**STEP BY STEP GUIDE TO THE RECRUITMENT PROCESS**

An unsuccessful recruitment campaign can be costly for any organisation so the right decision is vital and will directly contribute to improving business performance.

- **It is essential that you plan your recruitment campaign thoroughly before going to advert.** HR Business Units and/or HR Business Partners are always available to help you and will always try to keep to the timescales detailed below.

**Key issues to address are:-**

- Ensuring the Job Description and Person Specification are up to date
- Plan your timeline for your recruitment carefully allowing sufficient time from the receipt of the Requisition Form by the HR Business Unit to the closing date of the application process.
- Key dates are booked with panel members and detailed in the advert
- The advert is short and to the point and the most cost effective and relevant medium is used and advice is taken from the experts

**By following the steps below this should ensure that you have thought of everything so that the campaign will run smoothly and is successful.**

**So, what do I do if I want to recruit .................**

**Step 1:** How do I Identify a vacancy?

- A vacancy may arise for reasons that may include a resignation, termination, restructure or changes in work requirements for example, creation of a new position or cover for maternity leave / long term sick absence.

**Step 2:** Review the need for the position/to fill the vacancy

The Line Manager and HR Business Partner will review the short/long term requirement for the position and the need to fill the vacancy taking into consideration the following:

- Is there available budget and Chief Officer approval to recruit?
- What are the current / future requirements for this role?
- Do we still need this position?
- Do we still need this position in its current format?
- Could this be used as an opportunity for development for internal employees or could it be offered as a secondment or to a redeployee? Always check the redeployee list via your respective HR Business Unit.
- Is there a short term requirement – Can it be a Fixed Term Contract?
**Step 3:** If the position is new / changed significantly what should I do?

- Amend / draft Job Description and Person Specification (Your HR Business Partner can advise)
- Forward Job Description and Person Specification to the Job Evaluation Team for confirmation on Grade (see templates for JD & PS on HR intranet). Please note that this would be subject to their process and timescales and cannot always be done on the day they are sent and new evaluations can take up to 4 weeks to complete. The sooner this is sent to them in the process the better.
- Ensure the post is set up on the iTrent HR /Payroll system (contact your HR Business Partner who will arrange this on your behalf) to ensure correct reporting lines and position within structure – if the position is not set up in the structure the recruitment process cannot begin, the successful candidate cannot be attached to the position and most importantly paid.
- If the title is changed, a new position must be created. The old one cannot be used. If an MFS (Market Forces Supplement) is required for this post this needs to be agreed by Committee prior to advertising – seek advice from your HR Business Partner if a new business case is required.
- NB: MFS payments are discretionary and subject to agreement by the MFS Board. They may be reviewed, decreased, increased or withdrawn at anytime.

**Step 4:** If the post is an existing post with no changes what should I do?

- Is it fully funded on an on-going basis? – check with your Finance Officer
- You may wish to recruit on a temporary basis on a Fixed Term Contract if covering maternity leave or long term sickness
- Is the post likely to be involved in any corporate or departmental programmes which would alter the post or the funding of the post?

**Step 5:** Prepare a “Requisition Form” and provide updated Job Description, Person Specification, draft recruitment advertisement

- The Line Manager/Recruiting Manager, with advice from the HR Business Partner, should complete the requisition form (please see example requisition form for guidance). This should be sent with the Job Description, Person Specification and draft advertisement, to the HR Business Unit Inbox. All information should be complete and this should be signed off by the HR Business Partner.
- *The HR Business Unit team will require the documentation at least one week prior to the required publication of the advert.*
At this stage consider the following:

- The length of the advertising campaign – too short and your pool of quality candidates will be too low or non-existent.
- Dates for shortlisting – this should be completed at least a week after closing date.
- The Recruiting Manager should set aside time to sift/shortlist the HR Business Units are not responsible for this part of the process.
- Recruitment panel – who will interview? – dates and availability of panel members should be assessed early in the process so that this can be included in the recruitment documentation – interviews should take place at least a week after the shortlisting is complete allowing time for candidates to be contacted and forwarded instructions by the HR Business Unit contact.
- Assessments – what testing is required?
- Closing date – this is usually 2/3 weeks after the advert is published but if only being advertised internally one week is acceptable.
- Where to advertise (websites and job boards as per R & S Policy) – Internally initially.
- Are there Safeguarding implications? (in particular roles within the Schools and Community & Children’s Services)
- Are there Disclosure and Barring Service clearances required/other pre-employment vetting requirements? Please refer to the ‘Pre-employment Screening Policy’ for details on the recommendations.
- Is the post Politically Restricted? Please refer to the ‘Employee Handbook’ for the Policy and clarification on the posts defined under this restriction.

**Step 6: The HR Business Unit progress with recruitment upon receipt of a fully completed “Requisition Form”**

The HR Business Unit will….

- Forward the advert* to the recruitment advertising agency for quotes on requested medium. This may take time (several days to get it right) and will need the correct cost coding so we can pay promptly.
- Compile the recruitment pack with Job Description, Person Specification, background information on department and a summary of T & C’s

*Please note the advertising agency can copy write an advert for £55 if required.

**NB: Purchase orders will need to be authorised by the relevant CBIS authoriser before TMP will place the advert in the selected medium.**

**Step 7: Approval of all recruitment material**

The Line Manager will amend / approve all material before the process begins – the advert will be placed once approved.
Step 8: Receipt and Collation of application forms

- The HR Business Unit will hold the application forms within the iTrent Recruitment system (online and manual).
- These will be forwarded via email (zipped if necessary) to the Line Manager/Recruiting Manager for shortlisting after the closing date (this can be phased if there are a number of applicants – please discuss this with the HR Officer).

Step 9: Commence selection process by reviewing applications and shortlist

- The selection panel will ensure that all applications are reviewed and shortlisted against the agreed criteria (see shortlisting form) within one week of the closing date.
- The selection panel will compile a summary assessment and ranking of the candidates against the selection criteria.
- It may be necessary at this step to consider pre-selection interviews or other assessment tools to identify a manageable shortlist.

*Shortlisting should take place within one week of the closing date. It is advisable to allow the candidate 4/5 days’ notice prior to the interview date.*

Step 10: Contact shortlisted candidates

- The HR Business Unit will contact shortlisted candidates in accordance with the instructions received from the Line Manager.
- Candidates will be invited to assessments and or/interviews by the HR Business Unit – a call will be made to check availability and a follow up email will be sent with instructions and contact information – it is also useful to provide the candidate with the name of the panel members.

*Candidates will be contacted within two days of receipt of the shortlist.*

Step 11: Assess / interview short listed candidates.

- The selection panel will conduct interviews and/or apply other relevant assessment methods to explore applicant’s suitability to the post. The assessment methods should be consistently applied to all candidates for a vacancy and may include, but not be limited to:
  - Interview
  - Aptitude / ability tests
  - Work based scenarios
  - Personality profiling
  - Psychometric testing (eg. verbal / numerical)
• The Line Manager must ensure that ID documents and qualifications are checked and copied for each candidate that is interviewed.

• Following the collation of information from the various sources, including the candidate’s application, the selection panel will review all the information and determine a ranking of the candidates. The ranking will identify the candidates who meet the criteria in order of merit.

• For posts above Grade H the ’Scheme of Delegation’ requires a Senior HR representative to be on the panel
• For Chief Officer appointments the Director of HR is required on the panel. The respective HR Business Partner will co-ordinate the recruitment activity (Contact: Jacqui Cover, PA to the Director of HR, for dates)

Step 12: Once a selection has been made what do I do?

• The Line Manager will inform the HR Business Unit contact of the outcome
• The Line Manager will ensure they are aware of the salary scales and limitations subject to the expectation that new employees should be appointed at the bottom of the scale
• Exceptions to this rule can be the need to match a successful candidates salary or when an approved Market Forces supplement is applied to the base salary
• Line Manager must have this agreed by the Chief Officer before making a verbal offer

Step 13: Making a ‘verbal’ conditional offer of employment to preferred candidate – what do I do?

• The relevant Line Manager makes contact with the recommended candidate and informs them of the offer subject to relevant conditions. The contact may address:

Remuneration details – if there is any doubt about the level of salary to be offered please discuss this with your HR Business Partner before putting any offer forward. A verbal offer can be binding.
Availability for commencement – this date will, of course, be subject to the candidate meeting the pre-employment conditions of the offer.

Step 14: What do I do to make a written offer of employment to candidate?

• On confirmation of acceptance of the offer from the Line Manager, the HR Business Unit will draft the conditional offer of employment letter. This will normally be despatched within 3 working days via email – in PDF format.
• References will be requested at this stage – the candidate will be informed. (In some cases, posts with safeguarding implications references may be requested pre-interview stage) NB. Always check with the candidate that referees can be approached.
• A provisional date can be agreed with the candidate but not confirmed until Step 16 conditions have been met
• The HRBU will chase references if they are not forthcoming
The conditional offer letter should be sent within three days of receipt of information from Manager.

**Step 15: Advise unsuccessful candidates and offer feedback**

- The Line Manager, will ensure that unsuccessful (interviewed) candidates are advised of the selection decision in a timely manner.
- If feedback is requested the Line Manager will provide constructive feedback to candidates. The feedback should be based on evidence provided at the interview.
- Feedback must only be given **verbally** to candidates, and can be done either in person or over the phone.

*Feedback should be provided within two weeks of the interview.*

**Step 16: Receipt of references and other material for conditional offer**

The offer remains conditional upon the receipt of:

- Satisfactory References – Policy states 2 references are required, one being the previous or last employer
- Confirmation of legal right to live and work in the UK
- Proof of Address
- Proof of NI number
- Occupational Health clearance
- Verification of qualifications if relevant
- DBS clearance if relevant for the post (or Disclosure Scotland) - see Pre-employment Screening Policy for clarification on relevant checks
- Verification of HPCP for Social Workers

The HRBU will ensure all the above conditions are met prior to sending out the final offer letter. Any concerns will be raised directly with the recruiting manager / HR Business Partner.

**Step 17: Final Offer**

- Once **ALL** conditions have been met the start date can be agreed and the HR Business Unit will forward a final offer letter, together with the Terms & Conditions of Employment document, confirming the start date and any continuous service dates that have been confirmed.

- HR Business Unit will confirm the end date if the contract is for a Fixed Term

- HR Business Unit will complete paperwork for payroll and set up the new starter

- The new starter will be set up on Trent on their start date or in advance where possible (please note managers will not be able to view new employees on People Manager until they have been attached to Trent – usually on their start date)
Step 18: Arrange appointment and commence new starter process

- The HR Business Unit will ensure that all appointment documentation is filed on the Personal File within Corporate HR. This will include:
  - Obtaining a signed contract of employment
  - Detail to HRBU to book induction and other mandatory courses
  - The HR Business Unit will place the individual on iTrent HR /Payroll system with payroll attaching them to the relevant payroll
  - All original recruitment and selection documentation will be retained for 12 months in accordance with current policy guidelines after which it will be destroyed
- Prior to the new employee commencing employment, preparation should be made for the employee’s “first day on the job”, including a training and induction plan by the Line Manager.

Converting an agency temporary worker to a Fixed Term Contract

As with all posts that become vacant (or new posts are set up) consideration needs to be made by the Line Manager as to whether the post is required in the short or long term.

In line with the Guidance on engaging Agency Workers orders can only be placed via Comensura.net or the Comensura Helpdesk for a maximum period of 12 weeks.

Alternative options for filling a position should be explored where there is a known requirement of more than 12 weeks. However, care should be taken that decisions are made due to the needs of the business and not to purposely avoid the Agency Workers Regulations.

Assuming approval has been met to place an agency worker (via Comensura) into an existing post/new post, when the assignment reaches the 8 week point of the 12 week assignment the ordering / authorising manager will receive an emailed reminder from the Comensura system.

It is at this point that you as the Line Manager should consider the on-going requirement for the post. Ideally the assignment should finish and the agency worker leaves. However, on occasions it becomes clear that for some reasons such as re-structures, project work, additional support for workloads etc. it may be necessary to extend the length the assignment.

If the extension is only for a further 2/4 weeks then it would make sense to just extend the assignment on Comensura. Your HR Business Partner would be able to advise you on this.

However, if the post is likely to be required for longer than that say for a further 3 or up to 6 months it is recommended that consideration is made for placing the agency worker on a FTC.
Before this can happen please ensure you follow the steps below:-

- Do I have the budget? Check with your Finance Officer
- What are the current / future requirements of the business?
- Do I still need this position?
- Do I have Authority to create the post?
- Is this a current post?
- Do I still need this position in its current format?
- Is this a new post?
- Could this be used as an opportunity for development for any of your staff or could it be offered internally as a secondment?
- Does the post need setting up on Trent?
- Has the post been evaluated?
- How long is the post required? Consideration needs to be made for length of term
- Should it be a permanent post?
- Is it more cost effective to keep the Temporary worker on as opposed to drawing up a FTC for the remainder of the assignment or if longer advertising a FTC for 6 months or more
- Check the redeployment list for redeployees if the post is required for a further 6 months
- Consideration should also be made to advertise the role internally for at least one week first – your HR Business Partner will be able to advise on this

A requisition form has been produced for recruiting managers to complete should a FTC be required. This is a summary version which will provide the team with the necessary information for drafting the contract. (Link to form)

**Use of Head-hunters**

In some exceptional circumstances particularly with very senior roles there may be a need to engage head-hunters to assist with an executive search. It is always advisable to ensure that a selection of head-hunters/executive search agencies are approached to submit proposals so that selection can be made on best value for money and expertise within the field required.

Please contact Claire Freeman, Resourcing and Development Manager, if you wish to proceed with head-hunters who can advise on the process.
Useful Contact Numbers

**Resourcing and Development**  
email: cru@cityoflondon.gov.uk  
or COL – EB – Recruitment (internal email)

- Barbican Centre
- Guildhall School of Music and Drama
- City of London School for Girls
- City of London School for Boys
- Freemen’s School

**HR Business Unit**

**Wren Business Unit**  
email  
TC – Wren HRBU Helpdesk

- London Councils
- Central Criminal Court
- Markets & Consumer Protection
- Comptroller & City Solicitor
- Chamberlain’s

**Bank Business Unit**  
email  
TC – Bank HRBU Helpdesk

- Town Clerk’s
- Open Spaces
- Built Environment
- Mansion House

**Fleet Business Unit**  
email  
TC – Fleet HRBU Helpdesk

- Remembrancer’s
- Community & Children’s Services
- City Surveyors
- Culture Heritage & Libraries

**HR Business Partners -**

List of current HR Business Partners available at:  
[http://colnet/Departments/Town%20Clerks/Corporate%20HR%20Unit/Pages/How%20we%20work/Business-Partnering.aspx](http://colnet/Departments/Town%20Clerks/Corporate%20HR%20Unit/Pages/How%20we%20work/Business-Partnering.aspx)

**JE Team**

For the evaluation of posts and advice on pay and grading.

- Jayne Green 020 7332 1181
- Sukhjit Phull 020 7332 1236
- Ian Simpson 020 7332 1898