

Recruitment Approval Process

Managers Guide

Background

On 23 February 2010 the Council Executive approved the introduction of recruitment restrictions in order to assume a greater control of staff costs and to reduce the potential need for future redundancies.

Where an existing post becomes vacant it will only be filled where there is a clear and exceptional reason for filling the post. If a post must be filled, then services will require to determine if it is possible to redesign the post to provide the same output at a lower cost (for example through the replacement of the existing post with an entry level post).

Where jobs are to be filled they may only be advertised externally where there are no suitable internal candidates and internal redeployment has been considered, but has not proved possible. All external recruitment will be on a temporary basis unless an exceptional case is made to recruit on a permanent basis.

This guide is designed to assist managers and Heads of Service when assessing whether a vacant post should be filled and if so, the most appropriate manner in which to fill it.

Recruitment Checklist

When completing a [vacancy authorisation form](#) managers, are required to complete a recruitment assessment designed to encourage full consideration of the options available upon a post becoming vacant.

It is essential that managers do not simply fill a vacancy that arises without giving careful consideration to whether the work carried out by the previous post holder is still required and if it is still required whether there are alternative means of delivery. When considering this it is essential that managers and Heads of Service give consideration to longer term issues as well as those which may be immediately apparent.

The checklist below is designed to provide managers and Heads of Service with further guidance on the issues that should be considered in relation to each of the questions contained in the recruitment assessment.

1. Is there a clear and exceptional reason for filling the post?
 - What impact does this post have on service delivery? Will service delivery stop if the post wasn't filled?
 - Has the post been vacant for 3 months to allow time to assess the impact on service delivery? If so, what were the outcomes?
 - Is there a health and safety risk if the post remains vacant?
 - Is the council at risk of statutory failure if the post remains vacant?
 - How does the post fit in with the service workforce strategy for the period of the appointment?
 - Is the post linked to any of the initiatives identified as part of the council's financial strategy?

2. Could the post be redesigned to be delivered by reduced hours i.e. part time, term time, or seasonal working?
 - Has the ratio of the post/service delivery been reviewed?
 - If the post is non-statutory, can the work be stopped or done in another way?
 - Is the team in which the post is based working within an already reduced capacity?
3. Can the post be redesigned to provide the same output at a lower cost?
 - Is there a requirement to recruit staff with a particular qualification or experience?
 - Is overtime currently being worked /acting up arrangement in place, to complete the work, or any additional expense being incurred as a result of the post being held vacant?
4. Could the post be filled through redeployment?
 - Is there an option to redeploy someone into this post, and if so has this been considered?
5. If the post cannot be filled by redeployment, could it be filled through internal recruitment?
 - Is there any advantage in the post not being filled on a temporary basis?
 - Is there a requirement for the term of the temporary appointment to exceed 12 months?
 - If an existing contract is to be extended, what would be the period of continuous service?
6. Does the post need to be filled on a permanent basis?
 - Is there any advantage in the post being filled on a permanent basis instead of temporary?
 - If the post is to be filled on a fixed term basis, how long does the contract need to be?

**HR Services
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