifications:
  - There is no need to list all routine duties.
  - List the main tasks of the job, thinking about describing what needs to be done. If you simply describe how the current job-holder undertakes the work, you may make the job description too narrow and exclusive.
  - Job descriptions should be short, written in plain English and jargon free, so that all sections of the community can easily understand them – and not just those familiar with local authorities.
  - If the post is a new position, a new job description and person specification will need to be completed and the post evaluated by the job evaluation team.
  - The job description template must be used so that all mandatory clauses are included.
- 4.4. All posts must be approved by the Head of Service or his/her delegated representative before Stage 2. Where it is decided to fill a currently occupied post, ensure that the existing post holder has submitted their resignation in writing and that their last day of service has been mutually agreed. In the case of retirement, mutual agreement should be reached and to the last day of service should be confirmed with the retiring officer before any formal action is taken to recruit.
- 4.5. Temporarily vacant roles, for example a project role or maternity cover, can be covered by either a secondment or acting up arrangement. For example Acting up can be considered where that is a designated deputy to the holder of the vacant post, then that individual may be invited to act-up. This would be dependent upon the line manager's assessment that the deputy is capable of undertaking the duties and responsibilities of the post and the employees own willingness to act up in this way. Alternatively, the line manager may ask the individual to cover only part of the duties and responsibilities of the vacant post and provide payment for the additional work undertaken by way of an honorarium. Such action would be appropriate when it is not considered that the individual is capable of carrying out all the duties or where part of the duties may be left uncovered for a period.

## 5. Stage 2: Attracting candidates

- It is important to use the right media to attract the right candidates. Posts will be marketed in an appropriate way agreed with the Recruitment Consultant, based on advice given by the Council's media advisors. Much of the historic advertising media provided poor value for money and will only be used if there is a business case.

Examples of future marketing media include:

- Appropriate jobs initially being advertised to internal redeployees. For example employees going through the organisational change process whose jobs may be at risk.
- All posts will be advertised on the Brent website, on the JobsGoPublic.com and associated job boards (including Job Centre Plus)
- Some manual jobs (not requiring literate candidates) will be recruited direct from the Job Centre.
- Specialist job boards will be used for specialist roles
- Some jobs will be advertised in the Job Shop (Brent Magazine supplement) but this will not dictate time scales.
- Social networking and Internet search engines (particularly for young people).

- 5.1. The council will use its discretion to decide when it is appropriate to use internal-only advertising to recruit. For example for internal career development, succession planning and wide scale organisational change. It is important to ensure that the council employs the right people with the necessary skills and competence. The Strategic HR Manager will support managers with identifying the skills and competencies required for particular jobs. The Assistant Director of HR or his/her delegated representative will make a decision on whether internal or external advertising will be appropriate.
- 5.2. Advertising vacant posts internally, has several benefits as it encourages the career development of existing staff; it could potentially reduce the number of staff leaving to seek higher graded posts and it also reduces the time to recruit staff, which avoids costly external press advertising.
- 5.3. Internal-only advertising can also have disadvantages.. Internal only advertising would be inappropriate where it appeared likely that it would involve unlawful discrimination in breach of equalities legislation.
- 5.4. The Assistant Director of HR or his/her delegated representative in consultation with the relevant director is responsible for the approval and decision on whether such advertising would be appropriate.

## 6. Stage 3: Asking for applications

- 6.1. Applications will generally be made via the Councils online recruitment system. Paper copies of forms will be accepted in very limited cases (e.g. as a reasonable adjustment for a person with disabilities) and can be scanned in to the system. Applications can be completed by a third party, Job Centre Plus or Re-employ advisors for people with literacy or learning disability.

- 6.2. Applications can also be made using a Curriculum Vitae (CV). Where CV's are submitted, this should relate to the person specification of the role. An additional supporting statement may or may not be required to address key criteria.

## **7. Stage 4: Initial Shortlisting**

- 7.1. Shortlisting can start to be undertaken as soon as applications are received and as soon after the closing date as possible. A minimum of two selectors from the interview panel must be involved at the short-listing stage, although it is better if all members of the interview panel are involved. Disabled applicants that meet the essential criteria in the person specification will automatically be shortlisted for the selection process.
- 7.2. You should use your recruitment criteria and read the information given by candidates in their application (online application form and supporting statement – which can be in the form of a CV) to seek evidence that the candidate meets your requirements. Your recruitment criteria will be listed in the person specification. The recruitment system will guide you through each criterion and scores should be entered in to the system.
- 7.3. You should take account of all types of experiences from the public, private, community and voluntary sector when making these shortlisting decisions.

## **8. Stage 5: Selection**

- 8.1. Job applicants who consider that they have a disability (physical, mental, health, learning) are asked to provide this information on the application form and will be asked if they require any particular assistance in the selection process to accommodate their disability.
- 8.2. All candidates with disabilities must be considered for appointment and the Council is obliged to make reasonable adjustments and adaptations to accommodate the disability. Premises and equipment can be adapted, in many instances at little or no cost, to suit a person with a disability. For example, a grant can be obtained to provide a person with sight impairment with a personal reader service, and an extensive range of equipment can be loaned for indefinite periods to meet the needs of disabled people. For further advice, contact the Disability Employment Advisor at Wembley Job Centre (Telephone 020 8258 3745).

The Access to Work scheme is administered through local Disability Employment Advisers (DEA). The DEA is part of a team of professional disability specialists known as PACT (Placing, Assessment & Counselling Team).

The DEA can offer specialist help and advice on:

- Recruiting disabled people
- Employing someone for a trial period through the Job Introduction Scheme
- Ways to retain an employee who becomes disabled
- Becoming a disability symbol user
- Offering job opportunities in Supported Placements (SPS)
- Fares to Work Scheme (usually 75% of taxi fares)

- 8.3. Interviews will continue to be the main method of selection, but will be supplemented by other selection methods to test competencies. The aim of all selection methods is to assess whether and to what extent a potential candidate meets the post's person specification.
- 8.4. Selection methods can take place before, or following shortlisting, but usually before the final interview. They may also be used when there is a tie between equally experienced or

able candidates to help recruiters identify particular strengths or weakness as further evidence of their decision.

- 8.5. Examples of selection methods that you could use, or arrange to be used, include:
- Written tests, including verbal and numerical reasoning
  - Occupational tests
  - Case studies
  - Presentations
  - Group discussions
  - In-tray exercises
  - Assessment centres
- 8.6. It is very important that the selection methods used are relevant and appropriate for the level of the post and the type of work involved. If they are not, the results will not be relevant and their use may breach equality legislation. The Recruitment Consultant can provide advice on appropriate tests and arrange for them to take place.
- 8.7. Organise the interview panel (minimum of two officers, but preferably three). At least two interviewers must have undergone the Brent Recruitment and Selection Training. Any untrained panel must be briefed on and adhere to this procedure. All panel members should have access to the application and supporting information.
- 8.8. Every reasonable effort should be made to ensure the panel is balanced, for example, a mix of male and female and different ethnic backgrounds. The panel can include non-Brent employees, for example, carers or service users.
- 8.9. A standard set of interview questions must be agreed with the other panel members before the interview. The same set of core questions should be asked of all interviewees for the same vacancy. However supplementary questions may be asked to clarify an answer.
- 8.10. Ask appropriate follow-up questions if a particular answer is unclear or does not give enough evidence about a particular recruitment criterion. As with all parts of the recruitment procedure, you should be open minded and receptive to considering a wide range of experience from the public, private and voluntary sectors and community-based work, as well as different diversity perspectives.
- 8.11. The panel must complete the scoring form on the recruitment system.

## **9. Stage 6: Notification and verification**

- 9.1. There are several reasons why clear, accurate record-keeping is important to you and the Council. Firstly, evaluation will allow the recruitment to be developed and become more effective. Secondly, equal opportunities legislation requires us to keep records and the data can be used to resolve complaints and monitor how well Brent is meeting equality requirements. Thirdly, all candidates have the legal right to look at the recruitment records relating to them. This includes notes and decisions you make during shortlisting and in interviews.
- 9.2. If more than one candidate is appointable, the panel must then decide which candidate best meets the criteria. Other appointable candidates should be placed in rank order in case the candidate declines the job offer. In the rare cases where candidates' results can not be separated, the Panel may need to consider re-interviewing these two candidates on those parts of the person specification.
- 9.3. All of the candidates must be telephoned within a working day of the interview and advised about their success or otherwise. The decision will always be confirmed in writing. The

successful candidate will receive a provisional offer subject to satisfactory references, medical clearance and other satisfactory verification.

- 9.4. The People Centre is responsible for managing the on-boarding process and managers can monitor progress using the recruitment system. The on-boarding process includes:
- Managing reference, employee verification and medical approval process.
  - Ensuring that all documentation is completed, including contract of employment.
  - Setting up new starter on payroll and ICT account.
  - Providing ID card.
  - Ensuring enrolment on the mandatory training i.e. – Induction, Health and Safety E-learning and Disability Confidence E-learning.
- 9.5. All documentation including application forms, recording sheets, interview decision sheet and questions asked at interview must be scanned into the recruitment system and will be automatically retained for six months.
- 9.6. References must be taken up for internal and external candidates where applicable. The purpose of obtaining references is to confirm or gain factual information on an applicant's current job, salary, length of service, attendance, disciplinary and sickness records and the extent to which they meet the selection criteria for the job. No irrelevant information should be sought or considered.
- 9.7. Where qualifications are a job requirement, the candidate will need to provide original documents as proof to the People Centre for verification before commencing the new post.

## **10. Stage 7: Giving feedback to candidates**

- 10.1. The recruitment system will provide written feedback and reasons for rejection to all applicants. The Chair of the interview panel is responsible for giving further feedback. The feedback you give could cover the candidate's general performance, including during the interview(s), and you could highlight any strengths and areas for development that were found through the use of exercises or tests – provided that they contributed to decisions made about shortlisting or whom to appoint.
- 10.2. Applicants can only make a complaint against non-shortlisting, selection, if they feel they have been discriminated against or if they feel there has been a breach of procedure.

Applicants should be advised to put their complaint in writing to the Chair of the recruitment panel; this applies for both internal and external applicants.

All complaints will be managed and responded to in writing within 10 working days of the complaint being raised. All internal complaints raised through this policy and procedure may not instigate a formal complaint under the FAW procedure unless the subject of the complaint is unrelated to the proceedings.

## **11. Stage 8: Starting work at Brent**

- 11.1. All new employees must attend the corporate induction events and complete the mandatory e-learning modules. The People Centre books all new starters corporate induction once their joining date has been confirmed.
- 11.2. New Managers, both employees new to managing in Brent and experienced managers who have recently joined must also attend Management Induction.
- 11.3. A local induction should always be carried out by the line manager which will include: familiarisation with the workplace and colleagues; local health, safety, fire and first aid

arrangements; job responsibilities; local procedures; dealing with complaints, customer care, and the media. Line managers should also assist new employees with queries about contract terms, pay and other aspects of employment. Please refer to the Induction Checklist for managers which can be found on the Intranet under working for Brent.

- 11.4. You should monitor **and** evaluate all the development provided to new recruits during their probationary period. After that, their development needs should be reviewed as part of your normal day-to-day supervision of staff, and during formal appraisals.

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