

## **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

<b>Job title</b>	
<b>Reports to</b>	
<b>Direct reports</b>	
<b>Grade</b>	
<b>Salary range</b>	

### **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.

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<b>Approved by:</b>	
<b>Date approved:</b>	
<b>Reviewed:</b>	

**PERSON SPECIFICATION**

**Appendix 2  
(Logo)**

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

<b>Approved by:</b>	
<b>Date approved:</b>	
<b>Reviewed:</b>	



**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: \_\_\_\_\_

<b>Criteria</b>	<b>Candidates:</b>							
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"> <li>• Clarity of presentation</li> <li>• Comprehensive content</li> <li>• Delivery Style</li> <li>• IT Ability</li> <li>• Quality</li> </ul>	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
<b>Total Score</b>						<b>20</b>

### Report Scoring

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

<b>Total Score Carried Forward</b>						<b>30</b>
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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"> <li>Regulation Knowledge / Accreditation / Standards</li> </ul>	1	2	3	4	5	5
<ul style="list-style-type: none"> <li>Corporate Membership</li> </ul>	1	2	3	4	5	5
<ul style="list-style-type: none"> <li>Training / Seminars / bulletins / Benchmarking / Networking</li> </ul>	1	2	3	4	5	5
<ul style="list-style-type: none"> <li>Contacts with HSE and other Agencies including Fire Brigade and other Emergency Services</li> </ul>	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"> <li>• Training and development activities</li> </ul>	1	2	3	4	5	5
<ul style="list-style-type: none"> <li>• Aids / video footage / DVD / Photographic Examples / Annual Campaigns</li> </ul>	1	2	3	4	5	5
<ul style="list-style-type: none"> <li>• Effective clear and user friendly policy and procedures.</li> </ul>	1	2	3	4	5	5
<ul style="list-style-type: none"> <li>• Testing of individuals knowledge</li> </ul>	1	2	3	4	5	5
<ul style="list-style-type: none"> <li>• Investigation of accidents, Internal Audits and action of recommendations</li> </ul>	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"> <li>Management of Insurance and Insurance Levels</li> </ul>	1	2	3	4	5	5
<ul style="list-style-type: none"> <li>Method statements, site waste management plans and waste transportation licenses</li> </ul>	1	2	3	4	5	5
<ul style="list-style-type: none"> <li>Risk assessment formulation and framework, including working at height etc.</li> </ul>	1	2	3	4	5	5
<ul style="list-style-type: none"> <li>Health and safety plan inclusive of guidance for completion</li> </ul>	1	2	3	4	5	5
<ul style="list-style-type: none"> <li>Register of approved contractors complete with vetting and approval process</li> </ul>	1	2	3	4	5	5
<p>Total Score</p>						25

**Notes:**

<p>Total Score Carried Forward (Q1, Q2, Q3 &amp; 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** .....

**The Council – Reference Request Form**

**Name of Applicant:**

**Post of:**

Please 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.

Name of referee:
Name of organisation:
Position in company:
Relationship to employee:
Date:

Please give below the dates that the applicant was employed by you:			
From:			
To:			
In what capacity did you employ them?			
Was this employment continuous?	Yes	<input type="checkbox"/>	No <input type="checkbox"/>
If no please give dates and reasons for break.			
Was any of this employment relief/casual?	Yes	<input type="checkbox"/>	No <input type="checkbox"/>
What was the applicant's annual salary on leaving?			

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><b>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.</b></p>
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**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).....