

**HR Guidance**

**Recruitment, Appointment and Induction**

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| Version 1  January 2019 | General housekeeping / fixing broken links | People Management |
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Introduction

To provide more detailed background information and factors to be taken into account when recruiting and making appointment decisions.

Use these guidance notes and templates in conjunction with the [process map](http://www.intouch.ccc/eLibrary/view.asp?ID=59615) to help guide you through the procedure.

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| Vacancy Management Where a vacancy occurs managers must give full consideration to alternative resourcing approaches prior to seeking authorisation to recruit to the post. Questions to be considered when a post becomes vacant include:   * What are the main tasks, skills, attributes of this post? * What are the risks of not filling the vacancy? * Can the role be filled through the council’s Apprenticeship scheme? * Can the tasks be incorporated into the role of another employee? * Is there likely to be a suitable pool of internal candidates for the vacancy? * Could another employee move into this post, and in turn create a vacant post which could be deleted? * Could the duties be shared with another function with the council? * Could the post be a development opportunity for another employee?   Once all options have been exhausted a business case must be put together in order to seek authorisation to recruit.  As part of the council's approach to delivering its savings plans, authorisation to proceed with recruitment may initially be restricted to internal candidates only.  Managers should follow the appropriate authorisation process to ensure they have permission to recruit either internally or externally.   * Internal – Business case to DMT for approval * External – DMT approval. If over Grade 15 must be authorised by the Chief Executive   Authorisation to proceed externally must be given by the Chief Executive where:   * the internal recruitment process fails to secure a suitable candidate   or   * there is recognition that the technical skills or qualifications required for the role are not currently within the council   except where:   * the relevant Executive Director has delegated authority from the Chief Executive to approve external recruitment to specific service-critical roles, ie care workers, Childrens Services social workers and supply teachers. |
| How to Fulfil a Resourcing Need Where approval to recruit is granted, managers should refer to the [*Guidance on Resourcing Options For Managers*](http://www.intouch.ccc/eLibrary/view.asp?ID=59158)which is designed to support and guide managers in engaging and managing the most appropriate resource to best fit their operational need, ie:   * Employee (contractual arrangement):   + permanent or fixed term (including fixed term internal transfer);   + full or part-time;   + annualised hours;   + term time / part year   + zero hours * Casual Worker Agreement (not a contractual arrangement)   These options must all be properly considered before the use of Agency Workers or Self-employed Consultant / Contractor may be undertaken. |
| Fixed Term to Permanent post Where funding becomes available to allow for a fixed term post to be made permanent  **and**   * where the current post holder has a year or more service in the post   **and**   * where a selection process was originally undertaken, then the employee may be confirmed as being permanent in post without having to advertise the position.   This is subject to there being no disciplinary, capability or performance issues outstanding with the current post holder and that they have not been subject to the formal Positive Attendance Procedure.  Where a permanent post becomes available and there is more than one person carrying out the role then all candidates must go through a competitive interview process.  **This does not apply to casual employees, or employees who are acting up in the role or to external secondees.** |
| Chief Officer and Executive Director and Interim Senior Manager Recruitment For Executive Director or Chief Officer appointments the council may procure the services of an executive search agency to manage some or all of the recruitment / assessment process.  A process flowchartis provided.  People Management advice should be sought at the start of any recruitment to a senior post in the council. |
| Recruitment Planning and Preparation Prior to the commencement of recruitment managers should:   * (if the vacancy is a completely new post) plan to allow time for a new job allocation to take place * allocate time and secure resources for shortlisting of applications and interview panels - to avoid any delays or changes during the process * ensure that people involved in any aspect of the recruitment process are aware of council policy and procedures and employment and equality legislation * ensure that at least one member of the interview panel has completed the required training and development to ensure policy and procedures are followed * ensure all interviews are held in venues and rooms which are disability friendly, to guarantee all applicants have easy access and, supporting services can be provided if a disabled candidate requests reasonable adjustments to assist their attendance at interview. |
| Job Description / Role Profile Managers should ensure that the relevant Job Description / Role Profile accurately reflect the main duties and accountabilities of the post. The Person Specification should clearly state any qualifications (including professional qualifications) which are an essential requirement for the role and indicate the skills, knowledge and experience applicants will need to successfully carry out the role. The post must be allocated to the relevant Post Group and Job Family. Where the responsibilities of the role have changed a re-allocation of the role may be required. In all instances, advice should be sought from the People Management Pay and Reward Team and appropriate procedures followed.  Where the post being recruited to will involve regular contact with service users, managers must carry out a risk assessment to determine whether a Disclosure and Barring Service (DBS) disclosure can be applied for. Managers should refer to the [*Safer Employment Guidance*](http://www.intouch.ccc/hr/recruitment_selection_induction/saferemployment.asp)to ensure they comply to current legislation on criminal records checks. |
| Equality Act 2010 The Equality Act 2010, replaces previous anti-discrimination laws and specifies that it is an offence to discriminate against an individual because of ‘protected characteristics’ which are:   * age * being or becoming a transsexual person * being married or in a civil partnership * being [pregnant](https://www.gov.uk/working-when-pregnant-your-rights) or having a child * [disability](https://www.gov.uk/definition-of-disability-under-equality-act-2010) * race including colour, nationality, ethnic or national origin * religion, belief or lack of religion/belief * sex * sexual orientation   Managers must ensure that no applicant is discriminated against directly or indirectly during the recruitment process. This includes the wording of Job Adverts and Person Specifications; for example phrases such as ‘recent graduates’ or ‘highly qualified’ should only be used where they are actual requirements of the job. Otherwise it could be regarded as discriminating against younger or older people who have not had the opportunity to get certain qualifications.  Applicants should not be asked questions, either in the application form or at interview, about the ‘protected characteristics’ or about:   * their health * if they’re married, single or in a civil partnership * if they have children or plan to have children   You can ask about health or [disability](https://www.gov.uk/recruitment-disabled-people) if:   * there are necessary requirements of the job that can’t be met with [reasonable adjustments](https://www.gov.uk/reasonable-adjustments-for-disabled-workers) * you’re finding out if someone needs help to take part in a selection test or interview * you’re using ‘[positive action](https://www.gov.uk/recruitment-disabled-people/encouraging-applications)’ to recruit a disabled person |
| Recruitment – Advertising The Service Centre administers the advertising of vacancies as applicable for internal or external advertising. All vacancies will be advertised on the council’s Jobs website. This is to ensure that internal candidates who do not have access to a computer in work, or who are council employees working in ‘Community’ or ‘Voluntary Controlled’ schools or partner organisations, are able to access details of vacancies and apply on-line. Agency staff are eligible to apply for internal vacancies with the council from the start of their employment.  It is not acceptable for recruiting managers to advertise jobs via email to selected employees, teams or departments asking for expressions of interest unless this is approved by an Executive Director in consultation with People Management.  Managers should complete the [Job Advert Text sheet](http://www.intouch.ccc/eLibrary/view.asp?ID=59616) with basic information about the post; Job title, Location, Type of appointment, Hours of work and Salary and submit the advert along with the relevant recruitment authorisation and Job Description / Role Profile to the Service Centre.  New adverts will be published daily to the council’s Jobs website. ‘Internal Applicants only’ adverts should be open to applications for up to two weeks to ensure all employees have fair access to opportunities within the council.  The relevant Job Description and Role Profile and any supporting information about the role will be published in the advert on the council website for applicants to view and refer to when completing their application.  Where external advertising is authorised, all vacancies will be advertised through the Job Centre Plus on-line system (Universal Jobs Match) and, where specified by the recruiting manager, local or national media. Due consideration should be given to the cost effectiveness of advertising externally in newspapers or professional journals and any delays which may occur due to publishing deadlines. The Service Centre can advise managers of the appropriate timescales and will confirm closing and interview dates prior to publication of external adverts.  The wording of media adverts is restricted to reduce costs and to ensure consistency of the council brand. There is no restriction on the wording allowed for adverts on the council’s Jobs website; however managers should ensure that the details published are succinct.  **Informal Discussions**  If the job advert offers applicants the opportunity for an informal discussion prior to applying, then the recruiting manager must ensure that:   * The discussion does not turn into, or give the impression of being, a telephone interview; particularly where the point of contact is a member of the interview panel. * The discussion is relevant to the post and avoids discussing personal circumstances. * There is one point of contact to ensure all potential applicants are given consistent information about the vacancy. * Internal and external applicants are treated alike and given the same information. Internal applicants should not be given priority. |
| Applications Applicants are required to complete the council’s job application form on-line or, where access to the on-line system is not possible, a hard copy can be submitted. All applications must be received by the closing date stated in the vacancy advert. It is not council policy to accept CVs or speculative applications.  On the day following the advertised closing date the Service Centre will collate application forms and supporting information submitted by applicants, and send electronically to managers along with copies of guidance and forms required for shortlisting. Where managers do not have access to email, first class recorded mail will be used to send recruitment packs and forms to and from the Service Centre.  Managers should use the standard [Forms](http://www.intouch.ccc/servicecentre/hr/recruitment/default.asp?row=3&tab=1) provided and follow this guidance to ensure that all panel members complete written records of the progress of individuals through the selection process and to ensure that all records and paperwork are returned to the Service Centre at appropriate points in the process. |
| Selection and Shortlisting for Interview Where possible managers should ensure there is a balance of gender in the shortlisting and interview panel. This is particularly important at interview to ensure all candidates are comfortable with the process.  Where a member of the panel is related to or is a close friend of an applicant they should make this known to the chair of the panel immediately and step down from the process completely, including shortlisting.  **Eligibility of applicants**  Vacancies which are open to ‘Internal Applicants only’ will be clearly indicated as such in the Job Details. Where an external person submits an application for an internal vacancy, managers will be expected to exclude the application from the selection process.  Cumbria County Council policy changes introduced in August 2014 mean that internal employees who are on the [Alternative Employment Programme (AEP)](http://www.cumbria.gov.uk/jobsandcareers/aep/) will themselves seek and apply for suitable vacancies as they are published on the council’s Jobs webpage. Applicants who are on the AEP are required to indicate this on the application form and the Service Centre will advise managers of AEP applicants for the advertised post so that managers can take appropriate action in the selection process.  Managers must consider interviewing and appointing AEP candidates who reasonably meet the essential criteria for the post. This will enable the council to reduce recruitment costs and timescales and retain skills and knowledge of people who may be at risk of redundancy or unable to continue in their current role due to illness or disability. Managers should consider any training or development which may be required to enable the AEP candidate to fulfil the duties of the role.  The council is a Positive about Disabled People Employer and adopts a positive action strategy for the recruitment of internal and external disabled applicants. Where a disabled applicant meets the essential criteria for the post they **must** be invited for interview. Managers will not be advised of the nature of any disability at the shortlisting stage as this contravenes legislation in the Equality Act 2010. See guidance on [Equality Act above.](#_Equality_Act_2010)  It is council policy to request all applicants declare any unspent criminal convictions on their application form. However, any such declaration will not necessarily preclude the candidate from being considered for shortlisting or interview. The chair of the recruiting panel should ensure that an assessment is made as to whether there is any relevance to the post applied for. This can be through questioning during the interview or in subsequent discussions with the applicant. Notes of such discussions should be made and retained as part of the recruitment process.    Where the duties of the post involve contact with children or adults in the council’s care, a criminal record disclosure through the Disclosure and Barring Service will be required. Managers should refer to the Safer Employment guidance for more details of the procedures to be followed to ensure the safeguarding of service users.  **Shortlisting**  Prior to shortlisting the panel should agree a benchmark score which applicants must achieve in order to be shortlisted for possible interview. The benchmark score for AEP candidates should be assessed against the need for those people to only demonstrate that they reasonably meet the essential criteria in the person specification.  All eligible applications must be shortlisted against the criteria as outlined in the person specification for the post. These include:   * Qualifications and training * Relevant experience * Knowledge * Skills and abilities * Personal skills * Special Circumstances   The panel members should individually score applications to assess whether candidates meet or exceed the essential criteria for the post.  Where it is clear that an application falls below the essential criteria no score is required. However, panel members should record where the applicant falls short in case the applicant request feedback on their application.  Those which meet or exceed the essential criteria should then be scored against the essential criteria.  Scores should be assigned incrementally from:   * Satisfactory match * Slightly exceeds the person specification * Markedly exceeds the person specification * Exceeds the person specification to an exceptional level   Depending on the volume of applications received, it may not be possible to invite all candidates who meet the benchmark to interview. In these cases, the panel should consider the overall quality of the applications and invite those applicants who best meet the essential criteria, along with any disabled or AEP candidates as applicable.  Once applicants are invited for interview the shortlisting scores will have no bearing on the interview process. All applicants invited for interview will be deemed to be equal. |
| Invitation to Interview The chair of the panel should ensure that the Service Centre receives the details of the interviews as soon as possible after shortlisting is completed. The chair should confirm the interview date, venue, interviewee schedule, any special requirements e.g. presentation or tests, and names of people who will form the interview panel. It is important that the interviews are held on the date(s) published in the advert and interview dates will only be moved in exceptional circumstances as changes may result in unfair treatment of applicants or potential candidates. Where possible the interview schedule will be planned to allow candidates from outside the local area travel time to and from the interview.  Where the post requires a Disclosure and Barring Service (DBS) Disclosure of criminal records, the chair should decide whether candidates who have travelled from outside the local area will be required to complete the DBS application form and present the required identification documents at interview or whether the preferred candidate(s) will be required to return at a later date to complete the DBS application. The chair of the panel should consider how best to reduce unnecessary delays to the recruitment process.  Invitations to attend interview will be issued by the Service Centre who will contact selected candidates by email or phone where there is insufficient time before the interview date to ensure that the posted invitation will be received. Managers will be notified of candidates who decline the invitation to interview.  All applicants are advised in the job advert and guidance that if they have not heard from the council within 4 weeks of the closing date they may presume that their application has been unsuccessful. |
| Interview Process Any person from Cumbria County Council or partner organisations involved in the recruitment and selection process has a duty to conduct the interview in a professional manner without bias in favour of a particular candidate. Individuals may not be aware of their own prejudice or bias which can operate at a subconscious level. It is important that panel members are able to speak up or challenge other people on the panel about their views or assumptions about a particular candidate and have an open and fair discussion before coming to agreement on the appointment.  The chair of the interview panel should ensure appropriate time is allocated to each interview and to allow time between interviews for the panel to complete their notes on each candidate. They should also ensure support is available to assist with any administration of tests, presentations or photocopying of documents the candidate is requested to produce at interview.  Cumbria County Council interviews should generally follow the format below.   * The chair will introduce all people on the panel stating their names and positions with the council or partner organisation. * The chair should help to put the candidate at ease and provide a glass of water. * The chair should then explain the format that the interview will take and the fact that notes will be taken. The candidate should be advised when they can expect to be notified of the outcome of the interview. * The panel should take it in turns to ask pre-determined questions, listening carefully to the candidate’s response whilst other people on the panel take comprehensive notes. * Care should be taken to avoid council jargon or abbreviations which candidates may not be familiar with and may confuse them. * The panel may ask further probing or supplementary questions at any time to clarify points raised or to draw out further information from the candidate which is relevant to the role. * It is important that everyone on the panel is aware of their body language and is conscious not to give candidates the wrong impression. For example, continuous nodding of the head whilst the candidate is answering a question may give the candidate the impression that what they are saying is correct or the answer you want to hear, which may not be the case. * The candidate should be given an opportunity to ask any questions they may have about the post for which they are applying, about working for Cumbria County Council or the terms and conditions of employment. * The chair should bring the interview to a close and ensure that the candidate is guided to the venue entrance. * The panel should then score the candidate’s performance before the next interview. * The chair is responsible for validating any documents the candidate has been asked to bring to the interview (e.g. Right to Work in UK evidence; Qualification certificates or identity documents). [Full guidance is provided below [17]](#_Right_to_Work) to ensure all recruiting managers meet the requirements of the relevant legislation. |
| Structured Interview Questions and Assessment Guidance is provided to applicants to help them prepare for the interview as this is their opportunity to answer questions and to expand on the information provided in their application to enable the recruiting panel to determine the best applicant for the post.  The panel should prepare a set of interview questions which will be asked of all candidates. Care must be taken to ensure questions do not discriminate and all candidates are treated equally.  The interview is the opportunity to clarify any questions raised by the application form. For example, where the role involves safeguarding of service users, gaps in the applicant’s employment history should be clarified through appropriate questions.  The panel should use ‘open’ questions to establish the candidate’s involvement in a certain situation. ‘Closed’ questions should be avoided unless a simple ‘Yes’ or ‘No’ response is required.  The panel can ask probing questions where the candidate’s response to an initial question needs further expansion to explain what the applicant’s role was and what part they themselves played. Panels should practice in-depth probing in order to really understand not just what people do but how they do it and more importantly why they do it. This will give a more rounded and complete picture of the candidate.  Where the post will involve working with adults or children it is important that the interview questions do not only measure the candidate’s knowledge, experience, skills and abilities but that the process is also used to measure candidate’s motives, values, attitudes and behaviours towards children and / or adults.  This aspect of the selection process is covered in the council’s recruitment training for managers. People Management can also provide advice and guidance to managers who request support in compiling interview questions. |
| Other selection methods Where appropriate, recruiting managers can use additional selection activities to aid the selection process. These could include one or more of the following:  **Technical assessment**  Where the role requires specialist technical or professional knowledge or some element of role-specific expertise, this can be assessed through a separate technical interview, test or post-related activity (eg in-tray exercise).  The marking criteria and overall weighting given to the assessment should be agreed in advance.  **Presentations**  Where the role will involve making presentations the candidates may be required to deliver a short presentation to the panel. The topic may be advised in advance to give the candidates time to prepare or on the day of the interview to test their ability to cope under pressure and demonstrate their knowledge or expertise ‘on the spot’.  In all cases, candidates should all be offered the same materials and given the same time scale in which to prepare and present.  The marking criteria and overall weighting given to the presentation should be agreed in advance.  **Service User Panels**  It is important that we listen to our service users and involve them in shaping and developing future council services. Where the post requires the successful candidate to work closely with service users, candidates may be interviewed by current users of Cumbria County Council services or individuals who have previously used the service.  Involving service users in the interview panel may enable candidates to demonstrate their ability to understand and relate to a particular group (e.g. children and young people).  Where service users are involved in the selection process:   * They must be fully briefed on the process prior to the interview * They must be given a copy of the job description and person specification * A facilitator should be present throughout the interview * Questions the service users wish to ask will be approved by the chair of the panel before the interview * Scoring mechanism will be agreed before the interview.   **Psychometric Testing**  Psychometric tests are tools which can be used for many activities such as recruitment and selection, training and development, career guidance and team building. Psychometric tests are designed and developed in such a way that the results have a reasonable degree of accuracy and such tests almost certainly have credibility and validity within recruitment and selection processes.  The types of test used for selection purposes should:   * Measure ability, aptitude or attainment and /or: * Be designed to assess personal qualities, personality, temperament, values and interests.   These tests are complex tools and should only be used where:   * The test is appropriate for the post being recruited to. * The test used is shown to be valid and reliable. * There is an appropriately trained person delivering the test and available to interpret the results. * The use of such tests would not disadvantage particular groups or unfairly discriminate applicants.   Those people who are responsible for delivering the psychometric tests will at all times ensure that the test results are strictly confidential and that all candidates receive the appropriate feedback and interpretation of the results.  Recruiting managers who wish to include psychometric testing in recruitment should speak to People Management for further advice. |
| Interview Expenses Expenses will only be reimbursed where appropriate evidence of expenditure is submitted with the Interview Expenses Claim Form up to the maximum amounts as specified in the council’s Travel and Subsistence Scheme.  Internal candidates should ensure any travel arrangements comply with the council’s Travel and Subsistence Scheme for example, train tickets should be booked through the e-procurement system.  Where rail or bus is used, the council will reimburse second class rail or bus fare at a cheap day rate or ordinary return fare.  The council will reimburse the cost of an overnight stay and evening meal where the candidate is unable to attend the interview without incurring such expense in line with the maximum amounts as specified in the Travel and Subsistence Scheme.  Expenses will only be reimbursed for travel to and from the interview within mainland Britain.  Payment of interview expenses to the successful candidate is subject to the candidate accepting the post and taking up the appointment. All interview expenses claims will be paid for unsuccessful candidates. |
| Appointments – Pre-employment Checks The chair of the panel should contact the successful candidate(s) by phone in the timescale indicated to all candidates at interview. Where the candidate accepts a verbal offer the manager should provide relevant details to the Service Centre who will issue an offer letter to the successful candidate(s). The offer letter clearly states that the appointment is subject to satisfactory completion of pre-employment checks. Managers should not allow an individual to commence working until the Service Centre has confirmed all checks are complete and a start date can be arranged.  It is important that managers adhere to these procedures and, where applicable safe recruitment practices, in order to ensure that all new appointees are chosen with care and those service users who may be children or adults are protected.  Disciplinary proceedings may be taken where a manager commences an individual’s employment prior to a DBS Disclosure (criminal records check) being complete if this is required for the post.  The Service Centre administers the pre-employment checks and will work with managers and candidates to ensure checks are completed promptly to avoid unnecessary delays in appointment.  The pre-employment checks required will depend on circumstances and service area but will include as a minimum:   * obtaining **references**   + All external applicants are required to provide a minimum of two references of people who have known them for one year or more. The referees should be from the current or most recent employer; and a previous employer. Where it is not possible to provide two employer references, one may be requested from a character reference.   + References for internal candidates will be sought from the current line manager, unless they are on the interview panel. In this case a reference will be required from a manager with relevant working relationship with the individual.   + Where the post involves contact with service users the recruiting manager will be required to follow up at least one written reference with a verbal reference.   + References will be requested for the successful candidate only, except for Chief Officer recruitment where references may be taken up before interview.   + Appointment will not be confirmed until the necessary references have been received and are deemed satisfactory.   + Where the candidate fails to provide the necessary references then the offer of employment will be withdrawn.   + The council will not accept pre-written or historical references / testimonials. * verification of essential **qualifications** or professional memberships   + Original certificates should be checked at interview and where the candidate cannot provide proof of essential qualifications or professional registration, the offer of employment will be rescinded.   + Candidates will only be required to produce certificates for the highest academic attainment level required for the post, together with any relevant professional membership certification. For example, in the event of a requirement for a degree the candidate would not normally need to provide school level certificates. However, there may be circumstances where evidence of school level attainment in English and Maths will be required. * a **Health questionnaire** to assess the applicant’s fitness to fulfil the duties of the role or to identify any reasonable adjustments which may be required. This is required for candidates new to the council or, for internal candidates if there is a change in the type of work.   + The assessment is carried out online or over the telephone with a fully trained occupational health professional.   + Where responses require referral the candidate will be contacted by the occupational health service to determine whether a face to face appointment and/or further information from the candidates GP are required. A face to face appointment will normally be arranged within 15 working days of the initial medical screening being carried out.   + Where no referral is required medical clearance will be sent to the recruiting manager as soon as the confirmation is received by the Service Centre.   + **The appointment cannot proceed without health clearance from Occupational Health**. * All external candidates offered a post with the council are required to present documentary evidence that they have the Right to Work in the UK to ensure the council complies with its responsibility to prevent illegal working in the UK as specified in the Immigration, Asylum and Nationality Act 2006 as amended by the Immigration Act 2016. * Where the post being recruited to will involve regular contact with service users, managers must carry out a risk assessment to determine whether a **Disclosure and Barring Service (DBS) disclosure** can be applied for.   A [flowchart](http://www.intouch.ccc/eLibrary/view.asp?ID=59615) is provided to assist managers in determining appropriate pre-employment checks. Managers should seek advice from People Management where required. |
| Right to Work in UK Employers are responsible for ensuring that **all** new employees can prove that they have the right to work in the UK.You **must** conduct a right to work check before you employ a person to ensure they are legally allowed to do the work in question for you.  The council is responsible for ensuring it complies with the Home Office Code of Practice on preventing illegal working and may be subject to civil penalties if the Home Office finds we have employed illegal workers. The starting penalty is £20,000 per illegal worker (July 2021) and in some cases criminal action can be brought and may result in a prison sentence.  To start with you need to check if someone has the legal right to work in the UK. This can be done using the link below. This must be completed for **all new** employees  <https://www.gov.uk/legal-right-work-uk>  **This check will then show what further documents are needed to be checked if there is not an automatic right to work.**  If the person is entitled to work in the UK.  You must make a clear copy of their passport. Make sure the copy includes:   * the passport’s expiry date * the applicant’s details (for example nationality, date of birth and photograph) * any endorsements (for example a work visa)   The website above will confirm if further checks are required you must conduct a right to work check before you employ a person to ensure they are legally allowed to do the work in question for you. ***If an individual’s right to work is time limited, you should conduct a follow-up check shortly before it is due to come to an end*.**  There are two ways of checking an employee’s right to work.   1. **On-line check**   You can do an online check by using the online service, entitled ‘[View a job applicant’s right to work details](https://www.gov.uk/view-right-to-work)’ on GOV.UK.  **Step 1 Use the Home Office online service**  You’ll need the job applicant’s:   * date of birth * right to work share code   Applicants can get a share code by applying [here](https://www.gov.uk/prove-right-to-work). The share code will be valid for 30 days and can be used as many times as needed within the 30 days, after which a new code will be required in order to conduct an online check.  It will not be possible to conduct an online right to work check in all circumstances, as not all individuals will have an immigration status that can be checked online.  The online right to work checking service sets out what information you will need. In circumstances in which an online check is not possible, you should conduct the manual check.  Currently, the online service supports checks in respect of those who hold:  • a biometric residence permit;  • a biometric residence card;  • status issued under the EU Settlement Scheme;  • status issued under the points-based immigration system;  • British National Overseas (BNO) visa; or  • Frontier workers permit Y  **Step 2: Check**  In the presence of the individual (in person or via live video link), you must check that the photograph on the online right to work check is of the individual presenting themselves for Email providing the share code 16 work (i.e. the information provided by the check relates to the individual and they are not an imposter).  **Step 3: Retain evidence of the online check**  You must retain evidence of the online right to work check. For online checks, this should be the ‘profile’ page confirming the individual’s right to work. This is the page that includes the individual's photo and date on which the check was conducted. You will have the option of printing the profile or saving it as a PDF or HTML file.  This must be sent to the Service Centre to be kept on the employee’s personal file.   1. **Manual check**   There are three steps to conducting a manual document-based right to work check. You need to complete all three steps before employment commences to ensure you have conducted a check in the prescribed manner, in order to establish a statutory excuse.  **Step 1: Obtain**  You must obtain original documents from either List A or List B of acceptable documents at Appendix A.  **Step 2: Check**  You must check that the documents are genuine and that the person presenting them is the prospective employee or employee, the rightful holder and allowed to do the type of work you are offering.  You must check that:   1. photographs and dates of birth are consistent across documents and with the person’s appearance in order to detect impersonation; 2. expiry dates for permission to be in the UK have not passed; 3. any work restrictions to determine if they are allowed to do the type of work on offer (for students who have limited permission to work during term-times, you must also obtain, copy and retain details of their academic term and vacation times covering the duration of their period of study in the UK for which they will be employed); 4. the documents are genuine, have not been tampered with and belong to the holder; and 5. the reasons for any difference in names across documents can be explained by providing evidence (e.g. original marriage certificate, divorce decree absolute, deed poll). These supporting documents must also be photocopied and a copy retained.   **Step 3: Copy**  You must make a clear copy of each document in a format which cannot manually be altered and retain the copy securely: electronically or in hardcopy. You must also retain a secure record of the date on which you made the check. Simply writing a date on the copy document does not, in itself, confirm that this is the actual date when the check was undertaken. If you write a date on the copy document, you must also record that this is the date on which you conducted the check.  You must copy and retain copies of:   1. Passports: any page with the document expiry date, the holder’s nationality, date of birth, signature, leave expiry date, biometric details, photograph and any page containing information indicating the holder has an entitlement to enter or remain in the UK (visa or entry stamp) and undertake the work in question (the front cover no longer has to be copied). 2. All other documents: the document in full, including both sides of a Biometric Residence Permit, Application Registration Card and a Residence Card (biometric format). All copies of documents taken should be kept securely for the duration of the worker’s employment and for two years afterwards. The copy must then be securely destroyed.   You can also use the Employer Checking Service where an individual has an outstanding application, administrative review or appeal, or if their immigration status requires verification by the Home Office  The service centre will send the checklist below to managers during the recruitment process and managers should complete this form when **original**documents are being verified to ensure they comply with the Asylum and Immigration legislation. Depending on the person’s status, they may have to present one or more documents together to prove they have the right to work in the UK. Photocopies of documents must be taken as stated in the Checklist and sent to the Service Centre to be placed on the employee personnel file for the duration of their employment plus 2 years. You must also print out and attach to the Service centre ticket the outcome of the on-line Right to work process.  Link to: [Employer Right to work checklist](https://www.gov.uk/government/publications/right-to-work-checklist)  Recruiting managers are advised to contact the Recruitment team in the Service Centre or the People Management team if they have any concerns about the eligibility of applicants to work in the UK.  **The council is not licensed to sponsor visas for migrant workers from outside the European Economic Area (EEA) and Switzerland.**  An applicant whose home country is outside the UK (and has not lived in the UK for 6 months or more) will be required to obtain a Record of Good Conduct from their home country before commencing employment with the Council.    It is the candidate’s responsibility to provide the Record of Good Conduct and to meet any costs involved. Failure to do so may result in any offer of employment being rescinded. |
| Failure to appoint within 3 months Where the recruitment process has been followed and a successful candidate identified but due to one of the reasons stated below is not appointed or fails to complete the required probationary period; the recruiting manager may offer the post to the next suitable candidate from those previously interviewed without having to re-advertise the position and repeat the recruitment process. This applies where:   * the successful candidate has declined the position; or * the offer of employment is rescinded due to the results of pre-employment checks; or * the successful candidate is in post and resigns from Cumbria County Council within 3 months of appointment; or * the successful candidate does not complete their probationary period and leaves within 3 months of appointment.   The Service Centre will retain application forms, shortlisting and interview notes for a period of 4 months following the initial appointment date. It is therefore essential that recruiting managers ensure that **all** such documentation is returned to the Service Centre for **all** interviewed candidates as soon as possible following the interviews. |
| Contracts The Service Centre will issue a contract of employment (or Casual Worker Agreement where relevant) within 8 weeks of the agreed start date for new appointments to the Council.  Where any appointment is for a Fixed Term the contract will state the reason for the fixed term nature of the post i.e. due to Funding / Event or Cover. Managers will be required to provide appropriate details which will be included in the contract.  If required, the Service Centre can provide guidance regarding such reasons. |
| Induction The council’s induction process is designed to help new employees and employees who have moved to a new job in the council integrate effectively within the organisation and become engaged in their new work. This will not only help us to retain new people but result in better performance results.  Managers and employees should refer to the council’s [Induction Toolkit](http://www.intouch.ccc/eLibrary/view.asp?ID=59087) for further guidance. |
| Probation All new employees are subject to a 6 month probationary period irrespective of any previous continuous service.  Managers and employees should refer to the council’s [Probation Period](http://www.intouch.ccc/eLibrary/view.asp?ID=58996) for further guidance. |
| Appraisal The council’s annual employee appraisal scheme will involve setting objectives and performance targets that are consistent with the team’s and directorate’s objectives and targets and the Council Plan.  Managers and employees should refer to the council’s [Appraisal Process](http://www.intouch.ccc/hr/learning_development/default.asp) for further guidance. |

**Templates and Guidance**

* [Guidance on Resourcing Options For Managers](http://www.intouch.ccc/eLibrary/view.asp?ID=59158)
* [Job Advert Text sheet](http://www.intouch.ccc/eLibrary/view.asp?ID=59616)
* [Forms](http://www.intouch.ccc/servicecentre/hr/recruitment/default.asp?row=3&tab=1)
* [Employer Right to work checklist](https://www.gov.uk/government/publications/right-to-work-checks-employers-guide)
* [Safer Employment Guidance](http://www.intouch.ccc/hr/recruitment_selection_induction/saferemployment.asp)
* [CCC Jobs Webpage](https://www.cumbria.gov.uk/jobsandcareers/search.asp)
* [AEP guidance](https://www.cumbria.gov.uk/elibrary/view.asp?id=58515)
* [Induction Toolkit](http://www.intouch.ccc/eLibrary/view.asp?ID=59087)
* [Probation Policy](http://www.intouch.ccc/eLibrary/view.asp?ID=58996)
* [Appraisal Process](http://www.cumbria.gov.uk/elibrary/Content/Internet/536/5901/6849/43272103411.pdf)

**Appendix 1**

Lists of acceptable documents for manual right to work checks

Where a right to work check has been conducted using the online service, the information is provided in real-time directly from Home Office systems and there is no requirement to check any of the documents listed below.

List A – acceptable documents to establish a continuous statutory excuse

1. A passport (current or expired) showing the holder, or a person named in the passport as the child of the holder, is a British citizen or a citizen of the UK and Colonies having the right of abode in the UK.

2. A passport or passport card (current or expired) showing that the holder is a national of the Republic of Ireland.

3. A current document issued by the Home Office to a family member of an EEA or Swiss citizen, and which indicates that the holder is permitted to stay in the United Kingdom indefinitely.

4. A document issued by the Bailiwick of Jersey, the Bailiwick of Guernsey or the Isle of Man, which has been verified as valid by the Home Office Employer Checking Service, showing that the holder has been granted unlimited leave to enter or remain under Appendix EU to the Jersey Immigration Rules, Appendix EU to the Immigration (Bailiwick of Guernsey) Rules 2008 or Appendix EU to the Isle of Man Immigration Rules.

5. A current Biometric Immigration Document (Biometric Residence Permit) issued by the Home Office to the holder indicating that the person named is allowed to stay indefinitely in the UK or has no time limit on their stay in the UK.

6. A current passport endorsed to show that the holder is exempt from immigration control, is allowed to stay indefinitely in the UK, has the right of abode in the UK, or has no time limit on their stay in the UK.

7. A current Immigration Status Document issued by the Home Office to the holder with an endorsement indicating that the named person is allowed to stay indefinitely in the UK, or has no time limit on their stay in the UK, together with an official document giving the person’s permanent National Insurance number and their name issued by a government agency or a previous employer.

8. A birth or adoption certificate issued in the UK, together with an official document giving the person’s permanent National Insurance number and their name issued by a government agency or a previous employer.

9. A birth or adoption certificate issued in the Channel Islands, the Isle of Man or Ireland, together with an official document giving the person’s permanent National Insurance number and their name issued by a government agency or a previous employer.

10.A certificate of registration or naturalisation as a British citizen, together with an official document giving the person’s permanent National Insurance number and their name issued by a government agency or a previous employer.

List B Group 1 – documents where a time-limited statutory excuse lasts until the expiry date of leave

1. A current passport endorsed to show that the holder is allowed to stay in the UK and is currently allowed to do the type of work in question.

2. A current Biometric Immigration Document (Biometric Residence Permit) issued by the Home Office to the holder which indicates that the named person can currently stay in the UK and is allowed to do the work in question.

3. A current document issued by the Home Office to a family member of an EEA or Swiss citizen, and which indicates that the holder is permitted to stay in the United Kingdom for a time limited period and to do the type of work in question.

4. A document issued by the Bailiwick of Jersey, the Bailiwick of Guernsey or the Isle of Man, which has been verified as valid by the Home Office Employer Checking Service, showing that the holder has been granted limited leave to enter or remain under Appendix EU to the Jersey Immigration Rules, Appendix EU to the Immigration (Bailiwick of Guernsey) Rules 2008 or Appendix EU to the Isle of Man Immigration Rules.

5. A document issued by the Bailiwick of Jersey or the Bailiwick of Guernsey, which has been verified as valid by the Home Office Employer Checking Service, showing that the holder has made an application for leave to enter or remain under Appendix EU to the Jersey Immigration Rules or Appendix EU to the Immigration (Bailiwick of Guernsey) Rules 2008, on or before 30 June 2021.

6. A frontier worker permit issued under regulation 8 of the Citizens' Rights (Frontier Workers) (EU Exit) Regulations 2020.

7. A current Immigration Status Document containing a photograph issued by the Home Office to the holder with a valid endorsement indicating that the named person may stay in the UK, and is allowed to do the type of work in question, together with an official document giving the person’s permanent National Insurance number and their name issued by a government agency or a previous employer.

List B Group 2 – documents where a time-limited statutory excuse lasts for six months

1. A document issued by the Home Office showing that the holder has made an application for leave to enter or remain under Appendix EU to the immigration rules (known as the EU Settlement Scheme) on or before 30 June 2021 together with a Positive Verification Notice from the Home Office Employer Checking Service.

2. A document issued by the Bailiwick of Jersey or the Bailiwick of Guernsey showing that the holder has made an application for leave to enter or remain under Appendix EU to the Jersey Immigration Rules or Appendix EU to the Immigration (Bailiwick of Guernsey) Rules 2008 on or before 30 June 2021 together with a Positive Verification Notice from the Home Office Employer Checking Service.

3. An Application Registration Card issued by the Home Office stating that the holder is permitted to take the employment in question, together with a Positive Verification Notice from the Home Office Employer Checking Service.

4. A Positive Verification Notice issued by the Home Office Employer Checking Service to the employer or prospective employer, which indicates that the named person may stay in the UK and is permitted to do the work in question.