

NORTH LINCOLNSHIRE COUNCIL

**DEPUTY LEADER –
ADULTS AND HEALTH CABINET MEMBER**

**CHANGES TO HUMAN RESOURCES POLICIES:
REDEPLOYMENT AND RECRUITMENT AND SELECTION**

1. OBJECT AND KEY POINTS IN THIS REPORT

- 1.1 To outline and seek approval for revised Human Resources (HR) policies, as part of the ongoing policy review to support the council's transformation to a more progressive and enabling culture.

2. BACKGROUND INFORMATION

- 2.1 Approval was given by the Deputy Leader on 24 January 2020 for a full review of the council's suite of HR policies.
- 2.2 A schedule has been drawn up to review the suite of Human Resources policies. This is to ensure they support the change in our culture, systems and processes and help to create the right environment for employees by encouraging accountability and self-responsibility.
- 2.3 The priority order for the review of the policies has been based on various criteria including legislative changes and organisational drivers.
- 2.4 The following policies have been reviewed to coincide with the introduction of the council's new recruitment portal (Networx):
- Redeployment
 - Recruitment and Selection

Recruitment and Selection

- 2.5 The policy has been updated to reflect the use of the council's new recruitment portal during the vacancy management and interview process.

Redeployment

- 2.6 There will be a significant shift away from the use of 'paper' documents and the redeployment process will now also be managed through the council's new recruitment portal.
- 2.7 The eligibility criteria for becoming a redeployee will increase from one year to two years, to align with the acquisition of statutory employment rights. There are exceptions for the following, to whom the eligibility period will not apply:
- Employees on maternity/adoption/shared parental leave and under notice of redundancy.
 - Employee with a disability who are no longer able to carry out the duties of their post.
 - Apprentices in the last 12 weeks of their contract.
- 2.8 In line with 2.7, employees with at least one year's service, and who are coming to the end of a fixed term contract, will no longer be automatically eligible for redeployment.
- 2.9 The trial period to determine a redeployee's suitability for a new post will change from 12 weeks to four weeks to support a more dynamic organisation.

3. OPTIONS FOR CONSIDERATION

- 3.1 Approve the revised policies.
- 3.2 Recommend further changes to one or both policies.
- 3.3 Continue to use the existing Redeployment and Recruitment and Selection policies.

4. ANALYSIS OF OPTIONS

- 4.1 Approving the changes to the policies will support the council's culture and its ongoing transformation. It will ensure that two key policies accurately reflect how the council's new recruitment portal will be utilised. The changes, to the Redeployment policy in particular, will encourage a more dynamic and agile organisation and ensure that support for 'at-risk' employees is appropriately focused.
- 4.2 To recommend further changes to one or both policies may delay the continuing transformation of the council to an agile and enabling organisation. It is also critical that these revised policies are launched at the same time as the new recruitment portal, so further revisions may compromise the portal's introduction which is designed to streamline and accelerate the vacancy management process.

4.3 Continuing to use the existing Redeployment and Recruitment and Selection policies will be confusing, as they will not reflect the use of the new recruitment portal. This will have a detrimental effect on the vacancy management process and the necessary onboarding required to support adoption of the portal.

5. **FINANCIAL AND OTHER RESOURCE IMPLICATIONS (e.g. LEGAL, HR, PROPERTY, IT, COMMUNICATIONS etc.)**

5.1 There are no additional resource implications.

6. **OTHER RELEVANT IMPLICATIONS (e.g. CRIME AND DISORDER, EQUALITIES, COUNCIL PLAN, ENVIRONMENTAL, RISK etc.)**

6.1 There are no other relevant implications.

7. **OUTCOMES OF INTEGRATED IMPACT ASSESSMENT (IF APPLICABLE)**

7.1 Not applicable.

8. **OUTCOMES OF CONSULTATION AND CONFLICTS OF INTERESTS DECLARED**

8.1 The signatory trade unions have been consulted on the proposed changes and no objections have been received.

9. **RECOMMENDATIONS**

9.1 To approve the changes outlined above to the Redeployment and Recruitment and Selection policies.

DIRECTOR OF BUSINESS DEVELOPMENT

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Background Papers used in the preparation of this report – None.

Principles.

As an employer, we will:

- Promote and safeguard the welfare of children, young people and vulnerable adults and expect the same commitment from existing and prospective employees or volunteers.
- Commit to the recruitment of a diverse workforce to best meet the needs of our customers.
- Ensure that recruitment decisions are based on reasonable and objective criteria, free from bias or unfair discrimination.
- Provide training for recruiters to ensure they are fully equipped with the skills to recruit the best people.
- Make reasonable adjustments to any aspect of the process to meet individual need, where known.

Advertising.

We will:

- When a vacancy occurs, give careful consideration to whether the post needs to be filled.
- Consider any redeployees who would be suitable for the role, in advance of the post being advertised externally.
- Use the recruitment portal to advertise jobs, plus any additional media which may be appropriate to the vacancy.
- Include the job description and employee specification with all adverts, plus any additional information which will be helpful to applicants.

Shortlisting.

We will:

- Include at least two people in a shortlisting panel.
- Only shortlist candidates who meet all the essential criteria for a role.
- Take into account the desirable criteria where there a large number of candidates who meet the essential criteria.
- Apply a random selection process where a large number of candidates meet both the essential and desirable criteria.
- Guarantee an interview for candidates with a disability who meet the essential criteria for a role as part of our commitment to the Disability Confident employer scheme.
- Keep comprehensive records of the shortlisting process to evidence our decision making.

Interview.

We will:

- Carefully consider the essential requirements of the role and use the most appropriate assessment methods to get the best person for the job.
- Fully plan the interview process to ensure it is as effective as possible and to get the best from each candidate.
- Talk to candidates about the requirements of the job and the benefits of working for the council to enable them to make an informed choice about coming to work for us.
- Make contact with all candidates after the interview as soon as possible, to notify them of the outcome.
- Offer comprehensive and constructive feedback to candidates who are unsuccessful.
- Compile detailed records of the interview process on the recruitment portal, to evidence decision making and enable constructive feedback to be given.
- Not participate in a recruitment process if we have a close, personal relationship with an applicant.

As a manager, I will:

- Scrutinise any references provided to ensure they support my decision to appoint a candidate. I will also verify them, where safer recruitment processes require this.
- Ensure that all necessary pre-employment checks are in place, before arranging a start date with a new employee.

Note:

If a job is advertised and filled and if a vacancy for the same post arises within three months of the previous closing date the recruiting manager may make contact with, and make a conditional offer to, the former candidate(s) with the next highest score who met the benchmark score for appointment.

Pre-employment checks.**Right to work**

- Applicants must supply evidence of their right to work in the United Kingdom. A list of acceptable evidence will be provided.

References

- Two references will normally be requested, including one from the applicant's current/most recent employer. There will be different requirements for posts working with children or adults at risk.
- References will be requested directly from referees. Open references/testimonials, or verbal references, should not be accepted.

Health assessment

- Applicants will complete an online medical questionnaire which our external Occupational Health Service will use to assess their medical suitability. Occasionally a telephone or face-to-face consultation will also be required.

Criminal record checks

- If a check is required, the level of check will be indicated on the employee specification. Further information on this process is available in the council's Recruitment of ex-offenders and DBS procedure.

Others

- If any other documents are required to provide evidence that an applicant meets essential requirements of the role, e.g. a licence to drive a certain vehicle or a statutory qualification, these must be requested and copied at the earliest opportunity.

Principles.

As an employee, you will:

- Commit to seeking reasonable alternative roles within the council.
- Be prepared to consider reasonable alternative grades, hours of work or location.
- Participate in any formal or informal training necessary for you to fully meet the requirements of the job description.
- Speak to your manager or Human Resources contact at an early stage if you identify any support you might need.

As a manager, I will:

- Ensure I plan ahead for your start date so you have a comprehensive induction into your new role.
- Develop a realistic plan for your trial period, to introduce the broad range of your new role, with appropriate training and support, using the Induction Personal Action Plan as a template for this.
- Meet with you, on at least a weekly basis, to discuss your progress.
- Keep records of our 1:1 meetings and your progress in the role.

As an employer, we will:

- Work with you to find a suitable alternative job, if you are unable to remain in your current post for one of the eligibility reasons outlined.
- Give you support from Human Resources to identify and secure suitable opportunities.
- Offer you a reasonable amount of training and support for you to succeed in your new role.
- Give you comprehensive feedback if a particular role would not be suitable for you.

Eligibility.

1.1 This procedure will apply to employees with two years' or more continuous service and who meet one of the following criteria:

Priority	Criteria
1	<ul style="list-style-type: none"> Employees on maternity/adoption/shared parental leave and under notice of redundancy
2	<ul style="list-style-type: none"> Employee with a disability who are no longer able to carry out the duties of their post
3	<ul style="list-style-type: none"> If an employee is displaced due to changes in work demands, and is potentially redundant. If an Occupational Health Advisor recommends an employee is unable to continue in their post. Where, as a result of a compulsory change in working arrangements, an employee is unable to work the required days or hours of the post.
4	<ul style="list-style-type: none"> Where upon request, an employee is seeking different hours of work or a different location in order to care for a dependant. Protection of salary/pay will not apply. Employees who are the subject of a TUPE transfer out of the council and who do not wish to transfer to the new organisation will be included on the redeployment register at their request, up to and including the date of transfer. Employees in receipt of a protected payment.
5	<ul style="list-style-type: none"> Apprentices in the last 12 weeks of their contract.

Note: For priorities 1, 2 and 5, the two years' continuous service requirement will not apply.

Process.

- 2.1 Redeployees will be required to register on the council's recruitment portal. They will be notified of, and be able to apply for, redeployment opportunities through this.
- 2.2 Redeployees who potentially meet the essential criteria for a post (with a reasonable amount of training, development and support if necessary) should apply for it using the council's recruitment portal.
- 2.3 Redeployees must be considered prior to the post being offered to any other candidate.
- 2.4 Where only one redeployee is identified, an informal interview will take place to ensure both parties have the opportunity to discuss the role and clarify expectations. Where there is more than one redeployee, a competitive interview will take place.
- 2.5 References will be obtained and any other necessary pre-employment checks carried out (e.g. where safer recruitment practices are required).
- 2.6 If the recruiting manager does not consider the redeployee suitable at any stage, they must be able to demonstrate a sound reason for this.
- 2.7 Employees redeployed into a post will have a trial period of four working weeks in which to confirm their suitability.
- 2.8 During the trial period regular meetings and reviews should take place to assess the level of progress made.
- 2.9 At the end of the trial period the manager and employee should hold a final review meeting. This discussion should determine whether or not the trial period has been successful. If the trial period has been successful the employee will be confirmed into the post. If not, consideration should be given to further training or termination of the trial.
- 2.10 Redeployees who reject an opportunity without good reason, will no longer be classed as a redeployee. They may also lose any entitlement to a redundancy payment and/or be given notice of withdrawal of salary protection (where relevant).

Protection arrangements.

- 3.1 Should an employee be redeployed into a post that attracts a lower basic salary, the employee's basic salary at the point of redeployment (the day before they are redeployed) will be protected in accordance with paragraph 3.2 and subject to the maximum protected amounts (pro-rata) outlined in Appendix 1.
- 3.2 The protected salary (personal salary) will be reduced to the actual post value over a two year period using the formula detailed below. Where, however, working time varies between the previous post and the new post then any protection will be based on the percentage of full time equivalent (FTE) and not on salary.

Months 1-12 Post value	+	Full protection 100% difference between post value and personal salary
Months 13-18 Post value	+	75% protection 75% of difference between post value and personal salary
Months 19-24 Post value	+	50% protection 50% of difference between post value and personal salary
Months 25 onwards Post value		

- 3.3 Protection arrangements may terminate earlier if the post value permanently matches or exceeds the personal salary/cash value or the employee chooses to apply for a post where the grade is of lower or equal value.
- 3.4 Where the new post has a lower annual leave entitlement, entitlements will be protected to the end of the current leave year with the entitlement of the new job applying thereafter.