Recruitment manager guide

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Manager training – complete before starting to recruit

The Council is committed to attracting the best candidates and recruiting the highest calibre of employees.

As an equal opportunity employer, we recognise the benefits that a diverse workforce with different values, beliefs, experience, and backgrounds brings. We're committed to building an inclusive recruitment culture where all people feel valued, included and able to be at their best.

All candidates will be given the opportunity to demonstrate their ability regardless of age, disability, sex, gender, race, marital status, sexual orientation, religious or political beliefs.

All managers and recruitment panel members undertaking recruitment and selection must complete the relevant compulsory training modules on CECiL covering the recruitment and selection policy, pass the knowledge check at the end of the module and watch the unconscious bias video prior to commencing the recruitment process and sitting on a recruitment panel..

The **'highly recommended'** training should also be completed to help you understand our cultural ambitions.

The **'when required'** training resources are there to assist you with any issues you may have when using TalentLink to manage your vacancies, or understanding the PVG application forms.

Training module	Format	Compulsory / Highly Recommended / When Required
Recruitment & Selection Policy Overview	E-Learning	Compulsory
Unconscious Bias Video	E-Learning	Compulsory
Managing Recruitment in TalentLink	E-Learning	When Required
PVG application to join scheme	E-Learning	When Required
PVG application guide scheme update for existing member	E-Learning	When Required
Achieving Equality & Diversity	E-Learning	Highly Recommended
What Equality & Diversity is and why it matters	E-Learning	Highly Recommended
Direct & Indirect Discrimination	E-Learning	Highly Recommended

Step 1 – Approval and advertising

Process	Actions		
1. Determine if post needs approval	**Pre-approved post**	**Non-pre-approved post**	**Non-pre-approved post – Health and Social Care Partnership / EIJB**

	1. Certain posts are pre-approved – review the current list on the [Recruitment Orb page](#).
	 2. If pre-approved, create vacancy on TalentLink.
	 3. For posts on the pre-approved list - there should only be **one** approval step – **Vacancies Edinburgh**.
	 4. For school-based teaching/support posts – there are **two** approval stages:
	   a. **Head of Schools Edinburgh**
	   b. **Vacancies Edinburgh**
		1. All vacancies out-with the pre-approved list will be reviewed by a Workforce Panel.
		 2. All vacancies must be approved **before** they are published on TalentLink.
		 3. To get approval for a vacancy:
		 • Complete the [vacancy justification form](#).
		 • Submit the form to your Finance contact and then onto your Head of Service for approval.
		 • If approved by your Head of Service, send the form to your Director, who will decide whether the vacancy will proceed to the Workforce Panel for review.
		 • If the Workforce Panel approves your vacancy, the Resourcing Team will call you to confirm. You can then submit your vacancy through TalentLink.
		
		 Further guidance can be found on the ['New way to manage our vacancies'](#) page on the Orb.
			1. If your vacancy is brand new or amended, you'll need to complete a business case to get it approved. Request a business case template from your HR Relationship Lead.
			 2. Once business case is approved, proceed to TalentLink.
			 3. There are **four** approval stages:
			   a. **Finance**
			   b. **Head of Service**
			   c. **Director**
			   d. **Vacancies Edinburgh (HR)**
			
			 Approvers must be entered in the correct order (as above) and **'Vacancies Edinburgh'** must be set as the last approver.

2. Create a new requisition and key details of the vacancy	1. Log on to ['TalentLink'](#) (using Google Chrome). 2. On the main dashboard, click **'New job'** on top right-hand side. 3. Enter '**Hiring manager name'** and '**job title'** (you can select an existing job to copy the content from or type in a new job title). 4. Use the drop-down arrows to choose '**Organisation'** and '**Contract Type'**. 5. **Organisation** – click on **'City of Edinburgh Council'** then select the relevant department e.g. resources. 6. Select the correct **'Contract Type'** – this **can't** be changed later.		

Step 1 – Approval and advertising

Process	Actions
	7. Select the '**required department for job approval process**', e.g. if your position's pre-approved, choose the pre-approved option - this **can't** be changed later.
	8. The **'Reference type'** is always **'CEC – LGE Reference'** unless you're recruiting for a teacher, where you should choose **'CEC – Teaching Reference'.**
	9. Click **'continue'.**
	10. **Job details** – complete relevant fields as they appear (if previous job title was used, some fields will auto populate, check these are correct).
	11. TalentLink may offer recommended details, if correct, click the **'use recommendation'** box, which will auto populate certain fields (this can be changed manually, if required).
	12. Alternatively, manually complete the relevant fields.
	13. Continue to complete the rest of the fields and enter the relevant information.
	14. Please note, **'iTrent code'** and **'cost code'** must be provided to advertise the vacancy.
	15. If your vacancy's fixed term, you must enter the **'contract end date'**. Add a reason for fixed term (if applicable).
	16. You can add comments in the **'administrative comments'** box, if your vacancy has other requirements, e.g. specific hours and days to be worked etc.
3. Attach the job description (JD) and person specification	1. Add the **Job Description** and **Person Specification** documents under the **'Career site attachments'** field.
	2. You can '**drag and drop'** the **JD** and **PS** files into the box, or you can click on **'add new'** and select the relevant documents.
	3. Documents added here will be available to download on **myjobscotland**.
	4. In most cases you should have up-to-date JDs relevant to your area, which are already part of the organisational structure. If not, contact askHR for assistance.
	5. A PS gives more detail about the requirements in the JD. This is included in the information pack available with the job advert.
	6. Please remember when writing a PS that you need to consider relevant experience as an alternative to a qualification. The only exception to this would be when a qualification was an essential legal requirement to do the job e.g. law degree etc.
4. Recruiting team members' information and approval to advertise	1. Under **'Recruiting Team'** – ensure this is blank.
	2. Under **'Operational Team'** enter the names of all the managers that need access to this vacancy enabling them to view applications and shortlist candidates on TalentLink.
	3. Under **'Approver Team'**, enter the appropriate approvers (see approvers list on the Orb). Refer to Step 1, process 1. Approvers must be entered in the correct order and **'Vacancies Edinburgh'** must be the last approver - otherwise it won't be advertised.
5. Create advert	1. In the **'Job description'** field, enter a short paragraph about the vacancy. Candidates will see this when it's posted live on **'myjobscotland'** and it will attract them to apply, so try to make it as informative and interesting as possible. See 'Job adverts manager guide' on the Orb for further guidance.
	2. Only complete **'Job description'** field. Do not change any other fields. Include information such as job title, work location, salary details, hours to be worked, summary of tasks and the type of person you're looking for.
	3. Click **'create'.**
6. EDN created	The job requisition **'EDN'** number will show on this page. Click **'Job content'** tab and then check details in the **'job requisition'** page to ensure they are correct.

Step 1 – Approval and advertising

Process	Actions
7. Initiate job approval process	1. Click on **'job approval process'** tab. 2. Check correct number of approvers are there in line with step 1, process 1 of this guide. 3. Approvers must be entered in the correct order, **'Vacancies Edinburgh'** must be set as the last approver. 4. Click **'start approval chain'** button. 5. A new window will open, scroll down to the bottom and click **'submit'**.
8. Posting the advert	6. The Resourcing Team will review before they post the advert on **myjobscotland** and will contact you if they need any further information. 7. Resourcing will contact you through askHR to confirm the post's going live. Log in to the askHR portal (using Google Chrome or Firefox) once you receive an email notification. 8. Resourcing will advertise on the **redeployment vacancies page on the Orb** for a week before being advertised on **myjobscotland**. If a redeployee that meets the minimum essential criteria notes interest in the vacancy, the recruitment process transfers over to the redeployment process. 9. To request social media advertising e.g. LinkedIn, Twitter etc. log into askHR to arrange.
9. Ring-fenced posts	Normally all vacancies will be advertised internally. However, exceptions to this are posts which are ring-fenced are: • employees waiting to be redeployed • teachers subject to compulsory transfer • employees subject to matching because of an organisational review.
10. Supply list	School-based supply staff on the supply list may be offered fixed-term appointments lasting up to three months provided there's justification for a fixed-term contract. • For example: while advertising a permanent vacancy, you may only offer fixed term contracts (FTC) in certain circumstances with a specified end date. • See FTC guidance on the Orb for further information.

Step 2 – Shortlist and schedule interviews

Process	Actions
1. Review candidates' applications	1. Log into TalentLink regularly to review applications. 2. To view a candidate's application, go to '**Selection / Hiring**' tab. You'll see a table with the candidates' names. 3. To view the information, click on the icon underneath the column candidate pack. 4. Don't take any action until the advert's closing date has passed. 5. You may find it helpful to pre-book time in your diary after the advert closes to review all applications (along with the hiring panel).
2. Shortlist candidates	1. Once the advert closes, review, and shortlist candidates for interviewing. 2. We're a **Disability Confident Employer** – this means candidates with a disability, who meet the minimum **essential** criteria, will be **guaranteed** an interview. You'll see **'1000'** located to the right of the candidate's name on the **'Selection/ Hiring'** page. 3. **Former employees** – employees who left through Voluntary Early Release Arrangement (VERA) or Voluntary Redundancy (VR) normally can't return within one full year of leaving. 4. Any candidates that don't meet your criteria should be informed that they're unsuccessful. • To reject these candidates, tick the box next to each relevant candidate, and then click **'Reject'** in the top right-hand corner. • You'll receive a pop-up, from the drop down, pick the relevant reason for rejecting the candidate, you can edit the message if required. • Change from '**Do not contact**' to '**Send notification by email**' and select '**ok**'. • Tick box to **save email in candidate history.**

3. Complete interview scheduler	1. Use interview scheduler on TalentLink for candidates you want to interview, giving the candidate at least seven days' notice.
	
	 2. In the **'Selection / Hiring'** tab click the tick box next to the candidate's name and select '**Proceed'**.
	
	 3. A pop-up will appear, scroll to the bottom, and click **'ok'**.
	
	 4. There are three ways for scheduling candidates for interview. You can:
	
	     a. Select interview slots for candidates
	     b. Allow them to pick the timeslots themselves
	     c. Do a combination of both.
	
	 5. To create your interview times, click on the **'Interview Scheduler'** tab, click on the **'drop down arrow'**, then select **'Add time slots'** using **Interview 1** for each date - **always** select **Interview 1**.
	
	 6. Select '**Series of meetings**' if there's more than one interview on the date already picked. You can then set the **start time** of interviews, **meeting duration** and **pause duration** (the length of the break in between interviews). This will update your **end time**.
	
	 7. To invite a candidate to a timeslot, whilst still in the **'Interview Scheduler'** tab, click on the calendar icon and a pop-up will appear, pick the candidate, and then click '**Send**'.
	
	 8. To invite candidates to choose their timeslot, click on the '**tick box**' next to the names you want to set-up on interview slots.
	
	 9. Click **'Proceed'** and a pop-up will appear, click '**Interview 1'**.

Step 2 – Shortlist and schedule interviews

Process	Actions
	10. You'll receive an alert any time a candidate picks a date to interview.
4. **Pre-employment documentation**	**Please note:** 1. In line with GDPR, candidates must **not** be asked to bring any documents to the interview for pre-employment checks e.g. right to work documents, qualifications, driving licence, criminal conviction form etc. 2. This will be obtained during the pre-employment screening stage, once the candidate accepts the conditional offer of employment.

Step 3 – Interview

Process	Actions

1. Interview preparation	1. Review the competency framework and the competency-based interview question suggestions.
	
	2. Choose questions that best suit your person specification and job description.
	
	3. Copy the competency questions you want to ask into the recruitment interview booklet.
	
	4. Prepare a booklet for each candidate and print a copy for each panel member.
	
	    a. **Conflict of interests.** If you're related to an applicant or have a close relationship outside work, you must declare your relationship and take no further part in the selection process. Read the employee code of conduct for details.
	    b. **Internet searches.** The interview panel must never carry out an internet-based search on individual candidates.
	
	5. Check your area's requirement for regulatory body requirements i.e. **PVG, SSSC**.

2. Testing and additional assessment methods	1. For some posts, you **may** wish to use **additional** assessment tools to the formal interview, including **situational judgement tests** and **presentations** etc. 2. You might want to test candidate **literacy, numeracy, or cognitive skills**. Any assessment method used must be appropriate to the post being filled. 3. All candidates for driving posts will be required to undertake an assessment of their knowledge of driving rules and safety standards, in line with our Driving Policy. This assessment must be recorded and evaluated in the composite interview scoring form for each candidate, under the heading 'additional testing'. 4. Whatever assessment tools you choose must **not** directly or indirectly discriminate against candidates with a disability. Assessment procedures should be explained up front, to enable candidates with a disability to determine if they might require reasonable adjustments. 5. Teachers have their own National Occupational Standards which should be used in place of our competencies. Further information: General Teaching Council for Scotland, Standards for Registration website.
3. Interviewing for posts that require a PVG	For posts that have access to vulnerable people there will be a PVG check. Ask questions about: • candidate's attitudes to vulnerable people • candidate's ability to support our commitment to safeguard and promote the welfare of vulnerable people • any gaps in employment history • concerns or discrepancies arising from information provided already • any previous removal from a professional register or membership, and why.

Step 3 – Interview

Process	Actions
4. Conduct interview	1. Chairperson opens interview and makes introductions. 2. Explain the format of the interview and how long it will last. 3. Ask if the candidate has any questions about the interview but explain that any questions not about the interview should be saved until the end. 4. Use your prepared interview booklet to ask your competency-based questions. 5. Discuss salary expectations, notice periods, and potential start dates. 6. Explain any regulatory body requirements i.e. PVG application process and SSSC registration process. 7. A new start will normally be placed on the lowest spinal column point of the grade for the post. In exceptional circumstances, you may want to appoint an individual at a higher point than the minimum spinal column point. This must be approved in line with our salary placement guidance, using the salary placement form. **You must not take copies of any pre-employment documents at the interview stage e.g. passport, driving license, qualifications etc. Taking copies of these documents before the conditional offer has been accepted by the candidate is a breach of GDPR.**
5. Close interview	1. Ask the candidate if they have any final questions. 2. Thank them for attending. 3. Let them know when you expect to get back to them. 4. Inform the candidate that all offers are subject to pre-employment and health checks.

Step 4 – Selection

Process	Actions
1. **Selecting the preferred candidate**	1. Discuss each candidate immediately after their interview. 2. Score each candidate - use the interview booklet - then complete an interview scoring form / interview scoring form teachers. 3. Select a **preferred** candidate, and any **reserve** candidates.
2. **Making an offer**	Once the **preferred** candidate has been selected, call them to verbally offer them the role, state that the offer is subject to satisfactory pre-employment and medical checks. • If the **preferred** candidate **rejects** the offer, ask them why. Try and establish if their decision's **final** or if we can take any action to rescue the offer. For example, negotiating salary or working pattern. • If the **preferred** candidate **rejects** the offer, and their decision stands, contact your '**reserve**' candidate and offer them the role. • If the **preferred** candidate **accepts** the role, inform all the other candidates that they've been unsuccessful in their application.
3. **Agreeing a provisional start date**	1. When the successful candidate accepts the role, discuss a '**provisional**' start date. The start date should be set in line with the timeframe for successful completion of pre-employment checks. • Pre-employment screening where a PVG **isn't** required takes around **4 weeks**. • Pre-employment screening where a PVG **is** required takes around **6 weeks**. 2. Share next steps and agree how you'll keep in touch with the candidate.
4. **Update TalentLink and complete the 'Candidate conditions form'**	1. Click on the '**Selection / Hiring'** tab to view all candidates. 2. Click on your preferred candidate's name - you'll be taken to a new screen. 3. Click on the '**Hiring Process'** tab. 4. Click on the three dots next to '**Hiring Process'** and select '**Define Conditions'**. 5. Conditions form includes: provisional start date, job location, regulatory or professional body requirements, salary scale, contract type, and PVG requirements. 6. Ensure line manager's details are accurate. 7. Provide the **Oracle cost centre code** and **iTrent position code**, this is needed to attach the candidate to payroll. 8. Complete relevant parts of the form with preferred candidate's details and click **'save'**. 9. HR Operations (Onboarding) will prepare the conditional offer for the preferred candidate.
5. **Giving feedback to unsuccessful candidates**	1. Unsuccessful candidates should be given their outcome and meaningful feedback by telephone (or face-to-face if internal and appropriate to do so). We want to encourage people to re-apply in the future and have a good candidate experience. 2. The feedback can come from any panel member, should be based on the candidate's composite interview scoring form, and cover the requirements for the post. 3. You must not comment on any of the other candidates or say things like: "*There was a stronger candidate with more experience than you*".

Step 4 – Selection

Process	Actions
	4. **Complaints** - External candidates may use our complaints procedure on the www.edinburgh.gov.uk site if they're unhappy after feedback. Internal candidates may use the grievance procedure.

Step 5 – Pre-employment checks

Process	Actions
1. **askHR conversation**	1. To support the end to end onboarding journey for your candidate, HR Operations (Onboarding) will create a new askHR conversation for you. This conversation will show you everything that relates to your candidate. 2. Make sure any questions relating to your vacancy are raised on this conversation. 3. You should log in to askHR and review this conversation regularly to: • Monitor progress for each pre-employment check • Ask questions directly to colleagues supporting you through the recruitment journey • Provide updates to HR e.g. when you've received satisfactory reference(s) • Attach documents such as Right to Work or Working Time Payments form, etc. 4. Please log in regularly to askHR to check progress (emails are not accepted) and provide updates for all matters relating to the candidate.
2. **Wait for candidate to accept conditional offer**	1. HR Operations (Onboarding) will notify you from askHR when the conditional offer has been sent to the candidate. The candidate must follow the instructions on the email to accept the offer. 2. HR Operations (Onboarding) will notify you from askHR when the candidate accepts the **conditional offer**. 3. Follow up with candidate if HR Operations (Onboarding) don't receive a response from them. Confirm their email address is correct and ask the candidate to check their junk email folder to ensure that the email has not filtered into there. **4.** Once the candidate accepts the conditional offer, **pre-employment checks** are initiated by HR Operations (Onboarding) and the recruitment manager. **A candidate cannot start their employment with the Council until all relevant pre-employment checks are complete. Starting a candidate before these checks are complete is a serious breach in the recruitment process and head of service will be alerted of this breach.**

3. **Request references on TalentLink**	**External candidates**	**Internal candidates**
	1. **Two references are required.** 2. One must be from their current / most recent employer. 3. References should support appointment decisions and verify the candidate's career history. 4. For further guidance, see the 'References manager guide.'	1. **In most cases no reference is required** 2. References will only be sought if the post is regulated by the SSSC or Care Inspectorate or a new PVG membership check is required for the new post and two references will be requested. 3. For further guidance, see the 'References manager guide."

Process	Actions
4. **Receive and check references on TalentLink**	1. Log in to TalentLink to check references. 2. Log in to **askHR** to confirm on the when you have received satisfactory references. 3. If you're not happy with the results of the references, log in and request advice on askHR.
5. **Arrange a meeting with candidate to complete forms,**	1. Candidate completes **PVG application** and **Criminal Convictions Self-Declaration** form (where applicable).

Step 5 – Pre-employment checks

Process	Actions	
obtain and verify required documentation	2. Candidate provides **right to work documents**, **qualifications, additional identity documents for PVG** and **driving permits** (where applicable)	
	3. Take copies of their original right to work documents. Validate the photocopy, sign and date the document and write the following **"I have conducted a right to work check against the original copy of this document in the presence of the holder."**	
	4. **Roman Catholic Schools** only: • Candidate must request **approval** from a Bishop to teach at a Roman Catholic school once the conditional offer's accepted. • The Catholic Church wants assurance that the personal 'religious belief and character' of a teacher is appropriate to the duties associated with the teaching post for which they've applied. Further guidance: Scottish Catholic Education Service website. • Under the Equality Act 2010, employers don't have authority to reject a candidate on the grounds of religious belief. • Once the candidate receives written approval from the Catholic Church, upload onto askHR conversation.	

	5. To verify documents, check the following:
	
	• **Photographs**
	  o Does the photograph look like the person in front of you?
	• **Date of birth**
	  o Is the date of birth consistent across all documents?
	  o Does the age of the person match up with their appearance?
	• **Expiry dates**
	  o Have any expiry dates (of any limited leave to enter or remain in the UK) passed or about to expiry? If so, what do they plan to do?
	• **Endorsements / right to work**
	  o Are they able to stay in the country?
	  o Check any UK Government endorsements to see if they can, and can continue to, do the type of work on offer, for example: biometric residence permits, stamps, stickers, or visas.
	  o For visas, it's important to note that certain visas (e.g. student visas) have restrictions on the number of working hours permitted.
	• **Tampering**
	  o Is everything presented genuine or does anything concern you?
	  o Don't accept photocopies. You must accept original documents only.
	  o Contact askHR if you suspect anything's been altered.
	• **Different names**
	  o If you're given two documents which have different names, seek further documentation to verify.
	  o Further documentation could be a marriage certificate or a divorce decree absolute, a deed poll or statutory declaration.	

	6. Contact askHR if you have any concerns.	
6. Send documentation to HR	**Managers:** 1. Mail the **PVG application, Criminal Convictions Self-Declaration form, and completed PVG cover sheet** to HR Operations (Onboarding), 2.3 Waverley Court, 4 East Market Street, Edinburgh, EH8 8BG. 2. **Don't upload copies of these documents to askHR.** 3. Upload and attach copies of all **other** documents to candidate's askHR recruitment conversation.	**School business managers:** 1. For **school business managers**, the process will differ. See PVG guidance on the Orb for further information.

Step 5 – Pre-employment checks

Process	Actions	
	4. If any issues arise, you may need to conduct a **risk assessment**. For further support, contact askHR.	
7. **Regularly check askHR conversation for progress updates and keep in touch with candidate**	1. Log into the askHR portal and select the relevant conversation in **'my conversations'**. Don't create a new conversation – this will delay the process. 2. Monitor progress, ask questions, provide updates, and attach documents. 3. If the candidate requires chasing to complete any forms or provide any information, contact them to remind them. 4. Encourage them to log into the **'candidate portal'** and complete the eLearning modules on '**CECiL**' (they will have been sent log in details by HR Operations (Onboarding)).	
8. **Review medical report and arrange any adjustments (if applicable)**	1. The candidate will receive an email from 'admin@fit4jobs.co.uk' with a username and password. Once received, they can log-in to the fit4jobs system and complete the pre-employment Fit4Jobs health questionnaire. If the email has not been received, ask the candidate to check their junk email folder to ensure that the email has not filtered into there. 2. Medical reports will only be sent to managers if the candidate requires **reasonable adjustments**, or, if they're ruled as medically unsuitable for the role. 3. If applicable, HR Operations (Onboarding) will download and send the **medical report by email**, once the candidate's completed a medical check. 4. Reasonable adjustment guidance is on the Orb.	
9. **Prepare for new start**	1. Follow the Set them up for success – new start checklist for support with setting up ICT access and ordering equipment, training, ID badges etc. 2. Discuss any other equipment or adjustments that may be beneficial for any new starts with a disability, for example changes to working patterns or buddy support.	
10. **Confirm start date**	**A candidate cannot start their employment with the Council until all relevant pre-employment checks are complete. Starting a candidate before these checks are complete is a serious breach in the recruitment process and the Head of Service will be alerted of this breach.** 1. Once all pre-employment checks are **complete**, you'll be notified **from askHR.** 2. Contact the candidate to **confirm their start date**. 3. Log in to askHR to provide HR Operations (Onboarding) with confirmed start date (once agreed with the candidate). 4. HR Operations (Onboarding) will send the candidate an **unconditional offer**.	

1. Approval and advertising → 2. Shortlist and schedule interviews → 3. Interview → 4. Selection → 5. Pre-employment checks → 6. Prepare for new start

Step 6 – Prepare for new start

Process	Actions
1. Arrange their first day	1. Call them to arrange what will happen on their first day e.g. where to arrive, when to arrive, and who to ask for.
2. First day	1. Make sure the person who starts is the same person that was interviewed. 2. Go through the [Setting you up for success - a new start induction](#) document with them. This is an introduction to Council policy, procedure, and processes.