



Recruitment and Selection Policy, Procedure and Guidance

**Personnel Services
March 2009
(revised 2013, 2019)**

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POLICY STATEMENT

Tonbridge & Malling Borough Council recognises that the organisation's success depends upon the calibre of its people. We want to enable all our employees to reach their potential insofar as this is possible within the Council's objectives, to the mutual benefit of the individual and the Council. This policy applies equally to all posts within the Council.

Our policy is to clearly identify the role and responsibilities of each job and its contribution to the Council as a whole, being flexible where possible in our working practices in order to attract and retain a high calibre of employee. Our aim is to establish an effective workforce, instilling in our employees a desire for excellence, a willingness to take on individual responsibility and an acceptance of the importance of team co-operation. We take for granted personal integrity, flexibility, a commitment to self-development, self-reliance, and innovation. Skills, experience, potential, and motivation will be the major discriminating factors in selecting individuals into jobs. The Council aims to provide all employees with the opportunity to develop long term careers appropriate to their abilities and ambitions. All posts are open to job sharers unless specifically excluded under the provisions of the post.

The Council is committed to maximising equality of opportunity and intends to select the best available person for every vacancy, regardless of any Protected Characteristic under the Equalities Act, involvement in a trade union, or criminal convictions which are 'spent'. Therefore, all vacancies will be advertised internally and externally simultaneously unless there are overriding business reasons for not doing so (e.g. potential redundancy and redeployment situations). We will use the most cost effective advertising and recruitment methods available.

Our managers will be trained in all aspects of recruitment and selection, and only those who have carried out this training and demonstrated competency will be allowed to participate in the recruitment process. We understand that investment in these skills is important to ensure our turnover of staff is at an acceptable level. We recognise that high turnover has both obvious and hidden costs as follows:

- ◆ Recruiting – expense of advertising, administrative and management time
- ◆ Training – bringing the new employee up to speed, either through formal costly training or hand holding
- ◆ Productivity – the learning curve of the new employee, and the wind down of the departing employee
- ◆ Morale – the enthusiasm of the recruit or existing employees when there is disruption within the team
- ◆ Culture – a mismatch between what is required and the personality of the recruit
- ◆ Management – the time and effort taken getting new starters accepted, observing their 'fit', communicating expectations and judging performance
- ◆ Reputation – dealing with recruitment errors that may harm our reputation

We are committed to ensuring that the necessary resources (time, skills and experience) are dedicated to effectively managing the recruitment process to attract and retain the

right people for the right jobs. Information gained from the selection process will be used for development purposes during employees' induction.

All employees must co-operate with the policy and procedures. They must not discriminate unfairly or persuade anyone else to discriminate unfairly. Intentional discrimination in decision making by an employee involved in selection, appointment or promotion on grounds which are unlawful will be regarded as serious misconduct which may lead to disciplinary action and, depending on the details of the case, could result in dismissal. Canvassing by an employee on behalf of an applicant for appointment shall be regarded as misconduct and may render the employee liable for disciplinary action.

2. THE ROLE OF CHIEF OFFICERS

Chief Officers will be responsible for the choice of interview panel and the testing methods to be employed.

3. THE ROLE OF MANAGERS

All managers are responsible for ensuring that they have employees with the skills, knowledge and ability for them to achieve the goals of the Council. The ultimate responsibility for recruitment and selection rests with the manager and they must be involved at all stages of the recruitment process. This includes:

- ◆ Making the decision to recruit and obtaining authority
- ◆ Identifying the job requirements
- ◆ Drawing up the Person Specification and Job Description
- ◆ Determining the selection methods to be used and having these approved by the Chief Officer
- ◆ Designing job related testing
- ◆ Interviewing and assessing candidates
- ◆ Making the final selection decision
- ◆ Notifying successful and unsuccessful candidates
- ◆ Inducting the successful candidate
- ◆ Notifying Personnel of any Agency staff engagements

4. THE ROLE OF PERSONNEL

Personnel Services offer support and advice both in the administration of the recruitment process and in the assessment of candidates. Personnel should also monitor recruitment exercises and ensure that the Council's equalities policies are being adhered to, and provide support to managers in exercising their responsibilities specifically in the following areas:

- ◆ Administration of Job Evaluation and advising on pay and conditions
- ◆ Advertising externally, internally
- ◆ Tendering for media costs and advising on appropriate advertising media in the event
- ◆ Advising on appropriate recruitment methods and processes
- ◆ Advising managers of redeployment candidates and procedures

- ◆ Placing all posts on websites
- ◆ Preparing and sending out application packs
- ◆ Administration and monitoring of application forms
- ◆ Advising interview panels
- ◆ Obtaining employment references, medical clearance and DBS checks
- ◆ Monitoring equal opportunities
- ◆ Undertaking contract administration
- ◆ Ensuring the checking and recording of all appointees' (including Agency staff) Right to Work

5. **JOB DESCRIPTIONS AND PERSON SPECIFICATIONS**

All jobs must have a Job Description and Person Specification. This describes the role's broad responsibilities and key tasks. The Person Specification includes the skills, qualifications and experience required, as well as the behavioural competences of the role. Managers should consider how this post will help achieve the Council's objectives, and what skills and experience are required to carry out the role competently. Getting the skills and experience right is absolutely crucial to attracting the right candidate, provides a sound basis for selection by ensuring only candidates who meet the minimum standards are short listed, and plays a key role in any advertising campaign. It is important that applicants have enough relevant information for them to make a realistic decision about applying for the post.

Managers should consider the hours required to provide the service. Does it need to be full time or could it be carried out on a part time or job sharing basis?

Job Descriptions and Person Specifications should be written in clear and concise language, avoiding jargon wherever possible.

6. **ADVERTISING VACANCIES**

With the exception of casual appointments, all other posts to be filled require Management Team approval. At the same time, approval must be sought to pay any proposed car allowance.

All permanent appointments must be advertised internally and externally to ensure that all prospective applicants have equal access to the Council's job opportunities. The only exception is where a post is deemed suitable for an employee who requires redeployment under the '3R's policy.

Vacancies will appear on the T&MBC, JobsGoPublic and KCC websites before they are advertised in other media. Only in the event that the website advertising is unsuccessful in attracting a sufficient number of suitably qualified and experienced candidates will other media be employed.

In the event that other media are used, managers and Personnel Services should consider the following for each vacancy:

- ❑ What advertising media should be used? There are a variety of local and national papers, professional magazines, and internet sites. Occasionally, for

difficult to fill posts, senior posts, or for short term cover, consideration may be given to other external means, e.g. recruitment agencies, recruitment consultants or headhunters.

- ❑ When drafting text for an advert, care needs to be given to ensure the text accurately reflects the requirements of the Person Specification and Job Description. If there is a requirement for a DBS check then this needs to be included in the advert.
- ❑ Consider an appropriate closing date. At least 10 days should be left between the advert going live and the closing date, giving plenty of time for applicants to complete an unhurried application and return it. During holiday periods or over Christmas it is better to allow a later closing date or reconsider the timing of the campaign. Interview dates ought to be fixed before the advert goes out, then this can be included in the advert for the applicants' convenience.

7. SELECTION

7.1 Application form and CV's

The Council requires all applicants to complete a standard application form that has been anonymised to reduce discrimination. These forms are all returned to Personnel Services and the relevant information for short-listing purposes is then passed to the manager. The advantages of using a standard application form include:

- ❑ The form directs the applicant to provide specific information
- ❑ The information is given by the applicants in a standard order
- ❑ Short-listers can easily find their way to specific information
- ❑ Application forms contain a declaration that the information is accurate and truthful which the Council can rely on if, during the early stages of employment, it turns out to be false.

CV's may be accepted in exceptional circumstances, where a post has proved particularly difficult to fill, in order to make the process more attractive to the candidate. Candidates appointed through this route, are still required to fill out and sign the standard application form before commencing employment with the Council.

7.2 Application packs

A recruitment pack should be targeted at the vacancy audience and its content should be varied accordingly. Recruitment literature should seek to strike the balance between quality and cost-effectiveness. All recruitment packs are made available on-line or sent out with a covering letter. The pack should contain as a minimum:

- ❑ Application form
- ❑ Job Description
- ❑ Person Specification
- ❑ Tonbridge & Malling Borough Council terms and conditions of employment

The pack will be sent out within 2 working days of receipt of request, at the latest.

7.3 Short listing guidance

Short listing is the period in the recruitment process that can cause un-necessary delays. It is important to remember that high calibre candidates will be expecting a speedy response, and that this Council may not be the only opportunity these applicants are looking at. We need to ensure that their impression of us meets high expectations and will encourage them to attend any assessment and interviews. Statistics show that the longer the recruitment process, the more likely applicants are to drop out, so getting organised in advance is crucial. Wherever possible, applicants should be informed of the timescales and key dates for the process.

Managers should carry out short listing individually and then jointly as soon as possible after the closing date. To assist, there is a standard short listing sheet which can be customised to accommodate specific vacancies. The panel should agree the short listing criteria prior to seeing the application forms and the criteria must reflect the detail of the Person Specification. Each panel member should score how, in their view, the applicant meets each of the criteria.

All applicants with a disability who meet the Essential criteria for a job vacancy will be offered an interview and considered on their merits. Managers will be informed by Personnel if they inadvertently do not short list such a candidate, in order that they can assess whether the candidate meets the minimum criteria. The disclosure of an unspent criminal offence should not necessarily disqualify a candidate from being considered for a position. All cases should be considered on their merits.

Any applicant who meets the essential requirements should progress to the next stage of the recruitment process. Whilst there should not be a determined number to progress to the next stage, consideration should be given to the maximum number of applicants to be selected for the next stage. This may depend on costs, e.g. testing and expenses and time resources of the panel. It may be relevant to have an additional stage i.e. long listing, whereby applicants are screened prior to interview. This often happens in larger campaigns or where there is an exceptionally large number of applicants meeting the essential criteria. Long listing can involve testing, telephone interviews or other selection techniques. If it is agreed that there are too many applicants, then the panel can move on to the 'desirable' requirements as detailed in the Person Specification, in an attempt to refine the short list.

Criteria for selection/rejection should be applied equally to all applicants. An applicant who has been rejected for a job and believes his/her rejection to be on the grounds of any Protected Characteristic, can take their case to an Employment Tribunal. If it is shown that the selection criteria were applied inconsistently, it leaves the Council exposed to allegations of unfair and unlawful discrimination. This would prove costly to the Council in terms of 'damages' and also to the reputation of the Council as a good employer.

8. ASSESSMENT

A variety of assessment tools are available, the majority of which can be managed internally. On occasion, it may be necessary to appoint specialist recruitment consultants for senior or specialist posts.

The minimum requirement for assessment is a panel interview comprising of at least two suitably trained employees, at a grade equal to or higher than that of the vacancy.

The following assessment tools can assist the manager in the overall assessment of a candidate:

- ❑ *Written Exercises* - Usually on the day of the interview and used to test the knowledge on a subject matter relative to the vacancy or prioritisation skills through an 'in tray' exercise.
- ❑ *Presentations* – Candidates may be required to prepare, either in advance of the interview or on the day, a presentation on a particular subject. Presentations will vary enormously, and unless presentations or public speaking are part of the job, they should not be used.
- ❑ *Group Assessment* – for certain posts it is useful to determine a variety of skills, in particular problem solving and influencing skills when working within a team.
- ❑ *IT Assessments* – if specific IT skills are required for the post, these skills should be tested in practice.

For those posts where written communication skills are an essential criterion, it is recommended that the competency of candidates is tested via a "simulated" test eg. timed writing of reports, letters responding to enquiries etc.

The following tools may also be used but can only be administered by professionally qualified external consultants:

- ❑ *Psychometric Ability Testing* - A variety of tests are available and must be applicable to the vacancy. The tests vary in length and complexity and assess a candidate's ability in specific areas relevant to the post.
- ❑ *Personality Assessment* - This assessment requires a candidate to think about their own behaviour in the workplace and provides us with an indication of their working style and behaviour.

9. EFFECTIVE INTERVIEWING

The interview is the most commonly used assessment tool, but not always the most effective. Statistics show that an unstructured interview is often only as useful to predicting success in a role as random selection. The purpose of this guidance is to assist the manager to select the most appropriate person for the job based upon an objective assessment of each candidate's skills, knowledge, experience, and behavioural competency, against the requirements in the Person Specification. All interviews should be structured and use competency based interview techniques. Competency based interviewing allows the manager to determine what skills and behaviours a candidate possesses and how they have used these skills to achieve success. A manager needs to assess the way in which a candidate gets from 'a to b' as well as achieving the end result.

9.1 Preparing for the interview

A preparatory meeting between the interview panel members is a must. Panel members should: agree and prepare the questions and decide who will be asking what; agree who is chairing the panel; who will be recording responses; what other assessment tools are

to be used; and what the timescales are for making a decision. Thought should be given to the style of the interview – reeling off questions machine gun style is an interrogation, and will not weed out any weaknesses, as it does not encourage any in depth answers. The interview should be viewed as a two-way appraisal of a mutual business opportunity and should avoid ‘talking at’ the candidate or patronising him/her. An opportunity for the candidate to speak early in the interview will help the candidate to become more ‘comfortable’ which in turn will help the conduct of the interview and increase the information flow.

Managers may also wish to consider the involvement of an ‘independent’ panel member. Dependent on the nature of the post this might mean bringing in an external ‘expert’ or an internal resource with knowledge of a particular facet of the role.

9.2 Question checklist and guidance

The questions should be designed to extract the evidence/information from the candidates to enable an assessment against the requirements stated in the Person Specification. Ideally, all candidates should be asked the same core questions to ensure they have the same opportunity to respond. It will often be necessary to probe further into a candidate’s response and this is perfectly acceptable.

When considering the questions, the following should be avoided:

- theoretical questions. Evidence is needed of responsibility, accomplishments and methods not what the candidate might do in a given situation. Even candidates who have not worked before can be asked about how they have dealt with problems, issues, work at school/university and what they have achieved or how they have dealt with setbacks/failures
- closed questions to which a candidate can give the answer ‘yes’ or ‘no’
- leading questions
- questions about their personal circumstances, family commitments or marital status or plans for a family
- what childminding arrangements they have
- about their desire to return to their country of birth
- how they would react being the only woman, man, young/middle aged person , black, white or disabled person in a team

Many of these questions are discriminatory. The Equal Opportunities Commission recommends asking more neutral questions about ability to fulfil job requirements. For example ‘the job requires you to work on two evenings a week. Are you able to fulfil this requirement?’ Rather than ‘I see you have two children, who will look after them when you are at work?’ The first question makes explicit the job conditions/requirement, the second question does not. It is worth noting that to ask questions about childcare to both men and women could still be seen as unfair and discriminatory to the women candidates.

Questions should start with ‘Can you give me an example of’, and ‘how’ ‘when’ ‘who’ ‘what’ and ‘why’. When probing the answers, the same technique should be used. There are three main areas that a manager needs to assess as follows.

i Technical knowledge

There may be certain qualifications that demonstrate the technical ability and knowledge of a candidate. Other assessment tools may also be used, such as a written exercise, presentation or test. Additionally, it is necessary to determine what questions are required to ensure the breadth and depth of knowledge is fully covered.

ii Factual knowledge

The application form captures a great deal of factual knowledge, but this needs to be verified and further information gathered and analysed:

- Education* - the choice of subjects, performance and causes and results of failures Should be focussed on.
- Work History* – this should look at the most recent work experience first, check job titles, main tasks, relationships, objectives/results, parts of the job liked/done well and vice versa, and reasons for changing. Indicators will be the significance of the post within the organisation, standing/reputation of the organisation, and competence of the candidate.
- Aspirations* – short/medium term, plans for achieving. Evaluation of how realistic these are compared to academic and work achievement to date should be considered. What future development needs does the candidate want from this post?
- Attendance* – willingness and desire for work. Will past attendance record affect the candidate’s ability to perform the role effectively?
- Disability* – all candidates should be asked: ‘Do you have a disability that might affect your ability to carry out *this role* effectively, and if so, what reasonable adjustments can the Council make to assist you carrying out this role?’ Where a candidate discloses a disability, the Disability Discrimination Act does not prohibit the Council from seeking information about a disability, but it must not be used to discriminate against the candidate. It is important to know what adjustments may be required, not what the actual disability is. The Council is committed to providing opportunities for people with a disability and will commit to making reasonable adjustments wherever possible for candidates who satisfy the requirements of the post. Advice should be sought from Personnel Services if required.

iii Behavioural competences

Each person specification should include behavioural competences at a range of levels. All jobs have competencies in Customer Focus, Team Working, Communication and Influence, Planning Organising and Achieving, and Managing Information. Higher grades also include all or some of the following: Leadership, Judgement, Decision Making and Problem Solving, Managing Projects and Processes, Managing Change and Financial and Commercial Awareness. Below are examples of questions that could be used for each of the competences. Managers should consider each competency in turn, as often there is a correlation between one competency and another, and determine up to three questions per competency.

Customer Focus – Able and willing to address needs of INTERNAL and EXTERNAL customers with consistency and appropriate sensitivity.

Q. *Could you give me an example of where you have noticed poor service in your organisation? What did you do about it? How did you make a difference? Who did this involve?*

Team Working – Able to work as part of a team and shows commitment to team goals and values. Is effective at persuading and negotiating with others to achieve win/win situations.

Q. *What projects or activities have your team undertaken and seen through that were your own idea? What role did you play to achieve success? Have you ever identified a team failure? What steps did you take to make things better?*

Communication and Influence – Is able to communicate clearly and effectively (oral and written) with others, taking into account the needs and expectations of others and realising the impact and appropriateness of own personal style.

Q. *Our Finance section sets great store on getting reports on time – how would you handle this situation? Give me an example of where you have had to influence a senior member of staff into making a difficult decision? Give me an example of where you have used your negotiating skills and tell me what you achieved?*

Planning, Organising and Achieving – Demonstrates a desire to achieve goals and maintain and improve standards through an ability to effectively think ahead, plan, prioritise and schedule activities and monitor and manage outcomes effectively.

Q. *What do you find is the best way to get things done? What is the most significant impact you have had in your organisation in the past year? Could you tell me about your biggest failure and how you dealt with it?*

Managing information – The ability to access, compile, maintain and disseminate relevant and accurate information (both computerised and manual) in a way in which it is helpful to those people who need and will use this information.

Q. *How would you assess your IT skills in Word, Excel (whatever is relevant to the vacancy) etc. Give some examples of the type of work you use these programmes for?*

Leadership – Motivates, inspires and supports others to achieve shared goals. Builds teams through effective communication and by getting the best from others.

Q. *How would you describe your leadership style? How did you develop this style and why? What motivational techniques have you used and how would you rate your success? Give me an example of a difficult staffing issue you have dealt with and how you influenced the outcome?*

Judgement, Decision Making and Problem Solving – Ability to define non-routine problems, analyse data to identify their probable cause, manage the problem, devise effective solutions and make informed decisions based on a comprehensive analysis of all available data

Q. *Give me an example of a complex/difficult technical/personnel decision you have made at work? What facts or issues did you consider prior to your decision? At what level are you able to make decisions and what type of issue might you need further authority for?*

Managing Projects and Processes – Ability to meet business objectives by identifying and setting realistic priorities and objectives and using these to plan, implement and monitor workable plans, processes and projects.

Q. *What has been your most challenging project? What difficulties did you meet, and how did you overcome them? What have you learnt and what would you do differently next time?*

Managing Change – Able to support, initiate and drive change management activities within the organisation.

Q. *What involvement have you had in managing change? Give an example of positive change you contributed to? What did you contribute and how?*

Financial and Commercial awareness – Understanding the financial implications of individual actions on day-to-day activities and on the business. Relates local and national market conditions to the broader business issues and is able to interpret the impact of economic conditions on services.

Q. *What financial implications have you had to consider in your role? What impact did your decisions have on the business? How have you influenced a situation to make savings?*

10. MAKING A DECISION

The final decision must be made on merit and based upon the information gathered from the whole recruitment process, which includes the application form, any tests the candidates will have been required to do, the interview and references. The short list / selection matrix has been designed to assist in this process by providing a record of objective criteria on which to base a selection decision.

The selection decision is made as to the candidate who best meets the criteria that have been specified in the person specification. The job should only be offered to a candidate who meets all the essential requirements. If there is more than one candidate who meets the essential requirements then the desirable requirements must be taken into account.

The selection must be done as objectively as possible and based on the evidence gathered throughout the process. The panel members must record their initial findings and then come to a consensus of opinion and record the panel's decision. A manager

may find that a decision is challenged so it is very important that to ensure that the process is undertaken fairly, objectively and has been recorded in writing.

Managers should bear in mind that they may not be in a position to offer the post to any of the short listed candidates, in which case they may wish to hold second interviews or revisit the short list scoring to see if there are other candidates for whom an interview may be appropriate.

11. OFFER OF APPOINTMENT

Managers should make a *verbal* offer of appointment making it clear that it is subject to medical clearance, references acceptable to T&MBC and DBS check if applicable. Where the successful candidate has previously indicated that a reference cannot be applied for at that stage of the application process, they should be asked if they are happy for that reference to be taken up having been offered the position and advised to wait for clearance of references before handing in their resignation. In the case of a DBS check, advise candidates that there may be a lengthy delay.

Care must be taken when making verbal offers as anything said is contractually binding. Managers may wish to offer by saying "Subject to our receipt of references and medical clearance satisfactory to us, we would like to make you a conditional offer of employment as (job title) on a starting salary of £(salary)".

Managers must then immediately advise Personnel Services of the terms of the offer by way of a New Employee Appointment Form (found on the Personnel Forms intranet page). Personnel Services will then obtain the necessary references, agree with the line manager as to their acceptability, and only then prepare and send the necessary contract documentation.

12. REFERENCES

12.1 Employment references

If the applicant has given permission, references will be sought immediately. In cases of external candidates, two written references will be sought; one being from the current/last employer/education facility.

References will be sought, unless previously permitted, once a verbal provisional offer of appointment has been given. References must only be sought by Personnel Services and never without the candidate's prior knowledge, and shared with the line manager as soon as they are received.

In the event that a reference is deemed to be less than satisfactory, the matter should be discussed with the Chief Officer and Personnel in order to determine whether or not the conditional offer should be withdrawn.

In the rare instance that it is not possible to obtain a written reference, a verbal reference (fully recorded by Personnel Staff) will be accepted but only after permission to do so has been granted by the Service Chief Officer.

12.2 Medical clearance

All successful candidates must complete a medical questionnaire. This is confidential and is returned to the Council's Occupational Health Adviser (OHA) who will assess the candidate's fitness for the particular post and whether any further medical information is required. Some candidates may have a disability, and if necessary the OHA may make recommendations for reasonable adjustments. Information regarding a candidate's health is confidential and will not be revealed to the manager or Personnel Services unless the candidate gives their permission.

Internal candidates who have previously been medically cleared will not be subject to further medical clearance.

12.3 DISCLOSURE & BARRING SERVICE (DBS)

Certain posts will require a DBS check. These posts have been identified in accordance with DBS guidelines and Personnel Services can advise whether a particular post requires the check.

12.4 Right To Work processes

Personnel will be responsible for obtaining proof of identity to satisfy the Right To Work legislation. Candidates will be asked to bring their documents to their interviews and Customer Services will take photocopies of them (dating them individually), completing a summary sheet for each group of interviewees, and returning all documents to Personnel Services. On confirmation of an appointment, the successful candidate's documents will be filed on their personal file and the unsuccessful candidates' documents will be destroyed.

It is crucial that Agency staff starters are notified by Service Managers to Personnel in order that the correct Right to Work process can be observed.

Personnel will be responsible for recording Right to Work checks for all appointments, including staff who have been employed previously and are 'returning'.

For non-British citizens, Personnel will be responsible for carrying out an on-line check using the Home Office Right to Work checking Service saving a PDF copy to the individual's personnel file.

13. START DATE

Once the manager has received confirmation from Personnel Services that the necessary checks have been completed, the start date can be agreed with the candidate. For internal candidates the contractual period of notice applies unless both managers agree to an earlier or later start date.

The manager will notify unsuccessful candidates as soon as the interview panel has made its decision and the successful candidate has accepted the verbal offer of

appointment. The manager will offer the unsuccessful candidates feedback on the interview, if requested.

There will be no discrimination in the terms offered to disabled applicants, but reasonable adjustments can be made to the contract, e.g. standard hours may be reduced or rearranged where the disabled person has difficulty with public transport.

Under no circumstances can an employee start before references, medical clearance and DBS checks have been completed to T&MBC's satisfaction.

14. INTERVIEW EXPENSES

Candidates will not normally be offered reimbursement of interview expenses.

15. USING CONSULTANTS

Where the Council is proposing to offer a consultancy agreement to an individual rather than an employment contract, the individual concerned will normally be self-employed and the nature of the agreement should reflect this. However the distinction between employee and self employed is a fine one and there is no one factor which will be decisive. If a consultant is being appointed, his or her terms of appointment need to set out clearly not just the remuneration and other similar details but also what his/her objectives are, the deliverables, how the project will be monitored, its length, the responsibilities of the consultant and the Council and how the agreement may be terminated.

The Council needs to establish, to its own satisfaction, that the person it intends to appoint has the necessary skills and experience to carry out the proposed assignment and also the resources to do so successfully. If the Council is expected to find some of the resources, e.g. secretarial help, this too should feature in the agreement. Further advice can be sought from Personnel Services or Legal Services.

16. PROCEDURE CHECKLIST

Recruiting manager = M

Personnel Services = PS

Chief Officer = CO

Customer Services = CM

Task or Activity	Who	Date
Resignation received – send to Personnel with Termination form	M	
Review or create Person Specification and Job Description	M	
Request Job Evaluation where necessary	M	
Obtain authorisation from Management Team to fill vacancy	CO	
Meet with Personnel to agree recruitment process	M	
Agree advertising media (where appropriate)	M/PS	
Prepare advert and send to Manager for approval	PS	
Agree closing date, interview and assessment dates and panel	M	
Advertise on internet sites	PS	
Place advert in press (if applicable)	PS	
Send adverts to Employment Service	PS	

Receipt of applications on-line / by post	PS	
Enter applications received onto Recruitment Monitoring spreadsheet	PS	
Send applications to manager	PS	
Arrange meeting of panel to agree criteria and short list	M	
For psychometric testing, agree testing date with PS	M	
Short list, record on short listing scoring sheet, and return to PS	M	
Advise candidates of interview/assessment/test date time and place and take up references where permitted	PS	
Where candidates with disabilities need reasonable adjustments to attend interview, participate in testing, ensure arrangements in place	M/PS	
Book suitable room and any aids for presentations	M	
Advise reception of names of candidates and appointment times	PS	
Make admin arrangement to meet and greet candidates	M	
Copy and date Right to Work documents and return header sheet and copies of documents to Personnel	CS	
Interview candidates	M	
Assess candidates and complete assessment scoring sheet	M	
Obtain evidence of qualifications	M	
Call successful candidate with conditional offer	M	
Advise unsuccessful candidates and give feedback where requested	M	
Negotiate terms with successful candidate including provisional start date	M	
Send appointment form to Personnel	M	
Personnel carry out Home Office Right to Work check for non-British citizens, taking PDF copy for filling.	PS	
Obtain employment reference, medical clearance and DBS check and share with Manager where appropriate.	PS	
Advise manager of completion of reference checks	PS	
If references unsatisfactory, send withdrawal of offer	PS	
Prepare and send contract	PS	
Obtain acceptance of formal offer	PS	
Make arrangements for Induction including organising appointments with identified officers, identity card, and IT facilities	M	
Make appointment with Personnel for induction	M	
Set dates for manager induction	M	

Personnel Services

RECRUITMENT ADMINISTRATION

APPENDIX 1

SEEK AUTHORITY FROM MANAGEMENT TEAM TO FILL VACANCY AND ESTABLISH CAR ALLOWANCE STATUS.

CREATION / AMENDMENT TO JOB DESCRIPTION BY LINE MANAGER.

CREATION / AMENDMENT TO PERSON SPECIFICATION BY LINE MANAGER.

DESIGN OF ADDITIONAL QUESTIONS TO ACCOMPANY APPLICATION FORM BY LINE MANAGER WHO AGREES INTERVIEW DATE WITH PERSONNEL.

CREATION OF DRAFT JOB ADVERTISEMENT BY LINE MANAGER.

JOB DESCRIPTION, PERSON SPECIFICATION, ADDITIONAL QUESTIONS, AND DRAFT ADVERT SCRIPT TO PERSONNEL TOGETHER WITH ANY DOCUMENTATION TO BE INCLUDED IN RECRUITMENT PACKS.

PERSONNEL ARRANGE PUBLICATION OF ADVERT, SEND OUT RECRUITMENT PACKS, ACKNOWLEDGE APPLICATIONS RECEIVED.

LINE MANAGER BOOKS INTERVIEW ROOMS AND CATERING IF REQUIRED AND ARRANGES TESTING.

LINE MANAGER COMPLETES SHORT LIST CONTROL SHEET, COPIES SHORT LISTED APPLICATION FORMS AND PASSES ALL ORIGINALS AND CONTROL SHEET TO PERSONNEL WHO INVITE CANDIDATES REMINDING THEM TO BRING ID AND QUALIFICATIONS DOCUMENTS WITH THEM TO INTERVIEW, AND APPLY FOR REFERENCES.

PERSONNEL COMPILES FILE WITH APPLICATION FORMS, JOB DESCRIPTION, PERSON SPECIFICATION AND SHORT LIST CONTROL SHEET FOR COLLECTION BY LINE MANAGER THE DAY AFTER THE CLOSING DATE.

FOLLOWING INTERVIEWS AND AFTER REFERENCE, MEDICAL, AND DBS CHECKS HAVE BEEN CONFIRMED AS ACCEPTABLE, LINE MANAGER CONTACTS SUCCESSFUL CANDIDATE TO VERBALLY OFFER POST AND COMPLETES STARTER FORM AND SENDS TO PERSONNEL TOGETHER WITH CONFIRMATION THAT UNSUCCESSFUL CANDIDATES HAVE BEEN CONTACTED.

PERSONNEL APPLY FOR OUTSTANDING REFERENCES AND SHARE WITH LINE MANAGER WHEN RECEIVED. PERSONNEL DRAW UP OFFER OF EMPLOYMENT TO SEND OUT WITH SUPPORTING DOCUMENTS WHEN CHECKS ARE COMPLETED.

LINE MANAGER INFORMS RECEPTION AND IT SERVICES OF NEW STARTER, COMPLETES INDUCTION CHECKLIST AND RETURNS IT TO PERSONNEL.

PERSONNEL DRAW UP AND SEND INDUCTION PACK TO LINE MANAGER, MEETING TO DISCUSS INDUCTION IF REQUIRED.