

UNION / EMPLOYEE CONSULTATION COMMITTEE

AGENDA

Wednesday 8th June 2016 at 1100 hours in the Council Chamber,
The Arc, Clowne

Item No.		Page No.(s)
	PART 1 – OPEN ITEMS	
1.	To receive apologies for absence, if any.	
2.	Appointment of Vice Chair (Union side).	
3.	To note any urgent items of business which the Chairman has consented to being considered under the provisions of Section 100(B) 4 (b) of the Local Government Act 1972.	
4.	Members should declare the existence and nature of any Disclosable Pecuniary Interest and Non Statutory Interest as defined by the Members' Code of Conduct in respect of: a) any business on the agenda b) any urgent additional items to be considered c) any matters arising out of those items and, if appropriate, withdraw from the meeting at the relevant time.	
5.	Minutes of a meeting held on 28 th September 2015.	3 to 8
6.	Sickness Absence and Occupational Health Statistics 2015/16.	9 to 13
7.	Annual Leavers Breakdown Report for 2015/16.	14 to 18
8.	Recruitment and Selection Policy.	19 to 55

UNION/EMPLOYEE CONSULTATION COMMITTEE

Minutes of a meeting of the Union/Employee Consultation Committee of the Bolsover District Council held in Chamber Suites 1 and 2, The Arc, Clowne, on Monday 28th September 2015 at 1100 hours.

PRESENT:-

Council Representatives:- Councillors Mrs P.M. Bowmer, M.J. Dooley, A. Joesbury and K.F. Walker.

Unison Representatives:- C. McKinney and W. Edge.

Unite Representatives:- S. Sambrooks, D. Reeves, D. Provines and M. Hill.

Officers:-

P. Hackett (Executive Director – Transformation), S. Gordon (HR and Payroll Operations Manager) and A. Bluff Governance Officer.

0388. APOLOGIES

Apologies for absence were received on behalf of Councillors K. Reid and A. Syrett and Unison representative, J. Clayton.

0389. APPOINTMENT OF VICE CHAIR (*ELECTION OF CHAIR*)

The Governance Officer noted that the appointment of a vice chair for the Committee had been determined at the Annual Council meeting held in May and it was the election of a Chair for the ensuing year from the Union side which was needed to be agreed at this meeting.

A Unison representative requested that election of a chair for the ensuing year be deferred until the next meeting in December.

The Governance Officer requested nominations for a chair for the meeting.

Moved by W. Edge (Unison) and seconded by S. Sambrooks (Unite)

RESOLVED that (1) election of a Chair for the Committee for the ensuing year (from the Union side) be deferred until the next meeting of UECC in December,

(2) C. McKinney (Unison) be elected as Chair for the meeting.

C. McKinney in the Chair

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0390. URGENT ITEMS OF BUSINESS

The Chair informed the meeting of an urgent item of business to be considered being a report relating to a Waste Services Local Agreement.

The Chair noted that the report had not had its full consultation with both unions in advance of coming to UECC but that it was being expedited to avoid delays in the implementation of the changes proposed in the report. As a result, the Chair sought comments as to whether members of the Committee wished to consider the report.

A Unite representative advised Committee that the report would be considered at a Unite Area meeting which would take place on 29th September. He explained that Unite representatives were unable to make a decision at this meeting in advance of the Unite Area meeting. However, he advised that personally they had no problem with the proposed Waste Services Local Agreement.

In light of this situation, the Executive Director – Transformation suggested that the report could be heard and that the recommendations could be reviewed to take account of the Unite Area meeting.

Unison representatives stated they were happy to consider the report on this basis also.

It was agreed that the report be considered after agenda item 8, Appraisal Templates and Competency Framework.

Moved by Councillor M.J. Dooley, seconded by W. Edge

RESOLVED that the Waste Services Local Agreement report be considered after agenda item 8, Appraisal Templates and Competency Framework.

0391. DECLARATIONS OF INTEREST

There were no declarations of interest.

0392. MINUTES – 8TH JUNE 2015

Moved by K.F. Walker, seconded by Councillor A. Joesbury

RESOLVED that the minutes of a meeting held on 8th June 2015 be approved as a correct record.

0393. SICKNESS ABSENCE/OCCUPATIONAL HEALTH STATISTICS APRIL 2015 TO JUNE 2015

Committee considered a report in relation to sickness absence/occupational health statistics for the April 2015 to June 2015 quarter.

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The sickness absence target for the quarter was 8.5 days and the outturn was 1.35 days. In comparison, the outturn for the same quarter in 2014 was 1.86 days. Committee were asked to note that there had been a reduction in all directorates

A breakdown of the figures by department and by long term/short term sickness absence was attached to the report for Committee's information.

The top three causes of sickness absence for the quarter was back/neck, stress and other. In comparison for the same period in 2014, the top three causes were muscular/skeletal, stress and heart/circulation.

Days lost were as follows;

2015		2014	
Back/neck	103.5	muscular/skeletal	214.5
Stress	94.5	stress	158
Other	77	heart/circulation	101
Total	473.5	Total	275

The outcome of occupational health appointments for April to June 2015 was 1 and 14 for the same period in 2014.

A breakdown of the reasons for all long term sickness absence for April to June 2015 with comparative data for the same period of 2014 was as follows:

	2015	2014
Back/neck	1	1
Muscular/skeletal	0	7
Stress/depression	1	5
Heart/BP/circulation	-	1
Other	2	0
Totals	4	14

Three employees had undergoing counselling during the April to June 2015 quarter.

The total number of working days lost in the quarter due to stress related illness was 94.5 days and in the same period of 2014 was 158 days.

A short discussion took place.

Members noted the improvement in the figures for sickness absence over the April to June quarter period. The Executive Director – Transformation noted that the winter period would be the challenging period for sickness absence.

Moved by Councillor W. Edge, seconded by Councillor K.F. Walker
RESOLVED that the report be received.

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0394. REWARD, RECOGNITION AND RETENTION FRAMEWORK

Committee considered a report of the HR and Payroll Operations Manager in relation to the Reward, Recognition and Retention Framework.

The Framework pulled together existing practice into a clear framework that demonstrated the current approach to employee reward, recognition and retention.

The Council recognised that employees were essential to excellent delivery of services to its residents and communities and it was imperative that a framework was in place which attracted, retained, motivated and engaged individuals to enable the organisation to sustain high performance, together with improving services through transformation and growth.

An appendix to the report listed the current initiatives that were in place. Any proposed changes to the initiatives would be progressed through established approval channels as appropriate.

The Framework had been circulated to the Trade Unions in June 2015, prior to the Investors in People assessment and had also been discussed at Strategic Alliance Management Team.

It was a recommendation of the Investors in People framework which was also included in the Corporate Plan, that the Council had a clear approach to reward, recognition and retention. Further, the Framework was a good guide for employees to be aware of the initiatives available to them.

A Member noted that this was an example of the Council being an excellent employer.

Moved by Councillor K.F. Walker and seconded by Councillor M.J. Dooley
RESOLVED that the report be noted.

0395. APPRAISAL TEMPLATES AND COMPETENCY FRAMEWORK

Committee considered a report of the HR and Payroll Operations Manager in relation to Learning and Development and Appraisal Templates and Competency Framework.

An interim review of learning and development processes, appraisal templates and the competency framework had been undertaken following feedback received from managers, employees and the Investors in People assessment.

There had been overwhelming support for more streamlined, flexible and user friendly processes and templates, to benefit both employees and managers.

The half year review in relation to yearly appraisals was no longer mandatory as feedback received noted that these added very little value and were already incorporated within regular one to one meetings or other equivalent mechanisms.

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Learning and development budgets were to be devolved to assistant directors from 1st April 2016 to facilitate employee development. As officers had found the employee appraisal preparation form a beneficial document, this was to be retained. A revised appraisal form was now in place which capture key information in a more concise and user friendly format. A refreshed competency framework was now in place which more closely reflected the Corporate Plan and was a standalone document from the appraisal form.

A simple one place employee learning and development record and evaluation form was now in place which would be completed by the employee or team after each activity. This could be used to cover both updating of training records and evaluation of learning and development undertaken. This form would be available online over the coming months as part of HR's 'E' Forms project.

It was intended to use the revised processes at the next round of appraisals due to take place in late 2015, early 2016.

All the revised documents were attached to the report for Committee's information.

Committee welcomed the revisions to the documents and processes.

Moved by Councillor A. Joesbury and seconded by W. Edge (Unison)
RESOLVED that the report be noted.

0396. URGENT ITEM OF BUSINESS – WASTE SERVICE LOCAL AGREEMENT

Committee considered a report of the Assistant Director – Streetscene in relation to a Waste Service Local Agreement.

The purpose of the report was to formally consult recognised trade unions and employees in the development of a proposed Waste Service Local Agreement (WSLA), which would, if approved, introduce a measured performance management system in the Council's waste collection arrangements, prior to seeking approval from Council.

The proposed Waste Services Local Agreement formed part of work undertaken by Streetscene to progress harmonisation and joint service delivery standards across Bolsover and North East Derbyshire; in particular, reviewing the Councils' functional waste collection arrangements to stimulate increased efficiency and to promote parity in pay arrangements between the two councils' workforces to facilitate scope for wider joint working.

The major gain was anticipated to arise at BDC, where opportunity had been identified to reduce the number of refuse collection vehicles from seven to six. This would secure cashable efficiency savings, which were summarised in the report. However, securing these savings required a review of refuse collector roles at BDC and the establishment of a common Local Agreement with a measured performance management framework.

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The review of waste collection service arrangements had been discussed with frontline staff at team meetings; further to which, the Waste Services Local Agreement had been developed with initial consultation taking place with waste services staff and local Union representatives (UNITE) in its development stage.

Feedback received to date from waste service Union representatives was set out in the report.

The Assistant Director – Streetscene added that he would be adding a statement to the report in relation to 'round rotation'. The Chair asked if the referred to statement would be available for the Unite Area meeting.

A Unite representative reiterated Unite's earlier statement that the report would be considered at a Unite Area meeting, which was to take place on 29th September.

In light of this situation, the Chair noted the need for revised recommendations to take account of the need for feedback from both of the Unions' comments.

Moved by Councillor M.J. Dooley, seconded by Councillor A. Joesbury
RESOLVED that subject to written confirmation from both Unite and Unison, the developed Waste Services Local Agreement be endorsed and recommended to Council for approval.

The meeting concluded at 1130 hours.

Bolsover District Council**Union / Employee Consultation Committee****8th June 2016**

Sickness Absence/Occupational Health Statistics 2015/16

Report of the Joint Assistant Director Human Resources

This report is public.

Purpose of the Report

To provide Sickness Absence/Occupational Health Statistics 2015/16 for the Committee to consider.

1 Report Details**1. Sickness Absence/Occupational Health Referral Statistics 2014/15 and 2015/16.**

- 1.1 The sickness absence outturn for 2015/16 are shown below, with comparisons for 2014/15:

Target 2015/16	Out turn 2014/15	Out turn 2015/16
8.5 days	9.20 days	6.28 days

A breakdown of these figures for 2015/16 by Department, and by long term/short term sickness absence, is attached for information.

- 1.2 The outcome of occupational health referrals 2015/16, with comparisons for 2014/15 is shown below:

	2014/15	2015/16
Rehabilitation	39	29
Outstanding	2	6
Left Authority	0	2
TOTAL	41	37

1.3 The top three causes of sickness absence for 2014/15 and 2015/16 are as follows:

2014/15		2015/16	
Cause	Days Lost	Cause	Days Lost
Musc/Skeletal	789.5	Stress	555
Stress	540	Muscular/Skeletal	549.5
Infections	344	Infections	250.5
TOTAL	1673.5	TOTAL	1355

1.4 A breakdown of the reasons for all long term sickness absence is as follows:

Reasons for Long Term Sickness Absence 2015/16	
Reason for Absence	No. of Employees Citing this Reason
Stress/Depression	13
Muscular/Skeletal	12
Back/Neck	3
Other	1
Genito/Gynae	2
Heart/BP/Circulation	3
Stomach/Digestion	1
Ear/Nose/Mouth	1
Chest	1

There have been 9 employees undergoing counselling during this period.

2 Conclusions and Reasons for Recommendation

N/A

3 Consultation and Equality Impact

3.1 Sickness absence data is considered at the UECC and quarterly performance review meetings.

4 Alternative Options and Reasons for Rejection

N/A

5 Implications

N/A

5.1 Finance and Risk Implications

N/A

5.2 Legal Implications including Data Protection

N/A

5.3 Human Resources Implications

Contained in the report

6 Recommendations

6.1 For the Committee to note the report.

7 Decision Information

Is the decision a Key Decision? (A Key Decision is one which results in income or expenditure to the Council of £50,000 or more or which has a significant impact on two or more District wards)	No
District Wards Affected	
Links to Corporate Plan priorities or Policy Framework	

8 Document Information

Appendix No	Title
N/A	
Background Papers (These are unpublished works which have been relied on to a material extent when preparing the report. They must be listed in the section below. If the report is going to Cabinet (NEDDC) or Executive (BDC) you must provide copies of the background papers)	
Report Author	Contact Number
Linda Charity	2496

Report Reference –

BVPI12 -2014/15 LONG TERM/SHORT TERM SPLIT

DEPARTMENT	AVERAGE EMPLOYEES 12 MONTHS	DAYS LOST	FTE DAYS	LONG TERM ABSENCE NO OF DAYS	SHORT TERM ABSENCE NO OF DAYS	LT ABSENCE PER FTE	ST ABSENCE PER FTE
SENIOR MANAGERS GROUP	5.00	63.50	12.70	63.50	0.00	12.70	0.00
	5.00	63.50	12.70	63.50	0.00	12.70	0.00
GROWTH DIRECTORATE							
LEGAL AND LAND CHARGES	6.79	185.00	27.25	162.00	23.00	23.86	3.39
DEMOCRATIC	6.76	58.00	8.58	0.00	58.00	0.00	8.58
PARTNERSHIP TEAM	5.00	18.00	3.60	0.00	18.00	0.00	3.60
ECONOMIC GROWTH_HOUSING STRATEGY	4.30	47.50	11.05	19.50	28.00	4.53	6.51
PLANNING	15.20	50.50	3.32	8.00	42.50	0.53	2.80
	38.05	359.00	9.43	189.50	169.50	4.98	4.45
OPERATIONS DIRECTORATE							
FINANCE	9.02	105.00	11.64	78.00	27.00	8.65	2.99
PROPERTY/ESTATES	18.60	297.00	15.97	245.00	52.00	13.17	2.80
REVENUES	36.30	332.50	9.16	203.50	129.00	5.61	3.55
COMMUNITY SAFETY	10.25	12.00	1.17	0.00	12.00	0.00	1.17
STREET SERVICES	77.55	669.50	8.63	401.00	268.50	5.17	3.46
HOUSING (REPAIRS AND MANAGEMENT)	121.53	1286.00	10.58	921.00	365.00	7.58	3.00
	273.25	2702.00	9.89	1848.50	853.50	6.76	3.12
TRANSFORMATION DIRECTORATE							
IMPROVEMENT	8.35	22.50	2.69	0.00	22.50	0.00	2.69
HUMAN RESOURCES AND PAYROLL	6.80	150.00	22.06	148.00	2.00	21.76	0.29
CUSTOMER SERVICE	25.13	254.50	10.13	142.00	112.50	5.65	4.48
LEISURE	41.66	110.50	2.65	53.00	57.50	1.27	1.38
	81.94	537.50	6.56	343.00	194.50	4.19	2.37
GRAND TOTAL	398.24	3662.00	9.20	2444.50	1217.50	6.14	3.06
Street Services include Depot Resources, Street Scene and Waste Services							
Housing includes Repairs and Maintenance and Supporting People Service							
Legal includes Land Charges							
Planning includes Housing Strategy							
Senior Managers Group includes Joint CEO, Joint Directors and Joint Assistant Directors at 50%							

BVPI12 - APRIL 2015 TO MARCH 2016 OUT-TURN LONG TERM/SHORT TERM SPLIT

DEPARTMENT	AVERAGE EMPLOYEES 12 MONTHS	DAYS LOST	FTE DAYS	LONG TERM ABSENCE NO OF DAYS	SHORT TERM ABSENCE NO OF DAYS	LT ABSENCE PER FTE	ST ABSENCE PER FTE
STRATEGIC ALLIANCE	6.00	63.00	10.50	61.50	1.50	10.25	0.25
	6.00	63.00	10.50	61.50	1.50	10.25	0.25
GROWTH DIRECTORATE							
LEGAL AND LAND CHARGES	6.79	46.00	6.77	0.00	46.00	0.00	6.77
DEMOCRATIC	7.53	162.00	21.51	116.00	46.00	15.41	6.11
PARTNERSHIP TEAM	5.00	3.50	0.70	0.00	3.50	0.00	0.70
ECONOMIC GROWTH_HOUSING STRATEGY PLANNING	5.80	43.00	7.41	25.00	18.00	4.31	3.10
	15.80	51.50	3.26	21.00	30.50	1.33	1.93
	40.92	306.00	7.48	162.00	144.00	3.96	3.52
OPERATIONS DIRECTORATE							
FINANCE	9.25	28.50	3.08	20.00	8.50	2.16	0.92
PROPERTY/ESTATES	17.34	84.00	4.84	0.00	84.00	0.00	4.84
REVENUES	37.61	302.50	8.04	171.00	131.50	4.55	3.50
COMMUNITY SAFETY	11.25	8.00	0.71	0.00	8.00	0.00	0.71
STREET SERVICES	69.87	473.50	6.78	258.00	215.50	3.69	3.08
HOUSING (REPAIRS AND MANAGEMENT)	121.60	930.50	7.65	498.50	432.00	4.10	3.55
	266.92	1827.00	6.84	947.50	879.50	3.55	3.29
TRANSFORMATION DIRECTORATE							
IMPROVEMENT	8.85	10.50	1.19	0.00	10.50	0.00	1.19
HUMAN RESOURCES AND PAYROLL	7.60	32.50	4.28	22.00	10.50	2.89	1.38
CUSTOMER SERVICE	25.20	204.50	8.12	111.00	93.50	4.40	3.71
LEISURE	39.29	34.50	0.88	0.00	34.50	0.00	0.88
	80.94	282.00	3.48	133.00	149.00	1.64	1.84
GRAND TOTAL	394.78	2478.00	6.28	1304.00	1174.00	3.30	2.97
Street Services include Depot Resources, Street Scene and Waste Services							
Housing includes Repairs and Maintenance and Supporting People Service							
Legal includes Land Charges							
Planning includes Housing Strategy							
Strategic Alliance includes Joint CEO, Joint Directors and Joint Assistant Directors at 50%							

Bolsover District Council**Union / Employee Consultation Committee****8th June 2016****Annual Leavers Breakdown Report for 2015/16****Report of the Joint Assistant Director – Human Resources & Payroll**

This report is public

Purpose of the Report

- The purpose of the report is to provide Committee with exit information and a summary of primary reasons for permanent employees leaving the Authority for the periods 1st April 2015 to 31st March 2016, with comparisons with 1st April 2014 to 31st March 2015.

Number of Leavers 14/15

Number of Leavers 15/16

1 st April 2014 to 31 st March 2015	1 st April 2015 to 31 st March 2016
27	29

- A breakdown by department is provided below for both years.

Department	1 st April 2014 to 31 st March 2015	1 st April 2015 to 31 st March 2016
Streetscene	8	3
CS&I	1	7
Economic Growth	1	1
Finance	0	4
HR and Payroll	0	0
Housing	8	5
Legal/Democratic	0	2
Leisure	6	1
Planning & Env. Health	1	3
Property & Estates	2	2

Revenues	0	0
Strategic Alliance	0	1
TOTAL	27	29

- As can be seen from the above statistics there has been a slight increase in employee turnover over the last 12 months (however, in comparison to 2013/14, there is a slight decrease).
- A copy of the standard exit questionnaire is attached for information at pages 17 and 18.
- From 1st April 2014 to 31st March 2015 three employees returned their completed Exit Questionnaires. However from 1st April, 2015 to 31st March, 2016 six employees returned their Exit Questionnaires and the following reasons were given:-

Department	1 st April, 2014 to 31 st March, 2015	1 st April, 2015 to 31 st March, 2016
Streetscene	Retirement -1	
Democratic Services		Retirement - 1
Housing	Retirement - 1	Retirement -1
Property & Estates	Family Commitments - 1	
Revenues		Travel problems – work closer to home - 1
Finance		Job dis-satisfaction taking up full time education/need for a change - 1
Customer Service & Improvement		Home relocation/change of Career – 1 Job dis-satisfaction - 1

2 Conclusions and Reasons for Recommendation

N/A

3 Consultation and Equality Impact

- 3.1 The primary reasons for employees leaving the Council is considered at the UECC on an annual basis.

4 Alternative Options and Reasons for Rejection

N/A

5 Implications

N/A

5.1 Finance and Risk Implications

N/A

5.2 Legal Implications including Data Protection

N/A

5.3 Human Resources Implications

Contained in the report

6 Recommendations

6.1 For the Committee to note the report.

7 Decision Information

Is the decision a Key Decision? (A Key Decision is one which results in income or expenditure to the Council of £50,000 or more or which has a significant impact on two or more District wards)	No
District Wards Affected	
Links to Corporate Plan priorities or Policy Framework	

8 Document Information

Appendix No	Title
N/A	
Background Papers (These are unpublished works which have been relied on to a material extent when preparing the report. They must be listed in the section below. If the report is going to Cabinet (NEDDC) or Executive (BDC) you must provide copies of the background papers)	
Report Author	Contact Number
Helen Mitchell	2430

LEAVERS QUESTIONNAIRE

We are sorry to hear that you are leaving Bolsover District Council. The purpose of this questionnaire is to enable the Council to examine the reasons why people leave the organisation and to identify any improvements in employment practice that could be made.

We would appreciate it if you could be as frank as possible with your answers to the questions. Please note that your comments will not influence future references or re-employment with the Council. The information you provide will be used to produce regular monitoring information to help the Council develop its employment practices.

If you wish to discuss this matter formally either one to one or by telephone please contact a member of the Human Resources Team on (01246) 242430.

1. YOUR REASON FOR LEAVING

Please select your main reason for leaving by ticking only one box.

1.1 Job

Temporary contract/lack of job security
Job dissatisfaction

1.2 Workplace

Dissatisfaction with working environment
Problems with work colleagues
Problems with manager
Discrimination
Harassment and/or bullying

1.3 Career

Promotion/higher paid job
Lack of training/career development opportunities
Taking up full/part-time education/study

1.4 Personal

Health
Home relocation
Caring responsibilities
Not returning to work following maternity leave
Need for change
Travel problems/work closer to home
Retirement
Other personal reasons

2. ADDITIONAL COMMENTS

2.1 Please provide any additional comments regarding your reasons for leaving.

2.2 Please provide any additional comments on your employment with us and make any suggestions about how we can become a better employer.

Name:

Department:

Leaving Date:

PLEASE RETURN YOUR COMPLETED FORM TO HUMAN RESOURCES

Thank you for your assistance

Bolsover District Council

Union Employee Consultation Committee

8th June 2016

Recruitment and Selection Policy

Report of the Joint Assistant Director – Human Resources & Payroll

This report is public

Purpose of the Report

To ask UECC to consider the attached draft Recruitment and Selection policy and guidance documents and to recommend the policy for approval by Council.

1. Report Details

- 1.1 Attached at **Appendix 1** is a draft Recruitment and Selection policy and guidance documents for consideration by UECC.
- 1.2 The documents are new and not based on either of the district councils existing policies. The intention is to provide a generic policy based on good practice with local requirements added. The key difference For Bolsover District Council is for the recruiting department to be responsible for long/shortlisting and that all applicants who meet the essential criteria will progress to the next stage of the process.

2 Conclusions and Reasons for Recommendation

- 2.1 The purpose of the report is to ask UECC to consider the new draft Recruitment and Selection Policy and seek agreement that the Policy should be recommended to Council for adoption.

3 Consultation and Equality Impact

- 3.1 Discussions on the draft policy have already taken place with senior managers and with trade union representatives.

4 Alternative Options and Reasons for Rejection

N/A

5 Implications

N/A

5.1 Finance and Risk Implications

N/A

5.2 Legal Implications including Data Protection

N/A

5.3 Human Resources Implications

Contained in the report

6 Recommendations

6.1 The Policy be recommended to Council for adoption.

7 Decision Information

Is the decision a Key Decision? (A Key Decision is one which results in income or expenditure to the Council of £50,000 or more or which has a significant impact on two or more District wards)	No
District Wards Affected	
Links to Corporate Plan priorities or Policy Framework	

8 Document Information

Appendix No	Title
N/A	
Background Papers (These are unpublished works which have been relied on to a material extent when preparing the report. They must be listed in the section below. If the report is going to Cabinet (NEDDC) or Executive (BDC) you must provide copies of the background papers)	
Report Author	Contact Number
Peter Wilmot	242565

Recruitment and Selection Guidance 2016

Introduction

This document provides additional guidance and template documents to complement the Council's Recruitment and Selection Policy.

Job Description

Clarifies for everyone the requirements of the job and provides a basis for drawing up the person specification. It will also set performance expectations. A job description template is included at appendix 1.

Person Specification

Describes what is needed to undertake the role, A Person Specification is included as appendix 2 It should specify essential and if appropriate desirable criteria such as:

- knowledge and qualifications
- experience
- skills
- Other requirements

Every item in the person specification must be:

- relevant and required for the effective performance of the job as set out in the job description;
- assessable by interview, employment checks, application form, tests or another objective means;
- legal and compliant with the Council's policies and procedures.

Areas to avoid in person specifications include:

- age related requirements (unless it is legally required);
- unnecessary qualifications;
- length of experience needed unless it is possible to justify why that amount is required;
- physical requirements, apart from the necessity of the person being fit for the post applied for.

Vacancy Approval Process

To advertise a vacancy, the manager will complete the online 'Request to Recruit to Vacancy' form, which is available via the intranet and a sample version is included as appendix 3. This will be submitted to the Assistant Director of HR and Payroll who will then consult and seek approval from the Executive Directors.

Shortlisting

The Shortlisting Panel of at least two officers will assess whether candidates meet the criteria as set out on the person specification with a view to drawing up a shortlist of

candidates for the next phase of evaluation and completing the Recruitment Shortlisting form included at appendix 4.

Interview Invitations

Invitation letters to candidates can be sent out either by the recruiting department if they have the resources to arrange this or alternatively the HR and Payroll service can provide this service at the department's request. It is important however that sufficient notice is provided if the HR and Payroll service is being requested to undertake this role, bearing in mind the candidate will also require notice themselves of the interview time and date.

Interviews

Used to assess the skills, experience and general background of job applicants in order to make a decision on which candidate is the most suitable for a particular job.

Questions should be structured to explore facts, and interviewers should take care not to make decisions based on assumptions about applicants linked to their own subjective views and opinions.

Interviewers should ask the same questions to all applicants. This approach ensures consistency and fairness. However interviewers can ask supplementary questions to seek clarification or further information or if there is a query on the application.

Interview Guidelines

- Make sure the practicalities are handled to set a candidate at ease before the interview starts – welcome them, show them where the toilets are and ask if they would like a drink. Most importantly, make sure the interview will not be interrupted by visitors or telephone calls.
- Interviews must be conducted by more than one person to avoid unintended or unconscious bias.
- Candidates should be given the same opportunity to demonstrate they are the most suitable person for the role, and to ask questions of the interviewers.
- Understand that it is common for both candidates and interviewers to be nervous.
- Score the candidates' responses to questions as per the guidance at appendix 5
- Avoid asking for personal information or personal views irrelevant to the job
- Avoid asking for medical or health information
- How an interview is handled can vary, but can typically involve:

Conducting the interview

1. Thank the candidate for coming, give them time to sit down and get their application materials in place and then make any introductions

2. Briefly outline information about the role and the Council and that the panel will be taking notes, then move to the first question
3. Keep to the allocated time frame and ensure there is time to ask all the questions. Allow for some flexibility in the time candidates are given to answer questions – for example, by rephrasing a question if they answered it poorly the first time, or to ask for further examples in an answer to a question if there's time at the end of the interview
4. Confirm the last question has been asked, check the candidate is familiar with the terms and conditions of the job and ask if they have any questions
5. Inform the candidate what will happen next and when they can expect to hear about the outcome of the interview.

Effective questioning techniques

- Design questions to check facts, obtain relevant information about each applicant's background, test achievement and assess aptitude and potential.
- Ask specific questions on matters such as the applicant's work experience, qualifications, skills, abilities, ambitions and strengths/weaknesses.
- Ask open questions, i.e. those beginning with "what", "which", "why", "how", "where", "when" and "who", rather than closed questions inviting only a "yes" or "no" answer.
- Ask questions that require the applicant to give examples of real situations that they have experienced, for example: "Tell me about a time when you had to have a difficult conversation with a member of your staff. How did you handle it?"
- Ask factual questions about past experience and behaviour and refrain from making assumptions.

Interview notes

It is essential for managers conducting recruitment interviews to keep notes of the interview and afterwards to make a record of the rationale behind the selection decision, i.e. to note the key reasons or reason why the successful candidate was selected and the other shortlisted candidates rejected. Reasons for this are:

- To provide feedback if required
- To mitigate against the risk of an employment tribunal claim from any candidates.

Managers should be aware that any record created about an individual and placed in a structured file (or input to a computer) will give rise to individual rights under the Data Protection Act 1998. Specifically job applicants will have the right, upon written request, to be given a copy of their own file. Interview notes should therefore be compiled with this in mind.

Pre- Employment Checks

Once the HR and Payroll service have received the notification of appointment and supporting recruitment documentation following the completion of the selection process they will ensure all the pre-employment checks are conducted including the employment and non employment related references. The reference pro-formas are attached at appendix 6 and 7 respectively.

Template Job Description

Job title	
Reports to	
Direct reports	
Grade	
Salary range	

Job purpose

(Provide a brief description of the general nature of the position; an overview of why the job exists; and what the job is to accomplish.)

Duties and responsibilities

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.
- 8.
- 9.

Working conditions

(If the job requires a person to work in special working conditions this should be stated in the job description. Special working conditions cover a range of circumstances from regular evening and weekend work, shift work, working outdoors, working with challenging clients, and so forth.)

Physical requirements

(If the job is physically demanding, this should be stated in the job description. A physically demanding job is one where the incumbent is required to stand for extended periods of time, lift heavy objects on a regular basis, do repetitive tasks with few breaks,

and so forth.)

Corporate Duties and Responsibilities

To familiarise yourself with the principles of, and key Council documents and policies relating to:

- Health and Safety at Work.
- Equality and Diversity.
- Data Protection (Employees must at all times abide by the principles of the Data Protection Act 1998 and guidance provided by the Council in the form of policies and procedures).
- Customer Service.
- Community Safety (Section 17 of the Crime and Disorder Act requires the Authority and individual employees to consider how community safety can be improved when the functions of the Authority are exercised).
- Safeguarding Vulnerable Adults
- Child Protection Policy.
- Risk Management.

This job description sets out a summary of the key features of the role. It is not intended to be exhaustive and will be subject to review (on an annual basis).

Any other duties commensurate with the grade as determined by management.

Any job description provided to you by the Council will not form part of your contract of employment.

Approved by:	
Date approved:	
Reviewed:	

PERSON SPECIFICATION

**Appendix 2
(Logo)**

Post Title:	Section:		
Directorate:			
Knowledge (Essential)	AM	(Desirable)	AM
<ul style="list-style-type: none"> • Knowledge of • Understanding of 	a, i & c	<ul style="list-style-type: none"> • Knowledge of 	a & i
Qualifications		<ul style="list-style-type: none"> • 	
<ul style="list-style-type: none"> • Xxx qualification 		<ul style="list-style-type: none"> • Working towards xxx qualifications 	
Experience			
<ul style="list-style-type: none"> • Experience of • Experience of • 	a & i	<ul style="list-style-type: none"> • Experience of • Experience of 	a & i
Skills			
<ul style="list-style-type: none"> • *** skills • *** skills • *** skills • ** skills 	a & i		a & i
Other Requirements:			
<ul style="list-style-type: none"> • Ability to • Ability to 	a & i	<ul style="list-style-type: none"> • Ability to 	a & i

Key to Assessment Methods (AM); (a) application form, (i) interview, (p) presentation, certificate check

(c) (o) others

Equality Act 2010

The ways in which a disabled person meets the criteria for a post must be assessed as they would be after any reasonable adjustments required had been made. In accordance with the Equality Act, candidates will be asked if they have any specific requirements relating to the selections process.

Schedule 9 Part 1.1(1) of the Equality Act also permits targeted recruitment on grounds of Genuine Occupational Requirement.

Approved by:	
Date approved:	
Reviewed:	



Bolsover District Council & North East Derbyshire District Council
Request to Recruit to Vacancy (all posts)
Section One: To be completed by the Manager

1. Line /Service Manager Submitting Request:	
2. Post to be Advertised:	
3. Service:	
4. Post No:	
5. Grade:	
6. Hours per Week:	
7. Contract Type:	
8. Reason for request:	
9. Specific Advertising Media:	
10. Cost Centre:	
11. Checked budget in place to fund vacancy:	

Following completion of Section One please email form to the Assistant Director of HR & Payroll

Section Two: To be completed by HR & Payroll only
Signed Authorisation

Chief Executive Officer:	Date:
Executive Director Transformation:	Date:
Executive Director Operations:	Date:
Assistant Director HR & Payroll:	Date:

Recruitment Short-listing Form

Appendix 4

This form must be completed by the appropriate line manager. It should be kept along with all relevant recruitment documentation relating to the post.

Post Title: _____ Post Ref: _____ Date of Short-listing: _____

Criteria	Candidates:							
Essential Criteria:								
1								
2								
3								
4								
5								
6								
7								
8								

Line Manager Signature: _____ Date: _____

Template and Guidelines for the use of Scoring Systems in Selection Decisions

- A well planned and clearly understood scoring system based on an accurate person specification will help ensure effective selection interviews take place and protect the Council.
- Good record keeping during the selection process is also essential to ensure selection decisions can be justified.
- The question and scoring documentation should be designed and in place prior to commencing any selection process.
- All interviewers should be familiar with the system being used to score candidates. It may be useful to ensure that those with less experience of interviewing have the opportunity to discuss how example responses should be scored.
- When designing the scoring system for each post, consideration must be given to the weighting of any score against any of the criteria that the interview panel are using to form their selection decision. This involves identifying aspects of the vacancy that are considered to be particularly important and giving them greater weight in terms of the scoring process.
- All interviewers should conduct their own scoring and form an independent view.
- It is also worth taking the time to think about bias or prejudice when discussing the scores that have been awarded to candidates. Checking that the scores were awarded based solely on the basis of the information that was gathered ensures the process is fair.
- When two interviewers have different views, efforts should be made to reach a consensus. If consensus cannot be reached there and then, a break may be useful. All of those on the interview panel should have a right to challenge scores and influence selection decisions.
- Interviewers should ensure that notes taken at interviews are written in a professional manner as they can be subject to release to data subjects or used as evidence in any legal challenge.
- The final decision needs to be summarised and recorded.
- You must record the reasons for not appointing individuals who were unsuccessful in the selection process. Reasons provided need to be objective and the panel should be able to justify any reasons recorded.

The Council
Directorate X
Interview for Risk Manager

(DATE)

Candidate:

Interviewer:

Question One

Presentation:

How would you monitor and review Corporate Risk Management?

Notes from presentation:

Presentation Scoring

Category	Score					Weighting
Presentation Skills (including) <ul style="list-style-type: none"> • Clarity of presentation • Comprehensive content • Delivery Style • IT Ability • Quality 	1	2	3	4	5	5
Content and knowledge demonstrated of Risk Management practices and procedures including organisational ability to review and monitor.	1	2	3	4	5	5
Answers to questions from interview panel including depth, knowledge and the ability to work under pressure.	1	2	3	4	5	5
Innovation including pioneering practices and procedure in Risk Management	1	2	3	4	5	5
Total Score						20

Report Scoring

Category	Score					Weighting
How would you monitor and review Risk Management including: <ul style="list-style-type: none"> • Presentation • IT skills • Layout • Communication of the subject • Constructive argument of subject • Summary 	1	2	3	4	5	5
<ul style="list-style-type: none"> • Content and quality of subject matter • Knowledge • Experience • Innovation • Use of evidence 	1	2	3	4	5	5
Total Score						10

Total Score Carried Forward						30
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Question Two

How do you keep abreast of current and future Health and Safety Developments?

Question Two Scoring

Category	Score					Weighting
<ul style="list-style-type: none"> Regulation Knowledge / Accreditation / Standards 	1	2	3	4	5	5
<ul style="list-style-type: none"> Corporate Membership 	1	2	3	4	5	5
<ul style="list-style-type: none"> Training / Seminars / bulletins / Benchmarking / Networking 	1	2	3	4	5	5
<ul style="list-style-type: none"> Contacts with HSE and other Agencies including Fire Brigade and other Emergency Services 	1	2	3	4	5	5
Total Score						20

Notes:

Total Score Carried Forward (Q1&Q2)		50
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Question Three

How will you ensure that a Health and Safety and Risk Management Culture is embedded within our organisation?

Question Three Scoring

Category	Score					Weighting
<ul style="list-style-type: none"> • Training and development activities 	1	2	3	4	5	5
<ul style="list-style-type: none"> • Aids / video footage / DVD / Photographic Examples / Annual Campaigns 	1	2	3	4	5	5
<ul style="list-style-type: none"> • Effective clear and user friendly policy and procedures. 	1	2	3	4	5	5
<ul style="list-style-type: none"> • Testing of individuals knowledge 	1	2	3	4	5	5
<ul style="list-style-type: none"> • Investigation of accidents, Internal Audits and action of recommendations 	1	2	3	4	5	5
Total Score						25

Notes:

Total Score Carried Forward (Q1, Q2&Q3)		75
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Question Four

The Council carry's out a variety of repair, maintenance and refurbishment programs of work through partnerships and sub-contracts, project values vary between one thousand and twenty million pounds.

Please provide us with an explanation of what contractor control procedures you would expect to see our Company employing and what core processes you would implement.

Question Four Scoring

Category	Score					Weighting
<ul style="list-style-type: none"> Management of Insurance and Insurance Levels 	1	2	3	4	5	5
<ul style="list-style-type: none"> Method statements, site waste management plans and waste transportation licenses 	1	2	3	4	5	5
<ul style="list-style-type: none"> Risk assessment formulation and framework, including working at height etc. 	1	2	3	4	5	5
<ul style="list-style-type: none"> Health and safety plan inclusive of guidance for completion 	1	2	3	4	5	5
<ul style="list-style-type: none"> Register of approved contractors complete with vetting and approval process 	1	2	3	4	5	5
<p>Total Score</p>						25

Notes:

<p>Total Score Carried Forward (Q1, Q2, Q3 & Q4)</p>		100
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Summary

Questions from candidate?

Notification?

Conclusion

Please note: Scores of less than five on three or more questions is likely to indicate that the candidate does not meet the overall job requirements.

Comments:

Successful = Yes / No

Unsuccessful = Yes / No

(please circle above as appropriate)

Signature

Date

Please give your opinion of the applicants suitability for the post based on the requirements set out in the enclosed Person Specification. A Job Description is also enclosed for your information.

Please comment on the applicant's general attendance and timekeeping.

Please comment on the applicant's honesty and integrity.

Please give details of any concerns related to work performance, conduct or behaviour:

Does the applicant have any live warnings or formal disciplinary action in relation to work performance, conduct or behaviour? If so please specify the nature and outcome of the case(s):

Does your organisation have a policy of expunging disciplinary records from personal files?

Yes No

Would you re-employ this person?

Yes No*

If "No" please state why

If you wish to make any further comments please do so below:

Please note that the Council operates an open reference policy. This entitles the prospective employee to request a copy of any references provided on their behalf.

I confirm that the content of this reference is accurate to the best of my knowledge, and that I am authorised to provide references on behalf of the organisation (where applicable).

Signed _____ Date _____

<p>May I remind you to authenticate this reference by means of either your company stamp or a covering letter on headed paper or ensure it is sent via a legitimate business email address.</p>
--

Thank you very much for taking the time to complete this form.

FORM FOR PROVIDING A REFERENCE - (NON-EMPLOYMENT RELATED)

Name of Candidate

Post Applied for.....

How long have you known the candidate?.....

In what capacity?

Do you know of any reason why we should not employ this person?.....

If so, please specify

Have you any observations to make about the candidate which are relevant to the attached job description and which you feel would be useful for us to know?

.....
.....
.....

Did you find this person

Honest:

Punctual:

Reliable:

Any further information or comments that you wish to offer about this person.....

.....
.....

Name

Date

Telephone Number

Please return to:

By(Date).....