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## Recruitment

Managing your recruitment can be a minefield but we are here to help and support you through the process.

Before starting the recruitment journey, have you looked at your vacancy and considered other possibilities. If it is a short-term vacancy, rather than going direct to agency you could consider the following:

- Can the work be distributed;
- This may be a good opportunity for acting up;
- Carry out an expression of interest exercise for your service.

Can the role be opened up to people furthest away from the labour market (Camden 2025), such as:

- [Apprenticeships](#);
- Flexibly for returners/carers – [Flexible & Agile Working Guide](#);
- Job Calving for people with disabilities – please contact Phillip Vaughan at [phillip.vaughan@camden.gov.uk](mailto:phillip.vaughan@camden.gov.uk) for further information.

Making the most of our existing workforce by increasing opportunities for greater movement and progression across Camden is vital to delivering on our career development commitment to staff.

## Temporary Staff – Matrix

Matrix is your single point of contact for engaging agency workers (temps). All temporary worker engagement MUST go through Matrix and you should NOT engage directly with agencies. This arrangement provides us with an end-to-end audit trail of what has been procured and by whom, as well as senior management being able to review and analyse the service provided.

The arrangement we have with Matrix means we can order agency workers in a fair and efficient manner, allowing competition between suppliers to deliver us the best quality and value for money. We also benefit from the reassurance that all suppliers have been pre-vetted and meet the legal, financial and quality standards we expect.

- **Matrix Account Manager: Laura Mitchell – [lbcamden@matrix-scm.com](mailto:lbcamden@matrix-scm.com)**
- **Adeela Toor - Agency Contract Manager – EXT: 4963**

**IR35** - This is legislation that affects agency workers/consultants who choose to operate through an intermediary i.e. a limited company (Ltd)/personal service company (PSC), partnership or another individual, undertaking roles or providing services that might otherwise be filled by an employee in the public sector. Please refer to Camden's IR35 guidance on Essentials for further information to ensure your temporary worker is legally compliant.

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Please refer to the [Matrix](#) homepage on Essentials for guidance on temporary worker and fixed term contract engagement.

## 1. I have a vacancy. What do I do?

Firstly, you should ensure you have a position number for the role. What is a position number? A position number is a number given to an individual position/job role and is not to be confused with an employee number. The number will always sit with the specific role/post, no matter how many people come and go to the position, and the number will remain the same.

If your vacancy is to cover a leaver or secondment, you will already have a position number supporting this role. This is found on your establishment report.

All new roles must receive a job evaluation. If it is a new role that does not appear on the Establishment Report, please ensure it has been evaluated before progressing with your recruitment needs. To do this, please contact your [HR Business Advisor](#). Once the job evaluation has been agreed and items such as financial viability have been considered, please contact [EstablishmentControl@camden.gov.uk](mailto:EstablishmentControl@camden.gov.uk) and request a [post creation form](#). Once you have completed the post creation form and emailed it to Establishment Control, you will receive a position number.

Once you have your position number and the cost centre code, you are free to move to the next step.

You will need to complete the [Job Profile](#). This replaces the old supplementary information form and will be attached to the advert further down the recruitment line.

## 2. Create your vacancy on Taleo

Taleo is the recruitment system used by Camden for our recruitment process.

Creating a vacancy on Taleo is a quick and easy online form with drop-down menus and pre-populated fields which simplify the recruitment process. .

If you have not used Taleo before you should already have the required access. If you are not a manager on a day-to-day basis then we will need to set you up on the system as a Hiring Manager. To request the correct access to Taleo, please contact Andy Mardon on EXT 2541 who will be able to create an account for you. To create a new 'job requisition' on Taleo, please see the [Oracle Recruitment User Guide](#).

### DBS Check

Some positions require an enhanced DBS check. If the role you are recruiting for involves working with vulnerable adults and children, please select 'enhanced DBS check is required' when creating the requisition. If you are unsure if the role

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requires a DBS check, please refer to the Establishment report where it will note if this type of check is required. To ensure the check takes effect, please change from NON DBS flow to **DBS FLOW**.

## Assessments

If an online assessment is required as part of the selection process, please ensure you select 'Yes' to 'Psychometric Testing' when setting up a requisition. We have now integrated psychometric testing into our recruitment system Taleo which will give all Hiring Managers an opportunity to gather as much information as possible on shortlisted candidates by issuing the online tests as part of the interview process. This will increase the likelihood of hiring the right person for the job.

There are a number of package types available to us depending on the role and level, please see the table below outlining assessment types:

Assessments Type			
Package Name	Scenario	Personality	Ability
Senior Leaders	Executive Scenario	OPQ	N/A
Middle Managers	Management Scenario	OPQ	Verbal Reasoning
Junior Managers	N/A	OPQ	Verbal Reasoning
Customer Facing	N/A	CCSQ	Verbal Reasoning
Any role	N/A	OPQ	N/A

*Note: should candidates request a copy of the test please release once the interview process is completed.*

**At the end of the process, click 'save and close' and do not forget to 'SUBMIT FOR APPROVAL' otherwise your request will not go through and will delay the process.**

Once you have followed the guide and created your request on Taleo, your Resourcing Advisor will contact you to discuss the requisition (job) to ensure all the

details are correct, as well as talking you through the next part of the process, timeframes and advertising needs etc.

## Adverts

Job adverts are the 'shop window' to the role and your service so we need to ensure they accurately reflect the job and the person you are seeking. It is always good to hear of achievements or interesting facts about your service to help gather interest, sell your vacancy and attract the right candidates. The Resourcing Advisor will gather content from you about the role and ideal candidate to populate an attractive advert that will stand out on the job boards posted.

## Redeployment

[Redeployment](#) can be broadly defined as the transfer of an employee to another job within the same organisation or an associated entity. Before we can commence with recruitment we must ensure we have considered the role for Camden employees whose jobs are at risk.

Note:

- For a single vacancy all normal recruitment activity is put on hold until the redeployment process has run its course.
- If you are recruiting more than one person for a particular role (eg x3 Resourcing Advisors) then one of the positions must be held until the redeployment process has completed. All other roles can continue to be recruited to (eg the remaining x2 Resourcing Advisors roles).
- If there are no suitable candidates in the redeployment pool then we are free to continue recruitment

The redeployment team will give us permission to continue or hold recruitment within 48 hours.

### 3. Timescales for attracting candidates

To ensure the best candidate experience all vacancies should follow the same process and timescales noted below:

1. Acquire the position number and cost code
2. Create a job profile
3. Create a requisition on Taleo
4. Resourcing Advisor will review requisition within 48 hours
5. Requisition and job profile sent to [redeployment](#)
6. Requisition accepted within 48 hours
7. Advert drafted within 48 hours of Requisition accepted
8. Internal advert for a minimum of 8 working days
9. Shortlist within 2 working days of advert closing date
10. Interviews completed within two weeks of shortlisting
11. External advert for two weeks
12. Verbal Provisional Offers made by Hiring Manager within in 48 hours of interview
13. Resourcing Advisor to action Provisional Offer immediately after receiving confirmation of offer details and scanned copies of the RTW ID in colour (external only) and Interview notes.
14. Candidate to accept offer within 48 hours (offer expires Taleo) this then prompts the Resourcing Coordinator to commence checks
15. References to be requested within 24 hours of provisional offer being accepted

## 4. Shortlisting

Shortlisting must be completed within 2 days after the closing date. It is vital that you keep to the advertised interview dates. Delays could mean losing that ideal candidate as well as damaging the Camden brand.

The basis of the shortlisting criteria must relate to the nature of the role as outlined in the job profile and The Camden Way. It is best practice to have three panel members and for the shortlist panel and interview panel to remain the same throughout the process.

[Shortlisting form](#)

## 5. Interviews

It is the hiring manager's responsibility to call the shortlisted candidates to invite them for an interview, confirm room bookings and panel members. You only need to state the date and time of interview with each candidate verbally.

You will then need to send your Resourcing Advisor the interview schedule details (date, location, timeslots, candidates, interview format, panel members, and who to ask for at reception) so the Resourcing Advisor can send a formal invite email via Taleo.

Please note that we are no longer assessing against Camden Behaviours and we are now using [Camden Way](#).

The interview template below has now been updated to reflect the Camden Way. Also attached below is the interview questions bank which will assist you in deciding on suitable questions to match the category. Please note, social worker interviews will require Warner style interview questions as well.

For further information on interviewing please review the [Interview Guidance for Managers](#)

### Interview documents:

- [Interview Question Bank](#)
- [Interview Notes Template](#)
- [Interview Schedule Template](#)
- Example of [Warner Interview Questions](#)

**YOU MUST NOT DISTRIBUTE THE INTERVIEW QUESTIONS BANK TO OTHER STAFF MEMBERS NOT CLEARED TO USE.**

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Your Resourcing Advisor will also be able to advise you on tests and assessments to be included with the interview.

If you would like to supplement the interview questions with a test/assessment as part of the interview, then you will need to create this locally and arrange for additional equipment to be available for the candidate (i.e. laptop, paper, calculator, etc.). Tests or assessments such as in-tray exercises or digital 'e-tray' equivalent are a test of the candidates ability to deal with a real work scenario: requests, demands on their time, and information overload.

Presentations are also used to supplement interviews; this can help prove that they are the right person for the job. Not only will this allow the candidate to highlight their passion and skill set, but it will also allow the interview panel to learn the thought-process and creativity of a potential hire.

Once you have completed the interview process and made your decision on the successful candidate(s), all interview notes and RTW ID (External candidates only) will need to be scanned and emailed to your Resourcing Advisor after the interviews. **An offer cannot be made without the interview and RTW ID. We are legally required to store interview notes on all candidates for a minimum of 6 months.**

In line with Camden's GDPR commitments, once you have sent the scanned interview notes to your Resourcing Advisor please dispose of hard copies in the confidential waste bins and all digital copies will need to be deleted including emails with attachments of interview notes. Resourcing will then be responsible for the security and holding of documents.

## Identification / Right to Work in the UK

It is your responsibility as the Hiring Manager/Interviewer to obtain identification documents from all candidates at interview stage. **We can NOT send a Provisional Offer without first confirming their Right to Work status.**

You need to take clear coloured copies of the candidate's ID at the interview, this is not a Camden request but a legal obligation. The successful candidate's documents will be checked again in more detail by HR on their first day.

Please forward all scanned ID to your dedicated Resourcing Advisor after Interview.

For full details on ID requirements and your responsibilities can be found [here](#).

**There is a Public-sector requirement for customer-facing workers to speak fluent English.**

Legislation was introduced in 2015 requiring every public sector worker employed in a public-facing role to speak fluent English.



The [code](#) states that the standard of fluency for English for a role will depend on the nature of the role; customer-facing workers will have to be sufficiently fluent for the “effective performance of their role”.

## 6. Offers

Once you have agreed on your successful candidate, please call them to inform them. You will need to notify the Resourcing Advisor of your decision, confirm the offer details and scan the RTW ID (if external) and interview notes which will enable the Resourcing Advisor to urgently action a provisional offer.

The medical form will be attached to the Provisional Offer for every offer made. This form ensures we capture details your new employees medical requirements and ensures all reasonable adjustments are in place for when they start.

Unsuccessful candidates will also need to be notified quickly, so please provide the names to your Resourcing Advisor so they can send inform the candidates of the outcome of their application. This email gives an opportunity for all candidates to request interview feedback. Often, unsuccessful candidates will request this, so please ensure you take clear and comprehensive interview notes for all candidates in case you need to refer to them.

Please note; Camden has now moved to a single start date per month, please ask your Resourcing Advisor for the next start dates – this only applies to external candidates. As a general rule, the once a month inductions are held on the third Monday of each month. Internal candidates can start anytime, but you will need to liaise with the candidate’s current line manager to agree a mutually convenient date.

## 7. Referencing/DBS Checks

All appointments are subject to satisfactory pre-employment checks including eligibility to work in the UK, references and DBS checks (if applicable). These checks will only start when the candidate accepts the provisional offer. The Resourcing Coordinator will carry out the checks and keep you updated throughout the process. During this time, you should begin planning the content of the new recruit’s local induction programme within your department.

- External Candidates: 3 Years’ worth of references with no employment gaps (employment gaps to be covered by supporting evidence such as Universal Credit letter stating start and end date of claim, evidence of travel such as travel stamps and/or confirmation of travel dates or Character reference who can confirm you are of good character (someone you have known in a professional capacity for a minimum of 3 years but does not work with them currently).

- Agency Candidates who currently work on site: Resourcing Coordinator can request copies of the References from the recruitment agency procured via Matrix.
- Internal Candidates: 1 Reference to be obtained from their current line manager unless the current line manager and future line manager are the same (in this instance no reference is required).

When all pre-employment checks are complete, the Resourcing Coordinator will send you the complete employment history of candidate (last three years + gaps covered). Once you have approved the candidate's references and DBS checks (if applicable), we will then agree with the candidate and you a suitable start date in line with the monthly inductions (if the candidate is external only). Internal candidates start date can be agreed once Resourcing Coordinator has confirmed all checks complete. The Resourcing Coordinator will then prepare and send the formal offer documentation and book the external new recruit on to the 'first day' corporate induction session.

## DBS Checks

The candidate will be contacted by the Resourcing Coordinator to arrange completing a DBS Check, please note that checks can sometimes take up to 4 weeks. DBS checks are role specific so if an internal candidate changes posts within the council, even if they are staying within the same team and require the same access a new DBS check will need to be completed. When a DBS check is completed and the Resourcing Coordinator has taken a copy of the original document the disclosure number, issue date and outcome will be forwarded to you with references to approve.

## Risk Assessment

If all references have been received and approved but we are still awaiting DBS clearance we can look at putting a Risk Assessment in place to tide the candidate over until they are fully compliant which enables the hiring manager to agree a start date. The Risk Assessment is completed by the Hiring Manager in conjunction with the Safeguarding Lead (Nazima Powtoo) and is authorised by your Head of Service.

## Onboarding

Once candidates have successfully completed their pre-employment checks we will agree a start date and send out their formal offer (combined contract and offer letter).

**Please be aware all paperwork including approved references, DBS, signed contract/bank details MUST be completed 10 days in advance of the Corporate Induction for external candidates. I.e. Corporate induction 21st October – deadline 11th October to ensure the payroll cut off is met.**

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As well as receiving their contract they will receive automated emails including:

- Camden Security Pass instructions
  - We require new employees to send a picture of themselves to security so we can have their security pass ready for them on their first day
- Details of the Camden Corporate Induction
  - As you will be aware Camden induct new employees on a once monthly basis. This is a two day event where new employees will be welcomed to Camden. Some of the content includes a welcome from Exec Directors, IT induction and a walking tour of Camden
- Pension details / instructions
- Bank details form

## Hiring Manager Responsibilities

- Contact Business Support to organise a locker
- Order new starter IT kit using the **Contact IT e form** on Essentials

Your new starter will have their first day in their new team on the Wednesday after the 2 day Corporate Induction

## 8. Resourcing Team

