

Filling a Vacancy

A Guide for Recruiting Managers

Vacancies arise in a number of ways, perhaps someone has left, there may be an opportunity to create a new post or a project needs to be undertaken. The manager of that vacancy needs to make a number of decisions, namely; Is the job still needed? Is there money in the budget for the post? Can it be filled on a full, part-time or term-time only basis? Is it seasonal or does it have fluctuating hours? Could it be done on a job share basis? Could the work be re-allocated to others? Does the job have an uncertain future? Should it be temporary / fixed-term? Can it be filled through an apprenticeship?

Redeployment

All permanent and fixed term vacancies must be filled following a recruitment process as this ensures the internal redeployment pool have the opportunity to be considered for positions before they are offered externally. This allows those at risk of redundancy to secure continuing employment and so potentially offering some security to them, as well as saving the Council money in redundancy costs. The redeployment process can only be waived if there is a justifiable reason.

Where there are no redeployee applications, then the position can be filled through other means.

Apprenticeships

Apprenticeships can be used to fill vacancies, and managers should consider the value of such a scheme. Apprenticeships are work-based training programmes designed around the needs of employers that lead to nationally recognised qualifications. They can be used to train both new and existing employees and can take anything between one and four years to complete.

Agency Appointments

Agency Staff should always be considered for short-term or emergency cover only. The reason for this is both the expense in using such staff for long periods of time, along with the removal of a fair and transparent recruitment process. If a manager decides to fill a vacancy through the use of agency staff then clear guidance exists along with a list of preferred suppliers who provide terms and conditions that are more favourable than those on the open market. It is important to note agency staff are **not** considered as internal candidates when applying for internal vacancies.

Temp-to-Perm Appointments

Depending on circumstances, it is possible to take on temporary staff on a permanent basis. This is only feasible if there are benefits in it being pursued. If the temporary employee is interested in the role, is performing well and the costs in making the appointment are not prohibitive and there are no suitable redeployees, then an offer can be made. Recruiting Managers must contact the Resourcing Team to discuss making temporary staff permanent.

It is important to identify if an introductory fee will be payable to the agency if a temporary worker is hired to a permanent position, as most agencies apply such a fee. This can often be a percentage (up to 25%) of the annual salary of the individual. For some agencies, if the temporary employee has been working continuously for a period of 13 weeks or more then no fee is charged, but this should always be checked with the Agency before an appointment is made

If an offer is to be made then this must be done in line with the 'Guide to Offering a Job' and this should be conditional on satisfactory pre-employment checks.

Recruiting into a Vacancy

When recruiting into a vacancy, either permanently or on a fixed-term contract, there is a standard process that needs to be followed in order to ensure fairness and transparency, as well as providing the best opportunity to obtain the most suitable candidate.

Before the recruitment process is undertaken, it is important to ensure that the budget is available to fund the post for the duration of the contract and that approval to recruit has been obtained from the relevant manager. At least one member of the assessment panel should have attended Recruitment and Selection training.

When filling a vacancy you will need to consider the required candidate, which is normally done through creating the Person Specification. Where there is a Genuine Occupational Requirement (GOR) to employ a person of a particular race, ethnic or national origin, certain exceptions are permitted covering selection, promotion and training, but the employer must be able to show that there is a genuine need taking account of the type of work, or the context in which the work is carried out. Essentially, the same principles apply to religious discrimination, but in limited circumstances, exemptions may apply where an employer needs to employ a person of a particular religion. There is also an exemption for 'employers with an ethos based on a religion or belief'.

The recruitment process is straightforward and includes a number of steps, each of which has associated guidance, such as;

- Writing the Job Description and Person Specification
- Grading and deciding on a salary
- Advertising
- Short-listing applications
- Assessing and interviewing candidates
- Offering a position
- Pre-employment checks
- Starting a new employee

We are here to help

Further information and assistance can be obtained by contacting us;
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recruitment@warwickshire.gov.uk or Tel.: 01926 418125