



Recruitment & Selection Policy

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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.