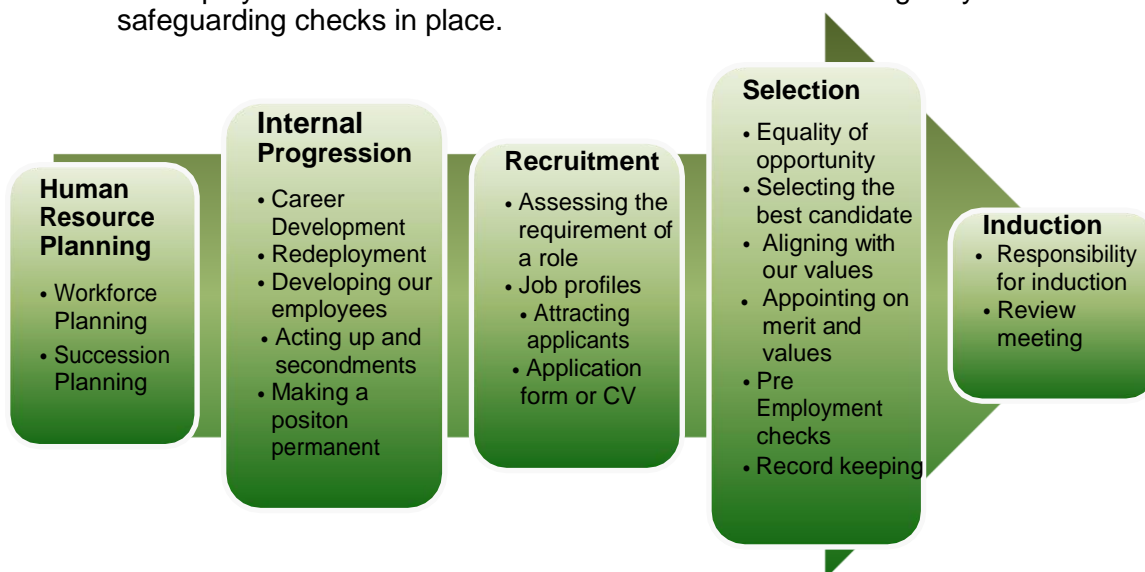


Surrey County Council Resourcing policy

Resourcing principles

- Services will undertake some form of workforce planning to understand their future workforce.
- Everyone undertaking recruitment and selection activities must have knowledge of how to ensure a fair and robust recruitment process.
- We will treat everyone participating in any of our resourcing processes fairly.
- Decisions on recruitment and selection will be based on merit including assessment against values and potential which relate to the requirements of the job.
- Resourcing decisions will reflect our equality and diversity strategy.
- We will seek to enhance opportunity for existing employees where that does not compromise other principles.
- No employee is to start with the council without all relevant eligibility and safeguarding checks in place.



Human Resource planning



Workforce planning

The purpose of workforce planning is to identify the kind of workforce we have today and the kind of workforce we will need in the future. At an organisation wide level, we have a [strategic workforce plan](#) that defines the development themes for the organisation to meet the challenges and opportunities ahead.

At a service and directorate level, we have a framework for workforce planning that enables services to think about the type and kind of interventions they need in the short, medium and long term, to achieve the kind of workforce to meet their needs in the future.

Succession planning

The purpose of succession planning is to sustain service delivery and ensure our performance and knowledge remain consistent when people leave. In some parts of the council this will focus on hard to recruit or critical roles. In other areas, it will focus on high volume roles.

Reflecting the population we support

The council is committed to being a local employer of first choice, for people from all our diverse communities, including disabled and younger people. For more information, see our [Equality, Fairness and Respect Strategy](#). There is also a [diversity toolkit](#) to help managers.

Useful links for more information...

[What is workforce planning eLearning](#)

[Workforce planning toolkit](#)

[HR Relationship team contacts](#)

Internal progression

- Career Development
- Redeployment
- Developing our employees
- Acting up and secondments
- Making a temporary position permanent

Internal progression

Career development

The training and development offering within the council is reviewed regularly to ensure it is aligned to the needs of the workforce and the objectives of the council. Line managers are responsible for ensuring every employee has a personal development plan to encourage and support continual progression and to help with the identification of future roles and opportunities. Individuals are expected to take responsibility for their career and to put themselves forward for opportunities and to participate in activities that will support their development. It is the line manager's responsibility to manage their staffing resources within budget and to identify and deliver future recruitment needs using the most appropriate method.

Redeployment

The council is committed to the redeployment of staff whose post is vulnerable to redundancy or where there are medical grounds for redeployment that are recognised by Occupational Health. These staff will have the opportunity to consider vacancies before they are advertised to other internal and external staff and will be given priority on the appointment process where they are appointable for a role on the same or a lower grade.

Developing our employees

Where positions are not permanent, it is helpful to consider the vacancy or project as a development opportunity for an existing member of their team, service or elsewhere in the

Surrey County Council Resourcing policy

organisation, especially if this enables you to realise training and development investments you have made in your staff.

Additional Duties, Acting up and Secondments

Acting up is where an employee temporarily undertakes the full duties and responsibilities of a higher graded post for a continuous period of between 4 weeks and six months. If the arrangement is at the same grade, or likely to continue beyond 6 months up to 2 years, it is called a secondment. An employee may also undertake some of the duties of a higher graded post for up to six months for an honorarium.

Such development opportunities would normally be advertised through the standard recruitment process. In circumstances where there is a rationale to offer the temporary position directly to an employee, the hiring manager should secure the support of the substantive manager if the arrangement is in a different team, and the agreement of a Recruitment Manager or Relationship Manager prior to making the offer to the employee. If the rationale is not agreed, the post must be advertised through the standard recruitment process.

Where an employee temporarily undertakes the duties of another role, the substantive manager is responsible for keeping the employee up to date with what is happening in the substantive team. This also applies to an external secondment where the employee continues to be employed by the council.

Throughout the arrangement, the employee will be paid in accordance with the grade of the new role by the host team. This might be at the same grade or a different grade.

If a fixed term employee secures an acting up or secondment opportunity, it will be offered as a fixed term contract. As the employee has come from a fixed term role, if they have not secured an alternative role prior to the end of the new fixed term they would receive redeployment support in line with the council's change management policy.

Making a temporary position permanent

Where an existing employee has been temporarily undertaking the duties of a different role to a fully satisfactory standard and the position becomes available permanently, managers may consider the suitability of offering the position to the temporary post holder on a permanent basis without the need for further recruitment and selection.

This will not be suitable in all circumstances and consideration should be given to the rationale for doing so.

In such cases, Managers must discuss their proposal with a Recruitment Manager or HR Manager who will review and consider each request on a case by case basis to determine which appointments are appropriate to be managed in this way. This is usually agreed when the candidate has been in the position for a significant period, the original appointment was open to competitive selection and the local context has not changed to the extent that our resourcing principles are compromised.

If the rationale is not agreed by the HR Manager, the post must be advertised through the standard recruitment process.

Useful links for more information...

[My Career](#)

[Redeployment toolkit](#)

[Acting up procedure](#)

[Internal secondment procedure](#)

[External secondment procedure](#)

[HR Relationship team contacts](#)³

Surrey County Council

Resourcing policy

Recruitment

- Assessing the requirements of a role
- Job profiles
- Attracting applicants
- Application form or CV

Recruitment

[Recruitment process flow chart](#)

Assessing the requirements of a role

A vacancy is an opportunity to review the need of a particular role. Consideration should always be given to whether the work can be managed in a different way, or the role redesigned to make the team more efficient. For example, creating an Apprenticeship role, work experience, secondment etc.

Before commencing recruitment, the manager must seek relevant approval from their Head of Service and ensure an evaluated job profile is in place for the position.

Where the job is to be advertised, the proposed advertisement must be submitted to the Recruitment team via the online recruitment system. Advice is available from the recruitment team on additional advertising where appropriate.

Job profiles

All positions whether permanent or temporary must have an up to date job profile in place. Supporting information available includes the "[My Career](#)" job family role summaries and standard job profiles to identify the existing, evaluated profile which is suitable for their role.

It is helpful to focus on the skills and abilities required for the role and not to focus exclusively on qualifications unless it is a statutory requirement.

Attracting applicants

All vacancies will be advertised in the redeployment portal for 7 days except in exceptional circumstances. If an appointment is not made within this time, line managers can choose if they wish to advertise internally only, or internally and externally. This may be appropriate where you have invested in the training and development of team members in anticipation of career progression or where an individual has undertaken the responsibilities of a role for a substantial period of time.

Any decision to restrict advertisement to a smaller group or to offer a position directly to an individual must be discussed with and supported by a Recruitment Manager or HR Manager.

Where a position is limited to internal applicants, applications from agency workers on placement within the organisation at that time must also be considered.

All posts advertised externally will be placed on the council's website. Any request to advertise using more expensive media should be discussed with the recruitment team.

Surrey County Council Resourcing policy

Application form or CV

Typically all vacancies will ask for a completed online application form however hiring managers may choose to ask for a CV and supporting statement instead. Please note, safeguarded roles must use an application form.

In both forms of application, hiring managers must ensure that all information is scrutinised to identify and investigate any safeguarding concerns. Advice can be sought from your HR team on this.

Useful links for more information...

[ACAS guidance – Recruitment and induction](#)


[My Career](#)

[Job evaluation guidance](#)

[Redeployment toolkit](#)

[HR Relationship team contacts](#)

Selection

- 
- Equality of opportunity
 - Selecting the best candidate
 - Aligning with our values
 - Appointing on merit
 - Pre employment checks
 - Record keeping

Selection

Commitment to equality of opportunity

Short-listing, interviewing and selection will always be carried out without regard to gender, gender reassignment, sexual orientation, marital or civil partnership status, colour, race, nationality, ethnic or national origins, religion or belief, age, pregnancy or maternity leave or trade union membership.

Line managers must respond to any requests for reasonable adjustments during the recruitment process and must guarantee an interview to applicants with a disability if they meet the minimum criteria.

Selecting the best candidate

Hiring managers are responsible for making the appointment decision. They must ensure that the questions they ask in the interview are not in any way discriminatory or unnecessarily intrusive. Any selection methods will focus on the needs of the job and the skills and behaviours needed to perform it effectively.

Interview panels should comprise of at least 2 people and ideally no more than 3.

Aligning with our values

It is important to recruit people who share our values. There are a range of tools to help you do this from behaviour and value based questions you can ask during the interview to more advanced assessments for senior roles.

Psychometric testing may be used as part of the recruitment process following discussion and support with the recruitment team. Any test used must have been validated in relation to the job, be free of bias, and be administered by a suitably trained person.

Appointing on merit and values

All posts will be recruited based on merit and values as measured against the criteria for the job. This includes considering a candidate's potential to perform the role where their skills and experience may not be a perfect match.

Managers are encouraged to look at candidate's suitability based on their abilities, and to avoid decisions based on the presence of a particular qualification where that qualification is not a statutory requirement.

For internal applicants, managers may consider the information that is available to them to aid this decision providing it allows for fair consideration of candidates' abilities to perform the duties of the role. This might include appraisal, performance in their current role and training and development plans. For external candidates, merit should be assessed by at least 2 forms of assessment relevant to the role.

Hiring managers are responsible for deciding how they will determine the most suitable candidate and must be able to justify their decision if challenged. Advice is available from the recruitment team or your HR Manager.

Pre-employment checks

Line managers are responsible for making a verbal offer subject to pre-employment checks to the successful candidate and are expected to make a salary offer based on Surrey Pay Policy. Standard practice is for offers of employment are normally made at the bottom of the pay scale/zone.

The Recruitment Team will issue the written offer of employment, and statement of particulars as requested by the Hiring Manager in the e-recruit system. The Recruitment Team will then initiate pre-employment checks, including reference requests, and create pay records.

The Hiring Manager is responsible for checking evidence that:

- the successful candidate has the right to work in the UK
- all essential qualifications and requirements to undertake the role are held by the applicant
- professional guidelines and registration requirements are met
- references are from a verified source and content are satisfactory

No employee is to start with the council without all relevant eligibility and safeguarding checks in place. The recruitment team will advise you.

Summary of reference requirements in relation to background clearance levels:

- No DBS required: At least two referees should be identified, including the current/most recent employer of the applicant. Where it is not possible/feasible to obtain two references, the hiring manager should discuss the issue with the Recruitment Team before appointing a candidate.
- 'Basic disclosure' required: At least two referees should be identified, including the current/most recent employer of the applicant. Where it is not possible/feasible to obtain two references, the hiring manager is strongly encouraged to discuss the issue with the Recruitment Team before making a decision on appointing a candidate.
- Standard DBS or Enhanced DBS (with/without Barred Lists checks): Two references covering the last three years must be obtained, including at least one from the current/most recent previous employer. If the role is in social care and the applicant is not currently working with children or vulnerable adults, but has done so within the last five years, a reference should be obtained from the relevant previous employer. Where it is not possible/feasible to obtain two references and/or cover the full 3-year period, the offer of employment may have to be withdrawn.

Social media:

We reserve the right to make reasonable searches on candidates' social media. Applicants should be informed at the outset if online sources may be used to collect information about them. Such searches may include factual information such as work history and skills, but might also include information pertaining to a candidate's values. Do not collect more personal information than is needed, and do not collect information that is irrelevant or excessive. Applicants should be given an opportunity to respond to material findings from online searches, where the findings form part of the decision-making process.

Record keeping

Records of the recruitment process and decisions must be kept for six months after the date the successful candidate is appointed and then those relating to the unsuccessful candidates can be shredded.

Useful links for more information...

[ACAS guidance – Recruitment and induction](#)

[Safer recruitment policy](#)

[Equal opportunities in employment](#)

[Making your job offer](#)

[Values](#)

[HR Relationship team contacts](#)

Onboarding & Induction



Onboarding

Onboarding is how we support new employees to become effective employees and how we help them understand the culture, behaviours and expectations of them and their role when they join the council.

Responsibility for induction

Line Managers will provide all new appointments (internal or external) with a programme of induction training to encourage them to become an effective and motivated member of the team.

Although all new employees should be supplied with the core information set out under the induction checklist, the design, content and duration of the induction programme will depend on the new employee's role, level of responsibility and previous work experience. Line managers should therefore be prepared to vary the induction programme to suit the particular needs of the employee and their role.

Line managers are responsible for the induction process for new members of staff and advice on dealing with any problems or queries with the probationary period can be sought from HR

Review meeting

Whether the employee has a probation period or not, a review meeting should be held with them at the end of their first month in the new role to discuss how the first few weeks have gone and to identify any gaps in their induction.

The opportunity should be taken to review the individual's job description and answer any queries that the employee may have about their duties and responsibilities.

This review meeting should also be used to agree some short-term objectives, to be reviewed three months into the new role.

It is crucial that all employees, whether there is a probation period or not, are supported

through their induction in the new role and any concerns with their performance are identified early and managed appropriately. If at any point you have concerns about the employee's suitability for the role, contact HR who will advise and support you.

Useful links for more information... [ACAS](#)
[guidance – Recruitment and induction](#)
[Onboarding guidance for new employees](#)
[Induction and probation guidance](#)
[Contracts of employment policy \(includes probation\)](#)
[Induction guide for new employees](#)
[Induction guide for new Managers](#)
[HR Relationship team contacts](#)