



RECRUITMENT POLICY

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1.0 Introduction

Recruitment is a vital issue for Broxtowe Borough Council. The appointment of any employee involves the commitment of considerable levels of expense and time. A successful appointment is an investment in the present and the future of the Council, whereas a poor one will result in wasted time, money and human resources whilst also reducing levels of effectiveness for the department.

No supervisor manager will be allowed to undertake any part of the recruitment or selection process unless they have undertaken the relevant e-learning course.

The purpose of this guide is to:

- Set out clear guidelines on good practice.
- Enable the equal and fair treatment of all job applicants for Council vacancies.
- Ensure that all appointments are on merit alone in accordance with the Local Government and Housing Act 1989.

HR has expertise in all aspects of recruitment and selection and can provide further guidance to Managers.

2.0 Selection Aims

The aim of selection is to predict how likely a person is to succeed in a particular job. This prediction will be more successful if it is based on a systematic approach that is fair, unbiased and objective, rather than on a hunch or a 'gut feeling'.

It also enables the candidate to find out more about the job, the department and the Council and helps to promote a positive image of Broxtowe Borough Council. It is therefore essential that recruiters follow a methodical approach as advocated in this guide. The consequences of poor selection decisions are:

- poor job performance, giving rise to:
 - stress on service users
 - stress on the employee
 - stress on other colleagues
- higher labour turnover, giving rise to:
 - increased costs
 - reduced service output
 - increased workload on remaining employees
- leaves the Council open to challenge i.e. legislative, discriminatory, etc

3.0 Overview of the Recruitment Process

<u>Vacancy</u>		
↓	<u>Responsibility</u>	<u>Timescale/Date</u>
Immediate notification of resignation to HR by completion of leavers form	Manager	
Leaver's questionnaire to be completed	Employee/Manager	As soon as possible
Review post and consider all available options	Manager/Head of Service	Within one week of receipt of notice
Review job description and person Specification	Manager	Within one week of decision to fill post
If changes to the above, refer to JE for re-evaluation	Manager	As soon as possible
If post needs re-evaluating arrange panel	JE Team	As soon as possible
Submit request to GMT	Manager	In accordance with schedule on Intranet
Advertise post	Business Support	In accordance with schedule on Intranet
Manage responses	Business Support	Immediately on receipt of applications until closing date.
Shortlist	Manager/Interview Panel	Within 15 working days of closing date
Invite candidates to interview	Business Support	Within 20 working days of closing date
Conduct interviews and assessments	Manager/Panel	In accordance with letter to candidates
Decision making	Manager/Panel	Immediate or within three working days
Convey decision, advise internal unsuccessful candidates	Manager/Chair of Panel	Within five working days of decision
Interview notes/outcome to be sent to Business Support	Manager/Chair of Panel	Immediately after candidate's acceptance
Appointment letter sent	Business Support	Within 5 working days of decision
References, medical clearance, DBS (if appropriate) sent for	Business Support	Within 5 working days of decision
Confirmation of start date	Manager/Business Support	On receipt of all the above
Induction	Learning & Development, Business Support, Manager	Within first week of commencement or ASAP thereafter
Undertake relevant e-learning training	Employee	Within specified timescales
Monitor employee progress	Manager	On-going and in accordance with probationary period

4.0 Leaver's Questionnaire

It is essential that the Council understands the reasons why people leave the organisation, so employees can complete a Leavers' Questionnaire.

The Leavers' Questionnaire should be forwarded immediately on completion to HR who will monitor the information to identify whether there are any issues that need addressing. Copies of the Leavers' Questionnaire are available on the intranet.

In addition, an employee may request an Exit Interview with HR to discuss their reasons for leaving.

5.0 Promoting Equality and Diversity

The Council is 'actively building a culture of diversity and equality' across the organisation, and it is committed to the development of positive policies to promote equal opportunities and diversity in employments.

During the recruitment process, legislation prohibiting discrimination must be complied with to avoid legal claims. Additionally, taking equal opportunities seriously should also help to ensure that good candidates are not rejected because of prejudice.

Those involved in the process of recruitment, selection and appointment must be aware of relevant legislation and Codes of Practice and must ensure that these are not contravened.

The Equality Act 2010 covers the following protected characteristics

- age
- being or becoming a transsexual person
- being married or in a civil partnership
- being pregnant or having a child
- disability
- race including colour, nationality, ethnic or national origin
- religion, belief or lack of religion/belief
- sex
- sexual orientation.

The Council also has its own Equal Opportunities Policy and Equality Statement.

6.0 Right to Work

It is a criminal offence to employ a person who is not entitled to live or work in the United Kingdom.

Employees are required to prove their eligibility to work in accordance with Government Legislation in order to prevent liability for a civil penalty.

The law on preventing illegal working is set out in sections 15 to 25 of the Immigration, Asylum and Nationality Act 2006 (the 2006 Act), section 24B of the Immigration Act 1971, and Schedule 6 of the Immigration Act 2016. The 2006 Act replaced section 8 of the Asylum and Immigration Act 1996 (the 1996 Act) in respect of employment commencing on or after 29 February 2008. Under section 15 of the 2006 Act, an employer may be liable for a civil penalty if they employ someone who does not have the right to undertake the work in question if that person commenced employment on or after 29 February 2008.

Applicants with conditional offers are required to prove their right to work in the UK, and this may be withdrawn if the Council are not able to establish eligibility.

Existing employees' right to work will be checked in accordance with legislation, and their employment shall be at risk should the right to work not be established or expires.

7.0 Monitoring

The Council monitors the characteristics of those who apply for jobs as part of our internal monitoring processes. It enables the current levels of recruitment and our equality indicators to be determined, along with other comparative data such as the number of applicants compared with previous years. This can then identify trends, prompt appropriate action and help set realistic targets to monitor our performance going forward.

Candidates are informed of the reasons for the collection of the data and completed monitoring forms are treated as confidential. Data is reported annually in the Workforce Profile.

8.0 Pre-Selection Preparation

8.1 Job Analysis

The recruitment process commences as soon as a vacancy occurs. However, before any action is instigated, Managers should take the opportunity to examine the vacant post and to consider whether the vacancy should be filled, frozen or converted to an Apprentice post.

8.2 Job Descriptions and Person Specifications

Once consideration has been given as to whether the position should be filled either at all or in a permanent, temporary, full/part time or job share basis, it is then essential to have a clear idea about what the job requires and the attributes of the person (or persons) who will best meet these requirements.

Job descriptions detail information about the job purpose, its position within the authority, and the key duties, work tasks or outputs and responsibilities to be undertaken. Job descriptions should be thoroughly reviewed and not just be re-issued or marginal changes made when a vacancy has arisen.

Job descriptions should be written in clear, straightforward and gender free language and should avoid gender stereotyping of jobs. They will be sent to all applicants.

The next stage is to identify the critical attributes required in the candidate if he/she is to be capable of carrying out those duties and responsibilities to a satisfactory standard. This is achieved by the completion of a person specification. The criteria contained in a person specification should be relevant to the requirements of the job and must be clearly justifiable in terms of the ability to perform the duties of that job.

Job Description and Person Specification templates are available on the intranet.

9.0 Advertising

Normally all permanent vacancies are advertised externally and internally. Where however, it is considered appropriate, a position may be advertised for internal applicants only.

Where a job is to be advertised for internal applicants only, the unions must be consulted by the Manager or HR prior to the advert being placed, and one of the following conditions must apply:

- The restructuring of a Directorate;
- The redeployment of employees (i.e. ill health, redundancy);
- Another employee (temporary or permanent) has effectively covered the post for a considerable period of time and the necessary trade union consideration has been given to the circumstances;
- The appointment can be filled directly and the unions have been contacted and are in agreement.

Occasionally it may be decided to 'ring-fence' posts for a specific reason. These may include:

- Internal promotion opportunities when the specific skills and experience are available within a department
- In the situation where an employee is facing the possibility of redundancy or redeployment
- When the post is ring-fenced to a specific group of employees in order to make savings by deleting the successful candidate's post

GMT must be consulted in relation to ring-fencing requests.

Temporary vacancies which may occur due to sickness, maternity or other approved leave will be considered internally whenever developmental opportunities are identified for existing employees. However, it may be necessary to recruit externally in order to gain specific skills or expertise in a particular field.

All vacancies must be submitted by Managers to GMT who will assess the business needs before agreeing to advertise. If there are any changes to job descriptions and person specifications these must be discussed with the Job Evaluation team prior to submission.

Interview dates should wherever possible, be included in either the advert or the supporting information sheets sent to candidates.

Advertisements should be clear concise, legal and relevant and should reflect fairly the requirements of the job and be consistent with the job description and person specification. Previous adverts can be obtained as examples from Business Support and should follow the corporate approach in style.

All adverts are posted online. Should a department require specific advertisement requirements such as professional journals or local/national newspapers, then this must be funded within their own budget.

Business Support also produce a vacancy bulletin called 'Job Opportunities' fortnightly which carries all vacancies that have been advertised during that period. HR are able to provide expertise regarding the content of the advertisements and can provide advice should further guidance be required.

10.0 Administration of Applications

Each applicant should receive the same details and information about the vacant post, including the application form, the job description, the person specification and any further particulars that may have been prepared.

Where advertisements have stated that further information may be obtained from a named individual this contact should be strictly limited to providing factual information about the job. This process must not be used as an informal sorting process, which may either encourage or deter potential applicants.

10.1 Application Form

Application forms must be used for all posts; CVs are not accepted (unless agreed by GMT). On occasion, and where agreed at vacancy control, internal expressions of interest may be used in lieu of a full application.

Application forms submitted will be checked by Business Support to ensure that reasonable adjustments are facilitated for any disabled candidates.

10.2 Relatives of Employees or Elected Members

Every candidate will be required to disclose on the application form whether they are related to any member or employee of the Council. Deliberate omission to make such a disclosure will disqualify the candidate, and if the omission is discovered after appointment they will be liable to dismissal. Every member and senior officer of the Council will similarly disclose to the Council any relationship known to them to exist between themselves and a candidate for an appointment of which they are aware.

10.3 Canvassing of Elected Members

Canvassing Members of the Council, directly or indirectly, in connection with any appointment will disqualify the candidate. A Member of the Council will not solicit for any person's appointment to the Council, or recommend any person for such appointment or for promotion; but this will not preclude a Member from giving a written reference of the candidate's ability, experience or character.

10.4 Recruitment Charter

The Council is committed to providing high quality services and it has produced a number of customer charters. The Recruitment Charter confirms to all applicants what they can expect from the Council including timescales and deadlines for the processing of applications. The Charter is available online or from HR.

10.5 Shortlisting

The shortlisting exercise must be carried out as soon as possible after the closing date and in accordance with the Recruitment Charter (within 15 working days of the closing date). The selector/s must maintain a consistent approach to all applicants. It is preferable to have more than one shortlisting officer although this may not be possible in every situation. Shortlisting Officers must have undertaken the Council's Recruitment and Selection Training and be familiar with this Policy.

Use of a shortlisting matrix simplifies the shortlisting task and must be used to ensure that each application is considered objectively. A shortlisting matrix will be sent out by Business Support to the shortlisting officer(s). The headings on the matrix should be taken from the essential criteria on the person specification, then proper consideration should be given to each candidate against these criteria.

The selectors should not impose an arbitrary limit on the shortlist but should have regard as to whether or not candidates meet the essential criteria for the post. When a large number of candidates meet the essential criteria, the information provided by the applicant should be scrutinised further to reduce the interview field to a manageable number. This can be achieved through attaching a weighting factor to the criteria – the higher the weighting the more relevant the criteria for the job. Similarly, candidates should not be shortlisted for interview to 'make up the numbers'. They should only be invited if they meet the criteria for the post.

The shortlisting matrix will show where an applicant did not meet the person specification. In accordance with the Recruitment Charter, candidates are advised

that if they have not heard from the Council within four weeks of the closing date, to assume that they have been unsuccessful.

All disabled candidates, Care Leavers and Armed Forces veterans/spouses who meet the essential criteria will be shortlisted.

HR/Business Support will monitor the shortlisting process to ensure that Managers have followed the correct procedure.

Notes:

Particular care must be taken to ensure that internal candidates are not treated any differently to external applicants when the shortlisting process is being undertaken. Managers are required to inform internal applicants verbally if they have not been successful in gaining an interview. Feedback as to the reason should also be provided to internal applicants only.

11.0 References

Two references will only be obtained for the successful candidate following a formal job offer. **This should be an Employment Reference from a current employer, along with a character reference or Employment reference from a previous employer.**

All appointments are subject to the receipt of satisfactory references and the Council reserves the right to withdraw an offer should an unsatisfactory reference be received.

Should a prospective employee wish for an elected member to provide a reference, this should be for character reference purposes only.

In exceptional circumstances a telephone reference may be required in order to expedite the process. In these circumstances the manager should keep a formal file note of the contents of the discussion, submit to HR and request that the reference be submitted in writing.

Referees will be sent a copy of the job description and person specification for their information and assistance.

An exemption in the Data Protection Act provides that a worker cannot require the organisation which wrote the reference to show it to him or her. However, there is no specific exemption where the reference is held by the organisation that requested it. However, the reference may contain information relating to a third party, e.g. information which identifies the author of the reference. In these circumstances the employer cannot release the reference without the consent of the referee unless it is reasonable to do so.

12. Communication with Candidates Pre-Interview

12.1 Non-Shortlisted Candidates

Applicants will be fully aware of the closing date and that if they have not heard within 4 weeks, they can assume they have been unsuccessful. Feedback will not be provided to applicants who are unsuccessful at the shortlisting stage unless they are internal candidates.

12.2 Shortlisted Candidates

Once a Manager has undertaken the shortlisting process, Business Support is responsible for contacting successful applicants inviting them to interview.

Candidates should wherever possible be given at least five working days' notice of an interview. The Council aims to be a fair employer and is committed to equal opportunity for disabled people. Candidates will be invited to advise the Council whether they have any specific needs to enable them to attend for interview in order that appropriate arrangements can be made.

12.3 Interview Arrangements

The department requesting the vacancy to be filled should propose the interview date, start time of first interview, confirmation of any test or presentation to be undertaken as part of the process and arrangements required.

After liaising with the department Business Support will complete the following:

- Contact panel members informing them of date and time etc.
- Contact the candidate requesting their attendance at interview.
- Send a recruitment pack to all panel members.
- Notify reception of the interview date and times.

In some circumstances, it may be appropriate to facilitate an interview via online video conferencing.

13.0 Supported Selection Methods

Whilst structured interviews are always used as part of the selection process, it is almost always necessary to use other selection methods to help determine the best and most suitable candidate for the vacancy.

These can include:

- Ability and aptitude tests
- Presentations
- Role play scenarios
- Group exercises
- Psychometric Testing

- Open Days
- Assessment Centres.

When determining which selection method is most appropriate, it is necessary to consider the requirements of the job, through analysis of the job/role description and person specification, and what skills, experience and aptitudes are being sought.

The person specification should confirm how the candidate will be assessed during the selection process so that potential candidates are aware of the methods the Council will use. More than one selection method may be appropriate for a particular job.

13.0 The Interview

13.1 Panel Membership

An interview panel must comprise at least two people who **MUST** have completed the e-learning training on recruitment; one of these must be the direct line manager.

For posts grade 8 and above a member of the HR team should normally attend, however managers can request the attendance of an HR Officer for any post where they believe additional support is appropriate. There may be occasions where HR are unable to attend, in which case, a discussion should be had with the Manager prior to the interviews.

Before the interview takes place, Business Support will send the Manager relevant documentation to undertake the interviews:

- An interview timetable (the interview should be of equal length for all candidates).
- A copy of the advertisement and further particulars.
- The job description and person specification.
- Copies of the application form.
- Copies of the scoring sheet
- Decision form to be returned to Business Support immediately following the interviews.

Managers will be responsible for the administration of the documentation to the panel.

The room booked for interviews should be accessible for candidates with a mobility disability.

13.2 The Chairperson

A Chairperson should be agreed who will facilitate the interview. The Chairperson will keep the proceedings under control and ensure fair play for the candidate and the interviewers by taking responsibility for:

- Ensuring that all panel members are properly prepared.
- Introducing the panel.
- Explaining the interview structure, including the fact that the panel will be making notes during the process.
- Explaining when the candidate can ask questions.
- Moving the questioning on and providing links between panel members.
- Keeping the interview to time. It is important to try to keep to schedule, however interviews invariably take longer than expected so sufficient time for each candidate should be allowed. Extended interviews are counter-productive for both the candidate and the panel.
- Dealing with any problems or inappropriate questions.
- Ensure that appropriate notes/responses to questions are taken. These will need to be forwarded to Business Support.
- Closing the interview and explaining the next stage.
- Chairing the discussion in the decision-making process and ensuring that only relevant, justified points are considered and that these are supported by evidence.

13.3 Interview Structure

There are three main objectives of the selection interview:

- To obtain information on which to make a candidate assessment
- To maintain consistency of standards throughout the Council
- To give the candidate all the necessary information about the job and the Council

The panel should plan an interview structure which is clear to both the interviewers and the candidate. This should include sufficient time at the start of the interview to put the candidate at ease and to establish a rapport, followed by a period acquiring information from the candidate through questioning.

It is important during the planning process to clarify the roles of each panel member, with the question areas being divided up according to the expertise of the selectors on the panel. Some specific sample questions should be agreed. The questions that are to be asked must be related to the job requirements.

There must be a standard set of core questions that are asked of all candidates, however, candidates can be asked appropriate and relevant supplementary questions in relation to the information they have included on their application form or arising from responses given during the interview. Candidates must not be asked questions about their personal lives, family commitments or domestic obligations. Prompting should be avoided wherever possible and if unavoidable, it should be noted on the scoring to ensure that no candidate was given an unfair advantage.

A candidate's sickness record cannot be discussed at interview as this is unlawful. Successful appointments are subject to medical clearance via Occupational Health and reasonable adjustments will be considered.

The interview should then be focused on supplying information to the candidates about the Council and the department, discussing expectations about the job and answering any queries which the candidate may have. Finally, the Chairperson will conclude the interview with details of what will happen next in the process.

The panel should ensure that their questions relate to the agreed criteria for the post.

Open questions are useful as a means of gaining the most information from candidates as they are designed to encourage the candidate to talk, to provide facts, to describe events and to express opinions. Such questions are usually prefaced by "What, When, How, Who or Where" and allow the interviewee to give a more considered and substantial reply.

Probing questions should be used to provide a clearer focus on answers that are too short or too vague.

Avoid closed questions which generally require a "Yes" or "No" answer.

Avoid leading questions where the answer expected is given away in the question itself.

It is essential that detailed notes and scoring of a candidate's performance are made by panel members and an indication of how judgements were arrived at.

13.4 Notes on Disabled Candidates

The Council is a Disability Confident Leader and guarantees an interview to disabled candidates who meet the essential criteria.

A disability itself should not be considered grounds for non-selection.

At interview, any reasonable adjustments should be discussed under the Equality Act 2010.

If after making those adjustments a disabled person would be the best person for the job, then they should be recruited.

A record should be kept of any request for adjustments and reasons for decisions made. Departments are encouraged to discuss with HR any needs or assistance which could provide for a disabled candidate. In conjunction with Access to Work employment funding maybe available in appropriate cases.

14.0 Selection

14.1 Decision-Making

The criteria previously agreed (the person specification) should be used as a basis for decision-making.

The panel should compare the notes they made in the interviews against the essential criteria and use these to see how the candidate's measure up to the skills/qualifications and experiences necessary.

The main issues should be highlighted to ensure that the professional needs of the post are balanced against the ability of the candidates to do the job effectively. In making the choice of who should be appointed the successful candidate usually emerges as a result of consensus and it is hoped that unanimous agreement can be reached. Where this is not possible, then a vote can be taken. (The Chairperson should be mindful of the impact of inter-personal power relations amongst the interview panel and the effect this may have on the selection decisions made).

The panel needs to be clear about why people were not selected and must make notes about their decisions. Selectors should not rely on 'gut feeling' as there is a danger of unconscious discriminatory assumptions creeping into the decision-making process. However, gut-feelings can be tested during the interview through appropriate questioning and probing. Simply relying on whether the candidate will 'fit in' may also lead to discrimination in the decision-making process and organisations have fallen foul of Employment Tribunals by using this as their defence.

It may be that the panel does not find a suitable candidate after the interviews have been carried out and whilst this may be disappointing or frustrating, it is better in the long-term not to appoint, rather than to appoint an unsuitable candidate.

14.2 Feedback

Following interviews, feedback requested by unsuccessful candidates should be provided verbally by the Chair of the panel as soon as possible after receipt of the request. Feedback provided to all candidates whether internal or external should be sensitive and appropriate. Advice on giving feedback is available from HR.

Where a candidate is dissatisfied with the selection process, they should contact HR.

14.3 Record keeping

All the original documentation relating to the recruitment and selection process must be kept in accordance with relevant data retention periods. After the decision has been confirmed and the applicant has accepted, all paperwork associated with the recruitment process should be returned immediately by the Chair and panel to the Human Resources Division.

This should include the application forms, a copy of the job advertisement, job description and person specification as well as the details of shortlisting, the interview notes of all of the panel and the reasons for selection/non-selection. These are a vital record of exactly what happened and could be needed either to give constructive feedback to candidates who request it and/or to provide as evidence to an Employment Tribunal.

If a complaint of discrimination is upheld at an Employment Tribunal, panel members have a personal responsibility and there could be financial penalties for the Council,

the department and, exceptionally, for the individual. Managers are therefore advised to take advantage of the information in this guide and of appropriate training courses offered through the Learning and Development section.

15. Post-Interview Procedures

15.1 Notification

Once a decision has been made, the successful candidate should be informed verbally by the chairperson of the panel. Confirmation of the appointment will be given in a formal offer letter, issued by Business Support as soon as practically possible. Unsuccessful candidates will be informed promptly by letter of the result of the interview by Business Support.

The starting salary will be determined by the head of service in consultation with HR. This will normally be at the bottom of the grade, but may be at another point, including the top of the grade, depending on the current salary of the individual who is recruited or in exceptional circumstances, for example, where difficulties in appointing to scarce skill areas has been encountered.

For unsuccessful internal candidates it is good practice to give an effective debriefing session on their performance. This should be carried out by the Chair of the interview panel.

All appointments to the Council are subject to:

- Right to Work
- the sight of original qualifications as stated on the application form
- medical clearance
- satisfactory references
- six-month probationary period
- driving licence checks (if appropriate)
- Job-specific clearance e.g. BPSS/DBS clearance (if appropriate)

Note: Any applicant who fails to demonstrate eligibility of right to work will have their conditional offer withdrawn immediately. Applicants who are unable to provide any of the additional items above in reasonable timeframe will also have their conditional offer withdrawn at the discretion of the Council.

15.2 Pre-employment medical screening

The successful candidate will be required to complete a medical questionnaire and send to our Occupational Health provider for review.

Some roles, such as Gardeners will be required to undertake a Hearing Test and/or HAVS (Hand Arm Vibration Syndrome) test.

Where adjustments are required, the Council will consider these wherever reasonable and practical. Should any adjustments be unreasonable or not practical, the Council, at its discretion, may review and potentially withdraw a conditional offer.

15.3 Induction

All new employees must have an induction to the Council with the aim to familiarise them with the Council, the department and the full extent of their role, whilst also giving them confidence and the necessary information to succeed. There is a legal obligation on employers to provide specific information to new employees with regard to health and safety issues.

Learning and Development Team will provide a short induction service and new employees are also invited to a formal induction session periodically. This supplements the induction provided by individual departments. New employees will also be invited to meet GMT.

15.4 Probation

All appointments are subject to a probationary period. The new employee should be given the following details:

- The length of the probationary period (normally six months).
- The purpose of the probationary period.
- Details of how the probation will be reviewed and the standards expected.
- Confirmation at the end of the period when it has been successfully completed.

The Council's Probationary Policy is available on the Intranet.

15.5 Internal Appointments

Notice periods for internal appointments should be in line with the Council's Notice Periods and contractual notice as outlined in the contract of employment. Any extension to notice periods should be mutually agreed by the two departments and with agreement from the employee.

16. Special Recruitment Issues for Local Government

There are a number of statutory provisions which affect only local government which authorities need to be aware of when recruiting employees.

16.1 Appointment on Merit

Under section 7 of the Local Government and Housing Act 1989, every appointment of a person to a paid office of employment with a local authority of any kind 'shall be made on merit'. Merit means the appointment of the best available person: no one should be appointed to a job unless they are competent to do it and the job must be offered to the person who would do it best.

The provisions were introduced primarily to prevent politically motivated appointments but the effect of the provision is that all irrelevant issues should be ignored.

It may be more appropriate with some job roles to have practical assessments to assess competencies which can include practical tests, role-playing, scenarios, in-tray exercises etc.

The Council reserves the right, within this overall policy, to develop initiatives which help to overcome barriers which might otherwise be experienced by certain individuals seeking employment eg Care leavers, Veterans, Disabled people and ex-offenders. These might include:

- Providing work experience or training in advance of recruitment to a position
- Ring fencing certain jobs for particular types of candidates
- Proactively recruiting or identifying talent from underrepresented groups especially in “hard to fill” positions.

Such initiatives would need to comply with the Equality Act 2010 and be subject to risk assessments if required.

Local Government Finance Act 1988, Section 113 and LGHA 1989 Section 6

The Officers responsible for administration of financial affairs of certain authorities (Section 151 Officer) must be a member of one of the professional bodies specified in the Act.

16.3 Recruitment of Assistant Directors and above

For the recruitment and appointment of Assistant Directors and above, the Council will use a Member Appointment Panel. Membership of the panel will normally reflect the political makeup of the Council. The recruitment exercise may also involve assistance from East Midlands Councils and a range of psychometric testing. For the recruitment of Chief Officers, the Council's Constitution will be followed.

17. Restrictions on the Recruitment of Councillors

Under Section 116 of the Local Government Act 1972, a local authority cannot appoint as an employee in any capacity, any Councillor who is currently a Member of that authority or who had been a Member in the previous 12 months.

18. Politically Restricted Posts

Some posts within the Council are politically restricted and governed by the provision of the Local Government Officers (Political Restrictions Regulations) 1990.

‘Politically restricted’ means that certain potholders are prevented from having any political role either in or outside the workplace.

The job description will identify if a post is politically restricted, and details will be included within the Statement of Terms and Conditions.