



RECRUITMENT STANDARDS

POLICY & PROCEDURES

This applies to: All DCC staff including Centrally Employed Teachers, but excluding all staff in schools.

Policy Date: December 2007
Version Date: 11 November 2008

Human Resources
Policy & Strategy Team
Personnel & Performance Directorate

If you require further help in the interpretation of this policy you can contact the HR Helpdesk at hrsshelp@devon.gov.uk or Schools Personnel Helpdesk at hrealaid@devon.gov.uk

**If this document has been printed please note that it may not be the most up-to-date version.
For current guidance please refer to The Source. Version date: 11 November 2008**

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RECRUITMENT STANDARDS

CONTENTS

POLICY	3
<hr/>	
1. Introduction	3
2. Policy Statement	3
3. Key Legislation, Policy and Guidance	4
PROCEDURES: VACANCY MANAGEMENT	7
<hr/>	
4. Introduction	7
5. Appointing Officer	7
6. Review of Vacancy, Job Description and Person Specification	8
PROCEDURES: ADVERTISING	12
<hr/>	
7. Authority to Advertise a Post	12
8. Advertising a Vacancy	13
9. Writing an Advertisement	15
PROCEDURES: SELECTION	19
<hr/>	
10. Short-listing	19
11. Assessment and Selection	20
PROCEDURES: APPOINTMENT	26
<hr/>	
12. Pre Employment Checks	26
13. Appointment, Induction and Probation	29
APPENDICES	32
<hr/>	
Terms and Abbreviations	32
Recruitment and Selection Flowchart	33
POLICY HISTORY	34

RECRUITMENT STANDARDS

POLICY

1. Introduction

- 1.1. These Standards have been written to ensure a consistent approach to recruitment and selection of staff and volunteers across the organisation, to integrate equality objectives into our work, provide a framework to assist recruiters in meeting their legal obligations and to ensure we do our best as a good employer.
- 1.2. These Standards have been developed locally using our own experience and best practice from partner organisations. It will be the responsibility of the Personnel and Performance Directorate Human Resources Team to monitor the application of these Standards.
- 1.3. These Standards aim to cover corporate recruitment. Recruitment in schools is covered elsewhere.
- 1.4. Adherence to these Standards will ensure best practice throughout Devon County Council. However the recruitment process is dynamic and, as a consequence, it will be the responsibility of the Human Resources Policy Team to ensure that these Standards are reviewed, updated and enhanced as necessary.
- 1.5. If you have suggestions on how the Standards can be improved, please contact the Recruitment Services Manager.

2. Policy Statement

- 2.1. Devon County Council aims to ensure recruitment effectively and efficiently supports the delivery of services to the people of Devon. Our objective in carrying out recruitment is to fill vacancies with people of the highest appropriate quality, drawn from the widest possible 'pool', at optimum cost without undue delay, whilst adhering to principles of fairness and equality. This objective is expressed by DCC's Equality Statement as follows:

As an employer of choice, we value diversity and celebrate individuality across our extensive workforce.

We are committed to equal opportunities in employment and service provision and are only interested in your ability to do the job.

To this end, we will strive for a diverse workforce.

- 2.2. No employee will be unlawfully disadvantaged on the grounds of age, race or ethnicity, disability, gender and marital status, gender identity, sexual orientation, religion or belief under the operation of these standards.

RECRUITMENT STANDARDS

- 2.3. Devon County Council is committed to safeguarding and promoting the welfare of children, young people and vulnerable adults, and expects all staff and volunteers to share this commitment.

3. Key Legislation, Policy and Guidance

Our Recruitment Policy is underpinned by:

3.1. Legislation specifying employment rights:

- Employment Rights Act 1996
- Employment Act 2002
- Fixed Term Employee Regulations 2002
- Part-time Workers Regulations 2000 (Amendment) 2002

3.2. Discrimination legislation:

- Sex Discrimination Act 1975 and SDA (Amendment) 2003
- Race Relations Act 1976 and RRA (Amendment) 2003
- Disability Discrimination Act 1995 and DDA (Amendment) Regulations 2003; Disability Discrimination Act 2005 (Disability Equality Duty)
- Disability Discrimination (Blind and Partially Sighted) Regulations 2003
- Employment Equality (Religion or Belief) Regulations 2003
- Employment Equality (Sexual Orientation) Regulations 2003
- Gender Re-assignment Regulations 2004
- Employment Equality (Age) Regulations 2006
- Equality Act 2006

and all subsequent amendments and regulations. (This list is not exhaustive.)

- 3.2.1. Discrimination legislation covers all aspects of the recruitment and employment process on the specified grounds of gender, marital status, gender reassignment, race, disability, sexual orientation, age and religion or belief.

- 3.2.2. The main types of discrimination set out in legislation are:

- Direct - less favourable treatment;
- Indirect - practices that put particular groups at a disadvantage;
- Victimisation - treating someone less favourably because they have made a complaint or allegation of discrimination, or given evidence in good faith.

- 3.2.3. The discrimination legislation applies to:

- employees;
- workers who are not employees but who work under a contract for services;
- applicants for jobs;
- volunteers;
- agency workers;

RECRUITMENT STANDARDS

- contract workers;
- trainees undertaking or seeking vocational training;
- students.

3.2.4. These pieces of legislation are supported by Codes of Practice in relation to gender, married status, race, disability, and guidelines in relation to age, sexual orientation and religion and belief, that set out good employment practice, and guidance on how to ensure compliance with legal requirements. Although not legally binding, the codes and guidelines will be taken into account by employment tribunals as evidence of good employment practice.

3.2.5. In addition to direct discrimination and victimisation, the Disability Discrimination Act (DDA) also specifies:

- disability related discrimination - less favourable treatment for reasons related to their disability;
- failure to make reasonable adjustments.

3.2.6. **Disability Equality Duty:** The Disability Discrimination Act 1995 was amended by the Disability Discrimination Act 2005 to place a duty on all public sector authorities to promote disability equality, including to:

- actively promote equal opportunities;
- eliminate discrimination;
- promote positive attitudes to disabled people; and
- take account of disabilities.

Reasonable adjustments must be made if a disabled candidate is placed at a substantial disadvantage by any aspect of the recruitment process. What is reasonable will depend on the effectiveness of the adjustment in overcoming the disadvantage and the ability of the employer to make the required changes. Changes may have to be made to the recruitment process, duties, working practices and terms and conditions of employment, even when that involves treating disabled people more favourably (to achieve an equal outcome).

3.2.7. Policy and guidance on the [employment of people with disabilities](#) is available on the Source or from [Human Resources \(HR\)](#).

3.2.8. Devon County Council is committed to tackling and eliminating age discrimination, giving everyone equal opportunity to work and develop their skills. It is unlawful to discriminate against employees, job applicants and trainees because of their age. See [DCC's Age Strategy](#) for further information. Job applications from people already over the age of 65 are invited.

3.3. **Legislation, policy and guidance giving rights of access to information including that of all stages of the recruitment process:**

- Data Protection Act 1998
- Freedom of Information Act 2004
- Equality Standard for Local Government
- Best Value principles

RECRUITMENT STANDARDS

- Best Recruitment practice
- National and DCC Conditions of Service

Relevant DCC documents: [Strategic Plan 2006-2011](#), [Equality Policies](#), [Equality in Employment Standards](#), [Acceptable Behaviour](#).

3.4. **With increasing market place competition, it is vital that we aim for Devon County Council to be an employer of choice in Devon. As a consequence we will:**

- Develop and promote our image as a modern, improving and inclusive County Council that enables us to attract the best candidates.
- Appoint on merit.
- Be open and transparent.
- Value all individuals involved in the recruitment process.
- Value our existing staff and help them realise their potential.
- Give appropriate and proper consideration to all applicants.
- Work towards developing a workforce that in its diversity can provide an appropriate and professional service to the community.
- Actively engage with under-represented sectors of the community.
- Use flexible working arrangements, where appropriate, to encourage a diversity of applicants.
- Ensure that assessment techniques and tests are free from any bias that might unlawfully discriminate.
- Monitor and review our performance regularly, compare it with other employers, and update our procedures accordingly.

RECRUITMENT STANDARDS

PROCEDURES: VACANCY MANAGEMENT

4. Introduction

- 4.1. The minimum Recruitment Standards detailed below are those that must be adhered to at all times.
- 4.2. When considering applications from disabled candidates the duty to make reasonable adjustments must be considered at all stages of the recruitment process as required under the Disability Discrimination Act 1995 (DDA) and subsequent amendments.
- 4.3. There may be additional requirements relating to your directorate so it is advisable to contact [Human Resources \(HR\)](#).
- 4.4. Recruitment to posts working with children or vulnerable adults will find useful guidance in DfES document '[Safeguarding Children and Safer Recruitment in Education](#)' which, although intended for education establishments, contains general good practice.
- 4.5. Recruitment of volunteers must be in line with DCC's recruitment policies and procedures and all appropriate recruitment checks made. There may be specific volunteer policies for your directorate.
- 4.6. Further advice on any issue within the Standards can be provided by [Human Resources \(HR\)](#) or [Recruitment Services](#).

5. Appointing Officer

- 5.1. At the start of each recruitment process, an Appointing Officer must be identified. This is often, but not exclusively, the Line Manager for the post.
- 5.2. The Appointing Officer is responsible for the recruitment process and for ensuring that the standards are met, and a fair process followed to find the best person for the job.
- 5.3. Recruitment Services will supply Appointing Officers with a '[DDA Responsibilities Checklist](#)' if First Stop are co-ordinating the receipt of applications.

RECRUITMENT STANDARDS

6. Review of Vacancy, Job Description and Person Specification

6.1. Job analysis must be undertaken

6.1.1. The critical first step is to review the actual requirements of the post. If an exit interview takes place (best practice for posts being vacated), it may provide information that can be used to answer some of the following questions:

- Does the post need to be filled?
- Is the job still relevant?
- Is the design of the job correct?
- Are the specific requirements of the job clear?
- Does the funding for the post exist?
- Is [approval required](#) to fill or establish the post?
- On what basis should the post be filled, e.g. permanent, casual, temporary, fixed term, part-time, term-time, annualised hours, secondment?
- Are there any legal requirements connected with the post?

6.1.2. DCC's policy is to consider all jobs are suitable for flexible working unless managers can clearly demonstrate otherwise.

6.1.3. Consider if the job, or part of the job, could be redesigned to be suitable for adults with learning disabilities. If this might be possible contact the [Access for Employment team](#).

6.1.4. Job Evaluation (JE) applies to all jobs within DCC which are under [NJC 'Green Book'](#) conditions of service, excluding jobs evaluated under the Hay Job Evaluation Scheme (or under different Terms and Conditions, such as Teachers). **DCC require all new or changed jobs covered by JE to be evaluated in line with the [new and changed posts policy](#).**

6.2. Job description must be reviewed/produced

6.2.1. A job description must be produced for each vacancy, detailing the purpose, tasks and responsibilities of the job. It must not unlawfully discriminate against any section of the community. It can help with induction and training and provides a basis for drawing up a person specification.

6.2.2. All newly designed jobs that are sent to the First Stop Desk for advertising, and are covered by JE (see 6.1.4 above), **must** have a [standard JE GLPC job description and person specification](#), signed by the relevant managers and authorised by JE.

6.2.3. For existing jobs, where the job description has not yet been updated to JE format, the previous job description can be used provided it is updated to include the JE Grade, JE job number and JE approved post title.

RECRUITMENT STANDARDS

- 6.2.4. The JE job description sections and accompanying completion notes provide for a description of the role. (For major tasks: active verbs should be used, e.g. 'writing', 'filing', and 'calculating', instead of vaguer terms such as 'assisting with', 'dealing with'. Wherever possible the frequency with which particular tasks occur should be indicated.)
- 6.2.5. If a disabled candidate applies for the post it may be necessary to review the job description again and make any reasonable adjustments that would remove any substantial disadvantages faced by the disabled candidate. An example might be to reallocate, if practicable, an aspect of the duties that the particular candidate could not undertake because of their disability.
- 6.3. **Person specification must be reviewed/produced**
- 6.3.1. Well-written selection criteria are crucial to ensure an effective, fair, professional recruitment and selection process, and are the basis upon which the selection process is designed and decisions made.
- 6.3.2. For all newly designed jobs covered by JE (see 6.1.4 above) the standard person specification format (contained within the [standard JE GLPC job description](#)) must be used.
- 6.3.3. For existing jobs, where the person specification has not yet been updated to JE format, the previous person specification can be used.
- 6.3.4. Derived from the requirements of the post, as stated in the job description, the person specification sets out the selection criteria - specifying the attributes of an ideal candidate:
- minimum **education, training and qualifications**;
 - type and level of **experience**;
 - **knowledge** needed to fulfil the role;
 - **skills and abilities** required for effective performance;
 - **other relevant factors** e.g. shift working, ability to travel etc.
- 6.3.5. These requirements must be justifiable and clearly defined in order to identify:
- What are essential criteria?
 - What are desirable criteria?
 - How are these to be measured?
- 6.3.6. **Essential** criteria are those that form the minimum requirements needed to successfully undertake the job and so must be met before any applicant can be short-listed, with the exception of disabled or redeployed applicants, when consideration must be given to what reasonable adjustments or training can be provided. For further information please see '[Employment of People with Disabilities](#)'. The criteria must be genuinely essential and not unnecessarily or unlawfully exclude suitable candidates.

RECRUITMENT STANDARDS

- 6.3.7. **Desirable** criteria are those qualities which would be beneficial to optimise job performance. These can be used to reduce the numbers on the shortlist if a large number of candidates satisfy the essential criteria.
- 6.4. All criteria must be:
- 6.4.1. Measurable against objective measures such as the application form, CV, validated and approved psychometric assessments, practical tests, job simulations, interviews or references.
 - 6.4.2. Related to the needs of the job. If criteria are too narrow, or set at an unnecessarily high standard, there is a danger that this will limit the number of applicants. Conversely, if they are too general or too low a standard, this will increase the pool of applicants and make the short-listing process more difficult. The inclusion of unnecessary or marginal requirements and blanket exclusions can lead to discrimination.
 - 6.4.3. Specific, clear and not open to misinterpretation e.g. rather than stating 'good communication skills', they should specify exactly what is required in the post, such as 'be able to prepare and deliver presentations to small groups'. Any exaggeration or misrepresentation could result in false ideas about the role, which could subsequently de-motivate a successful applicant or discourage potential applicants. Inclusion of unjustifiable requirements could prove to be discriminatory.
 - 6.4.4. Appropriate e.g. a specific time requirement such as three years in a customer service environment should not be stated, when quality is more important than quantity. It would be better stated as 'sufficient experience to perform the role effectively'. Specific time requirements may also be viewed as discriminatory.
 - 6.4.5. Non-discriminatory and apply to all regardless of age, gender, marital status, sexual orientation, race, colour, nationality, ethnic origin, cultural background, religion or belief, disability or any other difference. The legal exceptions to this are:
 - (a) **Genuine Occupational Qualification (GOQ)**: selection on the grounds of race or gender is allowed in certain jobs where being of a certain gender or racial group is a genuine occupational qualification such as providing personal services to promote the group's welfare, e.g. Chinese project worker providing an advice and counselling service for Chinese young people; female care staff to bathe female clients.
 - (b) **Genuine Occupational Requirement (GOR)**: where being of a particular race, ethnic or national origin, religion or belief, or sexual orientation is a genuine and decisive requirement of doing a job, e.g. a Roman Catholic head teacher for a Roman Catholic school.
 - (c) **Objective justification of age discrimination**: criteria are permitted if they pursue a legitimate aim and are a proportionate (i.e.

RECRUITMENT STANDARDS

appropriate and necessary) means of achieving that aim. Advice must be sought from Human Resources.

- 6.4.6. **As reasonable adjustments may have to be made** in accordance with the Disability Discrimination Act 1995 for those candidates with a disability, both the phrasing and application of requirements must take this into account. For example for a travelling officer post the requirement should be phrased 'ability to travel according to the needs of the job', rather than referring to an 'ability to drive' as this would be potentially discriminatory. It may also be necessary to review the application of the travel requirement and to consider whether alternative ways of working are practical if this would be a reasonable adjustment that would overcome a significant disadvantage faced by a disabled candidate.

RECRUITMENT STANDARDS

PROCEDURES: ADVERTISING

7. Authority to Advertise a Post

7.1. See [flowchart](#) for advertising vacancies.

7.2. Authority to advertise existing posts

7.2.1. Where the request is for a replacement post holder in an established post or for a replacement post holder to cover maternity or adoption leave, the [Advertisement of Vacancy](#) form (or open Word, select templates and the Corporate tab) may be completed and submitted without further approval. Each Directorate will need to make its own internal arrangements for ensuring the funding exists for the replacement prior to submitting the form.

7.3. Authority to advertise new posts

7.3.1. For all other requests the [Request to Advertise a New Post](#) form must be completed along with appropriate supporting papers. Such requests must receive prior approval from the Head of Service or representative and be signed accordingly. The Head of each Service will determine which staff are authorised to act as their representative.

7.3.2. The process will apply to both permanent and temporary posts. Similarly posts approved as part of the budget process will still be required to follow the approval process prior to advertising.

7.3.3. The request should then be forwarded to the Principal Finance Manager (PFM) for the service to confirm that funding is available in accordance with the details contained within the request form. A request may only be submitted for the period for which funding has been secured. The PFM must ensure that the request to advertise has been completed correctly in this respect.

7.3.4. If approval is not given the PFM will advise the initiator directly, along with reasons. If PFM approval is given, the request will be forwarded to the Personnel Admin unit who will check that details are complete and allocate a new post number.

7.3.5. In the case of some posts, additional flexibility is allowed for operational reasons and the post may be advertised at this stage (following PFM approval) without further approval from members. This applies to:

- Posts providing frontline services direct to the public.
- Approved trading units.
- Devolved funding units.
- Formal DCC Partnerships.

RECRUITMENT STANDARDS

- Other units may be added where appropriate, subject to approval between the Director of Personnel & Performance and the Executive Member.

7.3.6. Similarly for new (100%) external grant funded posts, the post may be advertised at this stage (following PFM approval) without further approval from members.

7.3.7. For all other new posts the request to advertise a new post will be passed to the Director of Personnel & Performance by the Personnel Admin Unit, in order that approval may be sought from the Executive Member.

7.4. Executive Member Approval

7.4.1. Following consideration by the Executive Member, authorisation forms will be returned to the Personnel Admin unit who will notify the Directorate as to whether or not authorisation has been given.

7.4.2. If rejected, the Executive Member will be able to provide a brief explanation of the reason(s) or any qualifying factors in the space provided for guidance and/or follow up, where appropriate.

7.4.3. Any subsequent re-submission / appeal to the Executive Member will be at the discretion of the Director of Personnel & Performance and subject to satisfying any qualifying factors as indicated above.

7.4.4. See [flowchart](#) for new post approval.

7.4.5. [Recruitment Services](#) can provide a service to co-ordinate the recruitment process for senior appointments (D grade and above).

8. Advertising a Vacancy

8.1. All corporate advertising must go through the First Stop Desk which can:

- format the adverts and place them with newspapers on your behalf;
- deal with the administration and invoicing;
- negotiate with newspapers if an error occurs;
- reduce costs and increase visual impact by compositing adverts together;
- advise on where best to place your adverts;
- advise on the wording of your adverts;
- place adverts in Choice and on the Internet at no additional charge.

8.2. On contacting the First Stop Desk the vacancy will be notified to the Central Placement Unit to identify any suitable priority or red circled candidates.

8.3. **All posts must be advertised as widely as possible** unless there are clearly defined reasons such as:

RECRUITMENT STANDARDS

8.4. **Redeployment**

- 8.4.1. **Priority candidate:** a DCC employee seeking redeployment as currently at risk of termination of employment due to [redundancy](#) or [on medical grounds](#), who meets the essential criteria for the post, or would meet them with reasonable training and support. In these instances, the employee will have priority status, and therefore only need to demonstrate that they meet the essential selection criteria to undertake the post. If they can do so they must be given a priority interview.
- 8.4.2. Applicants are not entitled to a priority interview for a promotion post unless they are covered by the DDA, when it may be a 'reasonable adjustment' to allow a priority interview for a post with a higher maximum salary than that at their substantive grade.
- 8.4.3. Unless there is a justifiable reason, all recruitment activity should be halted (i.e. adverts not placed, no interviews of other candidates to take place), until priority candidates are interviewed.
- 8.4.4. Appointing officers must seek advice from [Human Resources \(HR\)](#) when contacted by, or in receipt of an application form from, an employee seeking redeployment.
- 8.4.5. **Ring fencing:** agreed for specified groups of employees due to an internal reorganisation and for objective business reasons. For more information on this see '[reorganisation and review](#)' or contact [Human Resources \(HR\)](#).

8.5. **Red circling**

Applicants are not entitled to a priority interview on the grounds of being red circled by JE. When red circled applicants have been identified by the CPU (Central Placement Unit) the post should continue to be advertised internally but usually external advertising will be suspended. See the [policy and procedure for red circled employees seeking alternative posts](#).

8.6. **Short term requirement**

The requirement is short term and/or requires specialist skills that can be best met by internal/external agency staff. These appointments should be of no more than twelve weeks duration, after which consideration should be given to making a temporary appointment.

8.7. **Secondment**

[Secondment](#) may be appropriate when an urgent business need arises or to provide an opportunity for staff development. All secondments are subject to a selection process. The substantive post must be kept open unless otherwise agreed with the employee, for example it may be agreed with the employee that they will be able to return to a similar post at their substantive grade.

8.8. **Temporary or fixed term contract**

If a temporary member of staff has been covering a post satisfactorily, an appointment may be offered if s/he matches the selection criteria and has been meeting the requirements of the post for at least six months. In all cases

RECRUITMENT STANDARDS

the temporary member of staff must have been through a formal (documented) selection process and have been performance appraised and have no outstanding performance issues which would contradict their suitability for the post. An investigation by the Appointing Officer should also be undertaken prior to any offer being made to ensure no other staff are disadvantaged by this proposal. This should also involve consultation with the local Trade Union representatives.

8.9. **Previous suitable candidate**

A suitable candidate who has been subject to a competitive recruitment process in the preceding three months for the same post at the same establishment, was deemed appointable and matches the selection criteria and who was a suitable appointment for the original post may be appointed. There must be clear documented evidence that the candidate was the next available, suitable applicant for the original position.

8.10. **Recognised training scheme**

Where a Devon County Council trainee has been temporarily appointed to a vacancy as part of an identified training scheme, s/he may, on satisfactory completion of the training scheme, be made permanent. Where this involves more than one trainee, the selection process that is followed must be fair, objective and clearly demonstrated.

9. Writing an Advertisement

9.1. Advertisements must be appropriate, cost effective and non-discriminatory.

9.2. An advertisement should be designed to achieve the following:

9.2.1. **Sell the vacancy:** the advert should contain persuasive reasons why the reader should apply for this job. It should make the proposition as attractive as possible without being misleading about the actual nature of the job. DCC will be competing with other organisations in the same media for the same people.

9.2.2. Attract suitable candidates based on the requirements of the person specification. It should exclude those people whose experience or qualifications are not appropriate. However it must not discriminate on the grounds of age, disability, race, religion or belief, gender or sexual orientation, unless GOR, GOQ or an objective justification of age discrimination apply (see [Section 6 of the Standards](#)), and if so it must be stated.

9.2.3. **Enhance the public image of the organisation:** Promote an image of your department or unit as an employer of choice. Some people who read the advertisement may not be interested in the specific vacancy, but the image your advert promotes, through style, copy and typography, could well stay with them.

9.2.4. **Attract candidates from as wide and diverse a population as possible.**

RECRUITMENT STANDARDS

9.3. The advertisement must be:

- 9.3.1. Based on the facts detailed in the job description, person specification and the agreed selection criteria.
- 9.3.2. Non-discriminatory and must avoid any gender, ageist or culturally specific language or any implication. It is unlawful to publish an advertisement that might reasonably be understood to indicate that disabled candidates may not be successful or that there is a reluctance to make reasonable adjustments.
- 9.3.3. Brief to ensure it is cost-effective and maintains the applicants' interest.

9.4. Types of Advert

9.4.1. **Composite adverts** are seen as the most cost effective form of local advertising. Adverts appear in the DCC box, in a corporately agreed style. In order to reduce costs and present a more professional image all DCC advertisements appearing in the local press should appear in the following format:

- Location
- Job Title/hours/salary
- 15 - 45 words body text giving the essentials of the post
- Response details/closing date

The [First Stop Desk](#) can provide guidance on how to achieve this.

9.4.2. **Display adverts** are the best type of advert to use when you want to make more of an impact, such as with difficult to recruit vacancies or senior positions. Your advert appears on its own. The [First Stop Desk](#) professionally typeset your vacancy to maximise the impact of the advert.

9.5. The advertisement must also include:

- 9.5.1. The statement: "Devon County Council is committed to equal opportunities in employment and service provision, and is only interested in your ability to do the job."
- 9.5.2. The 'two ticks' positive about disabled people symbol; this indicates DCC welcomes applications from people with disabilities and guarantees an interview if they meet the essential criteria for the job.
- 9.5.3. Where any group (gender / disability / race etc) is underrepresented, a statement should be included such as "Men / women / disabled persons / minority ethnic groups are underrepresented in these roles and we would particularly welcome applications from this / these sectors of our community."

RECRUITMENT STANDARDS

9.6. **Appropriate advertising media must be selected:**

- 9.6.1. All DCC corporate vacancies (except those exempted in [Section 8 of the Standards](#)) must be advertised in the Choice Magazine and on www.devonjobs.gov.uk.
- 9.6.2. Consideration should be given to advertising in local and national newspapers, professional journals, online media and the minority press to attract a range of applicants from diverse backgrounds. The [First Stop Desk](#) can advise on cost.

9.7. **Deadlines for Receipt of Advertisements**

- 9.7.1. **Local Press/Times Educational Supplement:** Any advert received by Friday noon will be placed in the papers of the following week (with the exception of the Mid Devon/Tiverton Gazette which has a deadline of Tuesday noon for the following Tuesday's publication). Adverts sent via the Personnel Admin team must be received by 5pm Thursday.
- 9.7.2. **Choice:** Adverts received by Monday 5pm will be placed in the Choice magazine for the following Monday. Adverts sent via the Personnel Admin team must be received by noon Monday. Adverts will be inserted for 1 week only, unless otherwise requested
- 9.7.3. **National/Trade Press:** Please contact The First Stop Desk (01392 383415) for further details.

9.8. **Additional guidance**

- 9.8.1. See ['Writing an Advert'](#) on the Source.
- 9.8.2. The following advice is available from [Recruitment Services](#):
 - Consideration should be given to recruitment details being made available in languages other than English, in large print, Braille, Moon or Symbol and the spoken word if required by applicants.
 - Information regarding media selection, such as minority press.
 - Information on the success of previous advertisements.
 - Assistance with copy writing.
- 9.8.3. Appointing Officers experiencing acute recruitment difficulties should consult with [Human Resources \(HR\)](#) and/or [Recruitment Services](#). Bespoke ways of attracting relevant candidates for specific posts will be sought which may involve the use of specialist search agencies.

9.9. **Application pack must be informative and relevant**

- 9.9.1. Application packs are often the first point of contact between the applicant and Devon County Council. It is important, therefore, that

RECRUITMENT STANDARDS

packs are relevant, informative and promote Devon County Council both in content and standard of presentation.

9.9.2. Standard packs for applicants must contain as a minimum:

- Leaflet describing the work of the Directorate.
- Job description and person specification.
- Details of the selection process.
- Application form.
- Diversity monitoring form.
- A contact telephone number and contact name(s) for help and advice on any aspect of the recruitment process.

9.9.3. Additional information could include:

- DCC Strategic Plan
- Unit Business Plans
- Structure charts
- Information relating to working for Devon County Council

RECRUITMENT STANDARDS

PROCEDURES: SELECTION

10. Short-listing

- 10.1. Short-listing must be undertaken by all selection panel members. To minimise bias, the short-listing of applications must be undertaken individually by the designated panel members, who must review all applications and assess each applicant against the agreed selection criteria on the person specification. It is best practice to attach a person specification to each application, including the criteria demonstrated. The panel should then agree a final short list.
- 10.2. Late applications should not generally be considered and certainly not once short-listing has commenced.
- 10.3. Short-listing must be made by reference to the essential, and if necessary, the desirable criteria detailed in the person specification.
 - 10.3.1. In assessing applications against the person specification, take note of experience outside of paid work which evidences required criteria.
 - 10.3.2. If an applicant satisfies all essential criteria, s/he must be short-listed. However, if too many applicants meet the essential criteria, the selection panel must apply the desirable criteria to reduce the numbers and produce a final agreed short list.
 - 10.3.3. If, after applying both essential and desirable criteria, there are still too many applicants, additional fair and equitable criteria can be applied. A record must be retained of the additional criteria used.
 - 10.3.4. The reasons for the inclusion on or exclusion from the short list should be carefully noted on the person specification attached to each application and for non-successful candidates, retained for a minimum of six months.
- 10.4. A short-listing matrix should be used. (See example [short-listing matrix](#).)
- 10.5. **All applicants with a disability (as defined by DDA) who meet the essential criteria for a job vacancy must be short-listed and invited for interview.** When short-listing applications from disabled candidates it is necessary to consider whether there are any reasonable adjustments that can be made to the selection criteria where, due to their disability, a person is unable to demonstrate they meet a specified essential requirement. For example, where a disabled person has been unable to obtain qualifications specified as essential, due to their disability, but has experience that could demonstrate their ability to meet that 'competence' and undertake the role, failure to shortlist them without considering whether their experience could offset their lack of qualifications might give rise to a disability related discrimination claim. Where an adjustment is reasonable it must be made.

RECRUITMENT STANDARDS

- 10.6. **Priority candidates who meet the essential criteria must be short-listed and interviewed ahead of other candidates** (see [Section 11 of the Standards](#)).
- 10.7. **Red circled applicants who meet the essential criteria should be short-listed** (but are not entitled to a priority interview on the grounds of being red circled). See the [policy and procedure for red circled employees seeking alternative posts](#).
- 10.8. **It is unlawful to eliminate applicants from the short list on the grounds of:**
- disability;
 - gender;
 - pregnancy;
 - marital status;
 - sexual orientation;
 - race;
 - religion or belief;
 - age;
 - 'spent convictions' unrelated to the job;

other than where GOR and GOQ apply, or there is an objective justification of age discrimination.

11. Assessment and Selection

- 11.1. **Assessment and selection methods must be relevant, non-discriminatory and cost effective**
- 11.1.1. Appointment is based on merit and the suitability of each candidate for the job, as evidenced against the person specification, and demonstrated by the selection methods. Selection methods must not disadvantage any particular group. All applicants must be treated in a consistent and a non-discriminatory manner.
- 11.1.2. It is essential that all applicants complete Valuing Diversity forms and that these forms are returned in a sealed envelope to Recruitment Services.
- 11.2. **Appropriate and effective selection tools and processes must be used**
- 11.2.1. A range of selection methods should be considered in order to test candidates' suitability for the role, as identified in the person specification. When selecting tests the cost and relevance to the role need to be considered.
- 11.2.2. Selection must be based on a formal structured interview except where this would place a disabled candidate at a substantial disadvantage (see 11.3 below).

RECRUITMENT STANDARDS

11.2.3. Other selection methods can include:

- A written exercise for completion on the interview day to check knowledge of legislation, technical competence, etc.
- Reasoning and aptitude tests.
- Presentations.
- Occupational Personality Questionnaires (OPQs). These have been rigorously developed and supported by extensive research to demonstrate their relevance, accuracy, validity, fairness and reliability. DCC is committed to the highest standards of practice in the use of all Psychometric tests in order to maximise the benefit of testing to both the organisation and the individual, thus promoting fairness and equality of opportunity for all.

11.2.4. All candidates must be notified in advance of test procedures, and practice tests should be provided where possible. Only trained and qualified staff will administer the tests, interpret the scores and profiles and give feedback.

11.2.5. Contact [Recruitment Services](#) for advice about selection tests and OPQs.

11.3. **Assessment and selection of applicants with a disability**

11.3.1. Applicants who have indicated on the application form that they have a disability, must be contacted by the Appointing Officer and informed of the selection process, and checks made of what 'reasonable' adjustments might be required to meet their needs. Depending on the disability, this could include considering whether an alternative to the formal interview is possible for disabled candidates who find such a method particularly difficult, extra time allowed if an applicant has a speech impediment, adaptation to a standard test or a sign language interpreter. Access to buildings and any other specific requirements may need to be considered.

11.4. **Staff with priority status and identified as in need of redeployment due to redundancy or on medical grounds, must be interviewed ahead of other candidates.**

11.4.1. Priority candidates need to demonstrate that they meet the essential selection criteria. They should be interviewed ahead of, and separately from, other applicants when they demonstrate that they meet the essential criteria for a post. Subject to interview, the candidate will be offered the post, unless it is clearly demonstrated against the person specification, that they do not possess the competence, capability or qualifications to carry out the duties and responsibilities of the post. If training within a reasonable timescale and at reasonable cost would enable a priority candidate to meet an essential criteria, this should be considered.

RECRUITMENT STANDARDS

- 11.4.2. Applicants are not entitled to a priority interview for a promotion post unless they are covered by the DDA when it may be a 'reasonable adjustment' to allow priority interview for post with a higher maximum salary.
- 11.4.3. If a priority candidate is covered by the DDA, it may be a reasonable adjustment to appoint even if there is an essential criterion they are not able to meet. This would depend on the criterion, whether it is possible to meet the requirement in other ways, e.g. reallocate specific tasks etc.
- 11.4.4. Such appointments will be subject to an agreed trial period (normally four weeks), in which time applicants must demonstrate suitability for the post and have all agreed training provided to enable the optimum level of acceptable standards to be achieved.
- 11.4.5. Advice from [Human Resources \(HR\)](#) should be sought and an independent Human Resources representative, or accredited officer, will be allocated to the selection panel.
- 11.4.6. Applicants are not entitled to a priority interview on the grounds of being red circled.
- 11.5. Interview panels must contain at least one member who has satisfactorily completed DCC training in Recruitment and Selection and been accredited. (Learning and Development maintain a register of all accredited staff.)**
- They must also:
 - Consist of three people (unless there is a specified and justifiable reason for this to differ). Where only two people are available, Appointing Officers should refer to [Human Resources \(HR\)](#) for advice.
 - Have consistent membership throughout the selection process.
 - Not be related to, or have a close personal relationship with, any candidate. Such instances must be referred to the appointment officer's line manager.
 - Include members from both genders, where possible, to help ensure confidence in the process.
- 11.6. Preparation for an interview**
- 11.6.1. There are a number of aspects of critical importance in planning the interview:
- 11.6.2. **Timing.** Enough time must be allowed for the interviews and making notes between each candidate. Each candidate should be scheduled for the same length of time, subject to any adjustments required for candidates with a disability. Think about the distances applicants have to travel, or any specific time requests, when allocating interview times.

RECRUITMENT STANDARDS

- 11.6.3. **Agree roles.** The panel members need to decide how they will operate as a team during the interviews, i.e. who is to chair, do introductions, conclude the interview, etc. It is usual for the Appointing Officer to chair the panel. The first interview of the day should **not** be used as a 'dress rehearsal'. The needs of disabled candidates must be taken into account and it may be a reasonable adjustment to change the roles where the process might put a disabled candidate at a disadvantage. For example a candidate with autism might find being questioned by three panel members daunting and having all questions asked by a single panel member may be a reasonable adjustment.
- 11.6.4. Prepare and agree a **core framework of questions** and the key points which candidates might be expected to cover in their answers. This should be drawn up by reference to the selection criteria in the person specification, before the interview process commences and must include at least one question on equality and opportunity. The different questions or subject areas should be allocated between the panel members in advance of the interview in accordance with the agreed roles. The Disability Discrimination Act does not prohibit an employer from seeking information about a disability but the Data Protection Code of Practice states that information should not be sought unless it is necessary to enable the recruitment decision to be made. Such questions should only be asked if they are relevant to the candidate's ability to do the job, after a reasonable adjustment. If adjustments will be required to enable a disabled candidate to undertake the role it will be necessary to identify them and ensure that they are 'reasonable'.
- 11.6.5. Re-read the application form, job description and selection criteria to identify areas which may need further exploration and clarification at interview.
- 11.6.6. Agree the appropriate terms and conditions.
- 11.6.7. The venue of the interview should be accessible, of an appropriate size and one which encourages the interviewers' and interviewee's concentration. It should be comfortable for interviewers and the interviewees (i.e. seating, heating, lighting, ventilation, noise level) and be well sign posted, with a waiting area and meet the needs of any disabled candidates.
- 11.6.8. Reception arrangements for candidates should be welcoming and the receptionist briefed, including covering any special requirements that a disabled candidate may have.
- 11.6.9. There should be no interruptions, office phones should be diverted and mobile phones switched off.
- 11.6.10. It is the Appointing Officer's responsibility to ensure that any reasonable adjustments that candidates with disabilities require are made. For example, ensuring that an interpreter is available if a candidate uses sign language or allowing a candidate additional time to prepare for an interview.

RECRUITMENT STANDARDS

11.6.11. Ideally candidates should be able to view their potential workplace as part of the selection process.

11.7. Interview

11.7.1. The panel should ask each candidate the same core set of questions and fully record their answers. Interview questions should be competency based (see sample interview questions with score sheet) and the interviewer should be prepared to further question to test the evidence being given.

11.7.2. During the interview all candidates must be informed of DCC Smoking at Work Policy. All recruitment is on the basis that candidates understand they will not be afforded time away from the workstation to smoke at any County Council site. (County Council staff working within buildings operated by other agencies will be subject to the Smoking at Work policy operating in the building.)

11.8. Decision making, feedback and offers of employment

11.8.1. When assessing disabled candidates it is a requirement to consider their suitability on the basis that any reasonable adjustments that may be required have been made. For example, if certain duties would be reallocated the correct measure is how the disabled candidate scores against the remaining duties. Similarly, if special equipment is required the candidate's suitability must be evaluated on the basis that the equipment is in place.

11.8.2. Score each candidate at the end of each interview privately before the overall scores are agreed collectively and the best candidate chosen. If additional selection methods are used, these should be fed into the decision-making process at the end and the candidate who best meets the selection criteria chosen.

11.8.3. Agree feedback for candidates with panel members and record whether or not the candidate is appointable, even if not the first choice candidate.

11.8.4. Offers of employment should not be made at interview.

11.8.5. All candidates should be notified of the outcome of the interview as soon as possible. However, Appointing Officers are advised to wait until the successful candidate has accepted the offer prior to informing unsuccessful candidates unless they are assessed as unsuitable for employment.

11.8.6. All candidates must be offered feedback on their performance and an explanation of the decision if requested.

11.8.7. The initial job offer should be made in writing within seven working days and be conditional on satisfactory employment checks, e.g. references, medical, qualifications, Criminal Record Bureau checks, where required, and eligibility to work. If the conditions on which the job was offered are not met, advice should be sought from [Human Resources \(HR\)](#), before any offer is withdrawn.

RECRUITMENT STANDARDS

- 11.8.8. Consider how best to make any 'reasonable adjustments' to the employment arrangements or premises that are required to meet the needs of a successful applicant with a disability. Advice from DCC's [Wellbeing@Work](#) and the [local Jobcentre Plus Disability Support Team](#) may be required to ensure an informed decision is reached. Applications for assistance for Access to Work funding through Jobcentre Plus must be made within the first six weeks of an appointment. This applies to ergonomic solutions, i.e. seating, desk top aids etc., but does not include digital hearing aids.
- 11.8.9. Ensure that all new appointees to DCC provide verification of qualifications, membership, etc. A copy of these should be taken and kept on their personal file.

11.9. Records of interviews

- 11.9.1. Records must be retained (for a minimum of six months from the date of advertisement) to include:
- assessment and selection criteria used (person specification);
 - application of assessment and selection criteria (e.g. application form);
 - interview and other selection method notes, e.g. question proformas, test results;
 - reasons for decisions made.
- 11.9.2. Reasons for the decisions taken by the interview panel must be recorded, to be completed and filed by the Appointing Officer. This must include details of all the information used to reach a decision.
- 11.9.3. Interview notes from each panellist must provide sufficient detail on which to base a decision, and may need to be relied upon in defending a decision at an Employment Tribunal.
- 11.9.4. All recruitment paperwork relating to the successful candidate must be retained and placed on his/her personal file.
- 11.9.5. All recruitment paperwork relating to unsuccessful candidates must be retained for a minimum of six months.
- 11.9.6. All paperwork should be forwarded together with the Appointment Form to the HR Admin Officer.
- 11.9.7. Individuals are able to access all the paperwork relating to their recruitment process in accordance with Data Protection legislation.

RECRUITMENT STANDARDS

PROCEDURES: APPOINTMENT

12. Pre Employment Checks

12.1. There are a number of checks which need to be made prior to employment:

- Qualifications
- References
- Identity
- CRB and similar checks for relevant jobs
- Medical fitness

12.2. It is important to see **original certificates and documentation**. If a name has changed then verification is required, e.g. legal name change documents or a marriage certificate. If the documentation provided does not include a photograph then candidates must provide one.

12.3. Any job offer made before all checks have been completed must clearly state that it is conditional on satisfactory results for the outstanding checks.

12.4. A minimum of two written references must be obtained

12.4.1. One must be the last or current employer and should be the candidate's line manager.

12.4.2. Appointing Officers must seek a reference from an applicant's current employer. If not in employment, a reference must be sought from the last employer. If in, or just completed, full-time education, a reference must be sought from the school, college or university.

12.4.3. Where there has been a previous DCC employment, a reference must be sought from the previous DCC line manager.

12.4.4. All references must be obtained by the Appointing Officer directly from the referees using the [Reference Request Forms](#).

12.4.5. Appointing Officers should explore further with referees any concerns or omissions about performance, conduct or ill-health absences. Written records of verbal conversations with referees should be kept by Appointing Officers and must be followed up in writing by referees.

12.4.6. For all Children's Services posts, a telephone enquiry to each referee is required to verify written references received. This requirement comes from the National Minimum Standards for adoption. (This is also good practice for work with vulnerable adults.)

12.4.7. Appointing Officers must cross-reference employment history dates and reasons for leaving, with those given by candidates on their application forms.

12.4.8. References need to be treated with some caution by the panel, as they have the potential to be discriminatory due to the possible

RECRUITMENT STANDARDS

prejudices of the referees and may be unlawful under the Data Protection Act. In view of this, it is recommended that references be obtained after interview and for the successful candidate only.

- 12.4.9. A job offer should normally be made when satisfactory references have been received. If a job offer is made prior to receipt of references the offer must be expressly conditional on receipt of a satisfactory reference.
- 12.5. All new appointees to Devon County Council must be subject to pre-employment health screening**
- 12.5.1. All appointments are subject to satisfactory medical clearance prior to appointment.
- 12.5.2. Appointing Officer's must complete the OH1 front sheet correctly and in full.
- 12.5.3. All successful internal and external applicants must complete the [OH1 form](#) and forward it directly to [Wellbeing@Work](#). (It is not necessary for shortlisted job applicants to complete the form prior to interview.)
- 12.5.4. Wellbeing@Work will inform the Appointing Officer or Personnel Admin of their medical assessment, grading 1, 2 and 3.
- 12.5.5. It is important to refer to gradings when making appointment decisions if:
- there are health issues with employment;
 - dependent upon the original grading, there is a substantial change to their work responsibilities.
- 12.5.6. If a manager has any concerns about the applicant's fitness for the post s/he should contact [Wellbeing@Work](#).
- 12.5.7. Rejection of applicants based on medical assessments should only occur following advice from Wellbeing@Work. Consideration of Wellbeing@Work advice must be given to what reasonable adjustments/restrictions could be made to accommodate an applicant with a disability. This may include involving [Human Resources \(HR\)](#) and seeking advice from the [local Jobcentre Plus Disability Support Team](#).
- 12.5.8. Medical questionnaires will be stored confidentially with Wellbeing@Work under DCC's Data Protection Policy (Occupational Health and Well-being).
- 12.6. All new appointees to Devon County Council must complete Criminal Records Bureau checks before working in an unsupervised capacity with children or vulnerable adults**
- 12.6.1. Applicants for all posts with access to children and vulnerable adults, by law, need to undergo a Criminal Records check. This process is managed by the [Corporate Records Disclosure Service](#) in the Personnel and Performance Directorate. All new appointees and

RECRUITMENT STANDARDS

volunteers must be cleared before working in an unsupervised capacity with children or vulnerable adults. The relevant Directorates have policy on which posts require a CRB check.

- 12.6.2. DCC's '[In Safe Hands: Guidance on Managing Recruitment and the Criminal Records Disclosure Process](#)' provides advice and guidance to managers on how to manage the risks of engaging new employees (both temporary and permanent), casual staff, volunteers, prospective foster parents, adopters, childminders and other carers into positions where they will have unsupervised access to children and vulnerable adults. It also provides links to the relevant DfES guidance.
- 12.6.3. Applicants are required to declare spent and unspent convictions prior to interview. Having a conviction does not necessarily preclude candidates from being appointed unless their offences are job relevant. Managers should be aware that in relation to work with children, convictions are not considered 'spent'.
- 12.6.4. As this is a sensitive and potentially difficult process, it is advisable to get advice from [Human Resources \(HR\)](#) before advertising for any post that may require a Criminal Record Bureau check.
- 12.6.5. Candidates applying for posts within Children's Services where they will have unsupervised access to children (i.e. any Children's Home, Fostering/Adoption Service, Intervention posts, Family Centres or Specialised Schools), must comply with the Disqualification from Caring for Children Regulations 2002. See Disqualification from Caring for Children.
- 12.6.6. Following appointment, it is a condition of employment for employees in posts which are subject to a CRB Disclosure to disclose any pending criminal proceedings for which they have been formally charged, any criminal conviction, caution, reprimand, bind-over or final warning received during the course of their employment.

12.7. Eligibility to work in the UK

- 12.7.1. Under the Immigration, Asylum and Nationality Act 2006 it is a criminal offence to employ someone without entitlement or permission to work in the UK. Section 15 of the Immigration, Asylum and Nationality Act 2006 requires all employers in the UK to make basic document checks on every person before they start work to help ensure that they do not employ illegal workers. Employers are also required to recheck documents at least every 12 months if the employee has time-limited leave to enter or remain in the UK. Employers incur a fine of up to £10,000 per illegal employee. A new offence of knowingly employing an illegal worker can incur an unlimited fine and/or up to two years' imprisonment.
- 12.7.2. To ensure that recruitment practices are not discriminatory, all short-listed applicants, regardless of their colour, race, nationality, or ethnic or national origin, must be asked to produce documents as evidence

RECRUITMENT STANDARDS

of their right to work in the UK. For more information and guidance on appropriate documentation, please see [‘Ensuring Eligibility to Work’](#).

12.8. All new appointees to Devon County Council must provide verification of qualifications, membership of professional bodies, driving licences, etc.

- 12.8.1. Original professional qualifications and/or highest level of study certificates should be seen at interview and a note of confirmation made by the Appointing Officer.
- 12.8.2. Any professional registration or membership requirements must be verified, e.g. ensure social workers have current registration with the General Social Care Council (GSCC).
- 12.8.3. For travelling officers intending to use his/her own vehicle, it is the Appointing Officer’s responsibility to ensure that their driving licence or that of their driver is verified. Employees shall have included and maintain in their policy of insurance a clause indemnifying the County Council against all third party claims (including those concerning passengers) arising out of the use of the vehicle on official business, provided that this requirement shall not apply where an undertaking has been given by an insurer to the County Council or the appropriate association of local authorities.
- 12.8.4. The Appointing Officer must date and initial copies of documentation placed on the personnel file of the successful candidate.

13. Appointment, Induction and Probation

13.1. New employees must receive written details of the main terms and conditions of employment within two months of appointment

- 13.1.1. All employees must receive a letter of appointment prior to taking up their employment. There is a legal requirement for a written statement of their employment particulars to be forwarded to them within two months of the start of their employment.
- 13.1.2. The written statement of particulars must be accompanied by an employment application pack, to include:
 - Details of where collective agreements not included in the statement of particulars can be viewed
 - Job description
 - Health and Safety Policy
 - Justice Through Equality and associated policies
 - LGS1
 - Pensions leaflet
 - Policy on proper conduct of business
 - Disciplinary and Grievance Procedure
 - Computer Security Policy

RECRUITMENT STANDARDS

- Managing Sickness Absence Policy
- Acceptable Behaviour Policy

13.1.3. The type of contract and the terms and conditions of employment must be clear and appropriate for the category of job and the needs of the service.

13.2. Removal and disturbance allowance payments

13.2.1. It is the decision of the Appointing Officer whether to offer financial assistance, in accordance with standard procedures and Devon County Council's [Removal and Disturbance Scheme](#).

13.3. Remuneration

13.3.1. It is normal policy for new entrants to Local Government (and internal appointments to a higher grade) to be appointed to the minimum of the grade. However, it is recognised that starting salaries may need to be offered above the minimum in certain circumstances, e.g. to take account of current salary levels, experience or qualifications.

13.3.2. Further salary progression must be in accordance with the pay and grading structure arising from equal pay and must not exceed the JE grade maximum. It must also be in accordance with any Professional Terms and Conditions of Employment.

13.3.3. Any specific salary increases linked to obtaining a qualification etc., must be included in any formal letter of appointment.

13.3.4. Accelerated increments may be awarded by a line manager and must be within the JE grade for the post. Such increments must be justifiable in terms of equal pay and an auditable record of the rationale placed on the employee's personal file.

13.4. Employees must receive a full induction programme

13.4.1. Line managers are to ensure that a full [induction programme](#) is conducted for each new member of staff. There are two separate elements to induction – workplace and County Council-wide.

- Workplace induction is carried out by a line manager within a specified timeframe.
- [Corporate Welcome Days](#) are organised by Learning & Development on behalf of the Chief Executive and offer newly appointed staff the opportunity to meet and question Senior Officers and Members in order to develop their knowledge of the County Council. These Welcome Days are held regularly and line managers may nominate employees to attend.
- All new employees must have access to the [Corporate Welcome Pack](#).

RECRUITMENT STANDARDS

- 13.4.2. An induction checklist should be used. Careful consideration must be given to any special requirements that a disabled appointee may have. For example if the appointee has a hearing impairment it might be appropriate to agree in advance what other staff should be told. For example, if the appointee lip reads it may be appropriate to ask existing staff to face him / her when they are speaking but such matters are always potentially sensitive and should be handled by agreement.
 - 13.4.3. Minimum Health and Safety instructions must be delivered on the first day, especially fire safety arrangements, evacuation and security concerns and workplace Health and Safety Representative. Where possible, line managers should not delegate first day induction to other staff, as important messages may not be adequately conveyed to new appointees. At the earliest opportunity key policies including [Managing Sickness Absence](#), [Acceptable Behaviour](#) and [the Equality Policies](#) should be explained and made available. Policies regarding the use of departmental equipment, personal use or misuse of equipment, such as Internet and personal e-mails, etc., must be explained.
 - 13.4.4. If the post involves considerable use of display screen equipment (i.e. generally for more than an hour per day) the line manager should ensure that a risk assessment is undertaken. DCC has subscribed to '[Cardinus](#)' and this should be used as the method for assessment for all staff (with the exception of those working in schools).
 - 13.4.5. It is important that new corporate staff attend the relevant [equality training](#) for their role, including the introductory one day workshop.
- 13.5. New employees to local government must be monitored through a six month probationary period.**
- 13.5.1. The performance of new staff needs to be rigorously monitored during the probationary period (if newly appointed to local government), with close attention being paid to learning needs and performance issues. Human Resources (HR) and the employee are to be made aware of any areas of concern at the earliest opportunity and action plans for addressing these put in place. Line managers must complete three probation reports, available at 10, 20 and 26 weeks from their start date.

RECRUITMENT STANDARDS

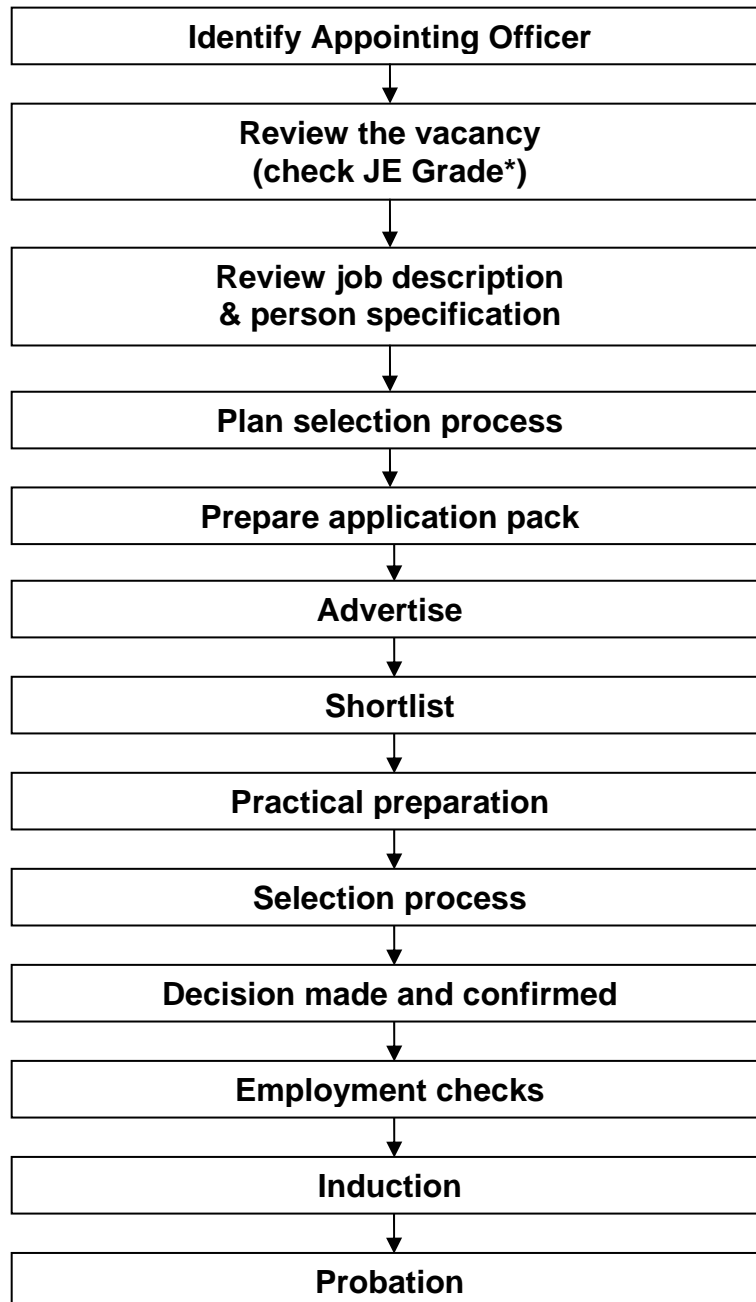
APPENDICES

Terms and Abbreviations

Corporate	Refers to the whole of Devon County Council except for schools.
CPU	Central Placement Unit: an internal DCC service providing support for redeployees and red circled employees.
DCC	Devon County Council
DDA	Disability Discrimination Act 1995 (DDA Amendment Regulations 2003)
First Stop Desk	DCC Recruitment Services advertising team
GLPC	Greater London Provincial Council – the format used for JE job descriptions and person specifications.
GOQ	Genuine Occupational Qualification: where being of a certain gender or racial group is a genuine occupational qualification such as providing personal services to promote the group's welfare, e.g. Chinese project worker providing an advice and counselling service for Chinese young people; female care staff to bathe female clients.
GOR	Genuine Occupational Requirement: where being of a particular race, ethnic or national origin, religion or belief, or sexual orientation is a genuine and decisive requirement of doing a job, e.g. a Roman Catholic head teacher for a Roman Catholic school.
JE	Job Evaluation : a process to tackle inequalities at work by awarding equal pay for work of equal value.
Job	A generic term, which covers a specified range of duties and responsibilities, under a single job title. A 'job' may apply to one or more employees.
NJC 'Green Book'	The National Joint Council (NJC) for Local Government Service National Agreement on Pay and Conditions of Service (or Green Book) is the guide to national pay and conditions for local authority employees.
OPQs	Occupational Personality Questionnaires
Post	Refers to an employment held by a member of staff and is specific to them individually.
Priority candidate	A DCC employee seeking redeployment due to redundancy or ill health who meets the essential criteria for the post, or would meet them with reasonable training and support.
Red circled	Refers to employees in posts that have been assessed through job evaluation and emerged at a lower grade to their previous grade. See policy and procedure for red circled employees seeking alternative posts .
Wellbeing@Work	Provides services to all employees and managers on health and wellbeing issues affecting employment.

RECRUITMENT STANDARDS

Recruitment and Selection Flowchart



* Job Evaluation (JE) applies to all jobs within DCC and Schools which are under [NJC 'Green Book'](#) conditions of service, excluding jobs evaluated under the Hay Job Evaluation Scheme. (It will not apply to staff employed under different Terms and Conditions, such as Teaching.)

RECRUITMENT STANDARDS

POLICY HISTORY

Policy Date	Summary of change	Contact	Implementation Date	Review Date
Dec 2007	<ol style="list-style-type: none"> 1) Amendments due to age discrimination legislation. 2) Amending instructions for job description and specifications due to JE and processes for red circled applicants. 3) Revising instructions for employment checks. 4) Incorporating advertising guidance. 5) Updating hyperlinks. 6) New policy format and tidying up. 7) Addition of flowchart and list of terms and abbreviations. 8) Remuneration section changes. 9) Numerous other small changes to update or improve text. 	P&S		
May 2008	<p>Recruitment Standards document separated into chapters for easier reference.</p> <p>Link to Secondment on the Source added.</p>	P&S		
July 2008	Section 11. Paragraph 11.4.5. Amended to add 'or an accredited officer'.	P&S		
Sept 2008	Section 10. Paragraph 10.5. Amended from 'must ... be interviewed' to 'must ... be invited for interview'.	P&S		
1.10.08	Section 12 amended. New para. added 12.6.6. in line with new contractual requirement.	P&S	1.10.2008	
24.10.08	Section 12 amended - link updated in para. 12.4.4 to go to new reference request forms.	P&S		
11 Nov 2008	<p>Document reformatted. Sections to be available individually as PDFs and in one combined Word document.</p> <p>Section 12.7 updated in line with Eligibility to Work in the UK guidance.</p>	P&S		