

APPENDIX C

Recruitment & Selection Procedure & Management Guidance

1.0 Introduction

We have in place a Recruitment & Selection policy which outlines the principles which must be followed to guide decision making in recruitment. The policy is supported by this procedure and guidance which outlines what should actually be done to achieve the outcomes.

2.0 The role of recruitment and selection

Recruitment and Selection must:

- meet the needs of the modernising organisation
- provide a quality service to job seekers that is fair, transparent and equally accessible
- attract good recruits from across the community
- help promote a good image of the city council as an employer and service provider
- protect the vulnerable
- be consistent and promote the city council as a single employer
- support the council's Equality Policy

3.0 Training

All Line Managers who take part in selection interviews must have attended the Council's Recruitment & Selection and Interviewing Skills training or sit on a panel where at least one member of the panel has attended this training.

When recruiting to posts where the duties involve working with children, the recruiting manager must ensure compliance with the 'Key Safeguarding in Employment Standards' as operated and endorsed by the Safeguarding Board (this usually includes Personal Interviews that must only be conducted by personnel trained in this technique). At least one member of the panel should have undertaken Safer Employment training and passed the assessment. There may also be a children/young people recruitment panel involved in the selection and decision making process.

4.0 Review the vacancy

Before launching the process to fill any vacant post it should be carefully assessed to make sure that the post is actually still required to meet organisational needs.

Key questions to consider

- Is the job actually still required?
- Is it fulfilling its purpose?
- Can the duties be better distributed between existing staff?
- Does the job design reflect future business needs?
- Are the working hours and working arrangements still appropriate?

5.0 Job Description & Person Specification

For the recruitment exercise to be successful it is essential that the job description and person specification are up to date, accurate and present the job and the council in a positive way. If the job is new or has changed significantly then it must be evaluated through the job evaluation process before advertising in order for a grade to be determined.

All relevant comments given by the previous post holder at their exit interview and/or exit questionnaire should be taken into account when drafting revised job descriptions and person specifications.

[The Managers Guidance – *Job Descriptions and Person Specifications*](#) provides helpful guidance on writing effective job descriptions and person specs.

6.0 Deciding how to fill the vacancy – (a) At Risk employees

Current council policy requires that employees on the “at risk” (of redundancy, or requiring medical re-deployment) register should initially be considered for vacant posts. Such employees must be able to meet the basic requirements of the vacancy as set out in the person specification and satisfy the recruitment panel that they could undertake the full duties of the post given appropriate support and training, within a reasonable period of time.

Where there is more than one “at risk” person interested in the post an internal application form must be completed by them all and sent to Business Support (HR). Interviews can be arranged before the closing date but no offer must be made before the closing date to allow all at risk applications to be considered. However, in exceptional circumstances (i.e. where there is only one at risk applicant and their employment is due to end before the closing date) employment may be confirmed subject to checks.

Recruiting managers will be responsible for liaising with HR Business Partners to establish whether there are any prospective at risk candidates who should be considered for vacant posts when they arise.

In the event of any dispute over the suitability of an at risk candidate for a vacant post the HR Business Partner covering the department will decide if they match closely enough with the requirements of the post to be appointed. Their decision will be final.

7.0 Deciding how to fill the vacancy – (b) other possible options

Returning to a previous short list

If a similar job in the same work area, at the same grade, was filled within the previous six months and there was more than one appointable candidate it is permissible to offer the job to the next ranked applicant from that recruitment process.

Recruitment through Jobcentre Plus or an Employment Regeneration Centre

There are services offered by Jobcentre Plus to assist with recruitment which include various government initiatives, or a personalised recruitment approach provided by a dedicated Account Manager. Support and advice is available from the HR Business Partner in the first instance.

Executive Search

For some jobs, (e.g. technical or senior management roles, or hard-to-fill professional posts), it may be appropriate to contact known, suitable potential candidates to encourage them to apply. It may also be decided to use a reputable consultancy firm to assist in attaining a good short list. In all such cases, the job must also be advertised on the open market to attract the widest possible pool of suitable candidates; all candidates are assessed in the same way and the panel makes the selection decisions at each stage. The approval of the Head of Human Resources is necessary in all cases where executive search techniques are used.

Generic Pools/ Open Recruitment Drives/ Job Seeker Databases

With the future development of generic 'job families', it may be possible to introduce recruitment processes that seek to identify pools of potential candidates for vacancies that arise on a regular basis (depending on the role, this may be done on a corporate or departmental basis). Similarly databases of potential candidates can be held and accessed as vacancies arise.

Secondments

The vacancy may be suitable as a secondment opportunity. This is particularly effective if the post is a time limited project or financed through a specific grant or time limited funding. Secondments are an excellent way of employees improving their self development as part of a PDR objective.

Other potential options

- Recruitment to a fixed term contract, most appropriate for covering a particular task/project or where the post may be deleted at a later date due to organisational change. [Refer to the Use of Fixed Term Workers Procedure <insert link>](#).
- Consolidating an employee into the post which they have actually been doing on a temporary or acting-up basis for a period of 12 months (providing they were originally appointed through the Recruitment and Selection process and all recruitment checks are in place or are repeated).

8.0 Convening a recruitment panel

The chair of the panel (the recruiting manager) is the person responsible for coordinating the process and ensuring it is carried out fairly.

Panels must have at least two members. If anyone involved has not taken part in recruitment before then there needs to be at least three panel members. An additional member with technical knowledge may also be necessary. The makeup of the panel should, wherever possible, aim to reflect the community served. Observers on panels should not be part of the decision making process.

If there is to be a personal interview undertaken then this must be carried out by someone who has been specifically trained in this technique.

The role of the Recruiting Manager supported by the Panel

- Plan the process
- Review the job description and person specification
- Agree the information for applicants

- Write the advertisement
- Plan and design the assessment methods, i.e. interview questions, tests, exercises
- Assess the applicants
- Select the appointable applicant
- Contact the unsuccessful applicants to confirm the outcome
- Contact the successful applicant to confirm the outcome

Planning the Process

Effective recruitment and selection demands good planning. The time it takes to fill a vacancy can be significantly reduced by agreeing a plan and allocating time scales right at the start. This will affect the efficiency and cost-effectiveness of the process and also enable candidates to organise their own plans accordingly.

Declaring an interest

In accordance with the [Employee Code of Conduct <insert link>](#), panel members must withdraw from the process if a family member or close friend applies for the job, or if their knowledge of the applicant is such that they cannot maintain objectivity.

Continuity

Wherever possible the same people should serve on the panel throughout the entire process to maintain consistency and ensure fair treatment of all candidates. If a substitute is necessary then they need to become familiar with all the applications and receive a thorough brief on the process so far.

9.0 Methods of assessment

The assessment methods to be used in the selection process should be carefully considered by the panel to determine whether in addition to an interview, other ways of assessing the candidates is essential to the recruitment exercise.

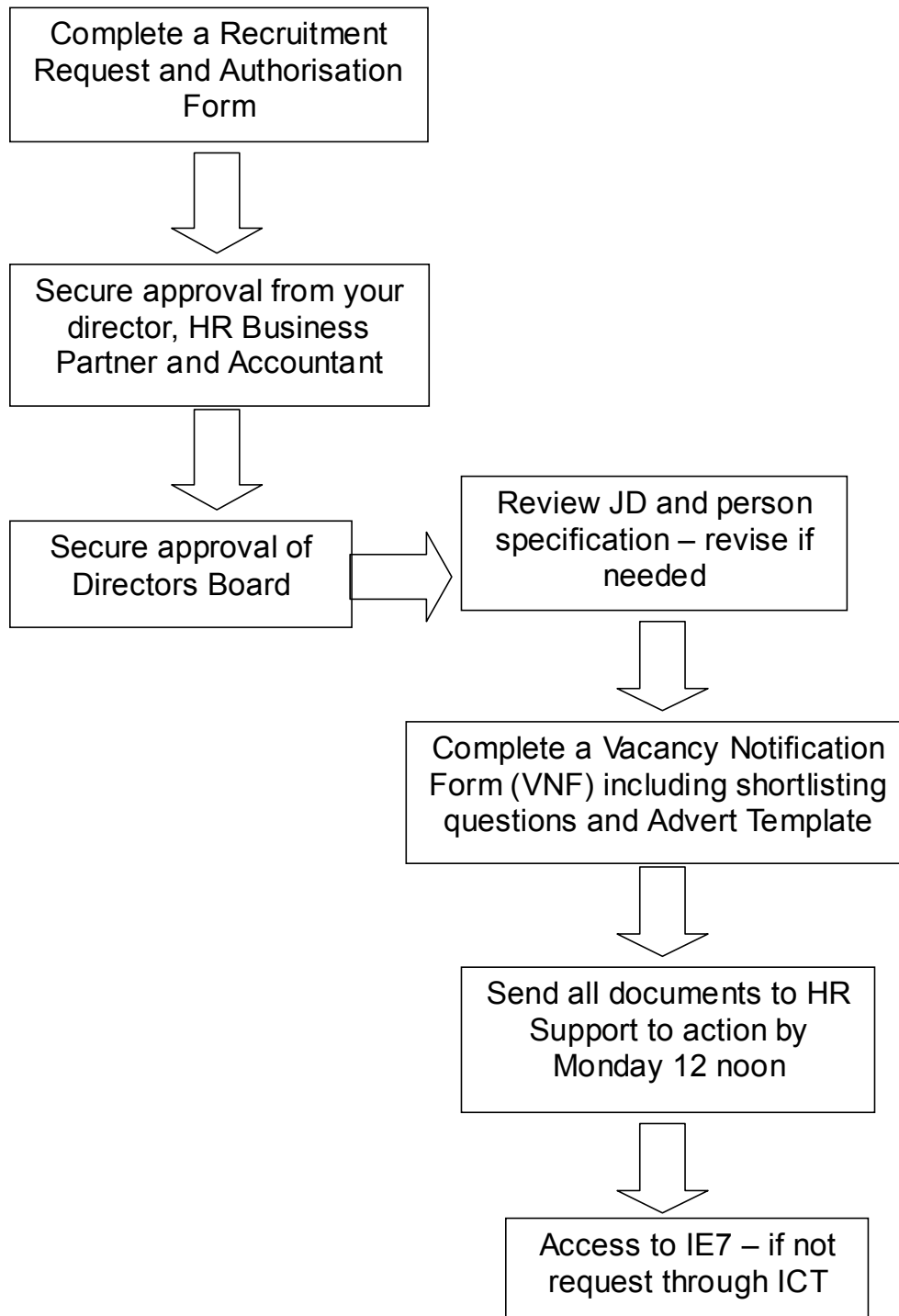
Work based exercises and exercises that test knowledge, skill and ability can improve the quality and quantity of information available as the basis for selection decisions. They also allow candidates to demonstrate how they meet specific requirements in action, rather than simply relying on what they actually say at an interview.

The choice and construction of any assessment method must flow from the requirements of the job in question. The level of testing must be appropriate to the essential criteria required to actually effectively carry out the roles and responsibilities of the job. Use of a range of assessment tools for senior management recruitment may prove to be a cost effective investment. In all cases, any proposed assessment used must be relevant to tasks required for the job and reliable.

Further information and advice on assessment methods including how and for what purpose they may be used, suggested levels/types of job for which they may be relevant and equality considerations is available from the HR Business Partner.

10.0 The actual process

The process



11.0 Forms to complete

RECRUITMENT REQUEST AND AUTHORISATION FORM

This form must be approved via the Directors Board meeting prior to any recruitment activity commencing.

Vacancy for which approval sought			
Grade of Post		New or Existing Post	
Post Type: Permanent / Temp / Fixed term etc..		End date (if temporary)	
Date post vacant		Total cost of post	£
Reason for requesting to fill vacancy			
Total headcount in area of vacancy		Number of posts currently vacant in this area	
Officer requesting authority to recruit			Date:

To be completed by Operations Directorate <u>only</u>			
Head of Service authority to recruit		Date:	
To be completed at Directors Board			
Directors authority to recruit to position		Date:	
Reason for decision			

Suitable for job-share: (if no please provide explanation)	
Have alternative arrangements to cover the post been considered?	
Previous post holder:	
Car Parking Status:	Yes / No

Is this post an approved Key User?	A manager can apply for Key User status for a new post by submitting a Key User Status Application Form to their HR Business Partner
CRB check applicable to post:	None / Standard / Enhanced
Will this post include working with children or vulnerable adults?	Yes / No If Yes then it is an exempt post under the Rehabilitation of Offenders Act and spent convictions must be detailed on applications

Signed off by Group Accountant:		Date:	
Cost code: 01		00000	00000
Signed by HR Business Partner:		Date:	
'At risk register' checked by HRBP	Yes / No	Suitable applicant(s):	Yes / No

GUIDANCE NOTES

- Since January 2009 it is necessary to complete this form and submit to Directors Board prior to any recruitment activity commencing
- Head of Service sign off is required in the Operations directorate or other areas of the business that have been instructed to seek Head of Service or Assistant Director sign off
- Once the form is complete please forward to Sally Goulden to co-ordinate Directors Board approval, email to sally.goulden@peterborough.gov.uk

VACANCY NOTIFICATION FORM

Please complete all sections of this form including advert template over the page.
Once Completed please return to HRSupport@peterborough.gov.uk by **Monday 12 noon**

Check List - Managers must ensure these are completed before submitting the form. Authorisation form from Directors Board (Social Worker posts are exempt) Yes/No Authorisation Email from Jon Lewis or Sally Goulden Yes/No Job Description and Person Spec Yes/No Vacancy Notification form Yes/No Access to Internet Explorer 7 Yes/No (If no – You can find the Authorisation Request to have this installed on InSite. Once completed please email to MYICT@peterborough.gov.uk)			
Recruiting Manager: Tel: Admin Contact (if applicable)		Date:	
Short listing Panel Chair: Panel Member 1: _____ Panel Member 2 (if necessary): _____			
Cost Code	01	00175	
Department –		Post Number: Is this an existing, new or amended post? If new has this post been job evaluated – please supply JE number (the B number)	
Title of job to be Advertised:		Salary Range: Grade	
If there is more than 1 post please state number of posts to be advertised:			
No of Hours per week:	Perm or Temp Position:	If Temporary please supply the Contracted End Date:	
CRB Required: Yes/No If Yes is it Controlled/Regulated/Neither (please state)		Location:	
Is this for the Better Outlook jobs bulletin internal applicants only?			
External Media – Specify publications required:		Insertion Date required:	
Advert Text Please note the recruiting manager is responsible for completing the advert template – over the page.			
Questions – E Recruitment allows up to 2 Pre Screening Questions (this can stop applicants applying who are not suitable for the post e.g. Do you have the right to work in the UK?) and to answer up to 10 shortlisting questions which will demonstrate their experience. Using the Personal Specification of the post please supply up to 2 Pre Screening Questions and up to 10 shortlisting questions Pre Screening Questions – Please be aware that these will generate a Yes/No response 1. _____ 2. _____ Applicants will be then be asked to carry out the following in their Supporting Statement: <i>‘You should use this opportunity to demonstrate how you meet each of the Essential and Desirable Criteria of the Person Specification relating to the post you have applied for. Please remember the quality of your response to this section will determine whether or not you are short listed for an interview.</i> <i>You should describe your knowledge, experience, skills and abilities gained from your paid and voluntary work, plus studies, hobbies, etc.</i> <i>Please ensure your information is structured clearly using headings to match each criteria in the Person Specification’</i>			

Advert Template

INFORMATION FOR RECRUITING MANAGER

The Vacancy Notification Form and Advert Template needs to be returned to the HR Support Inbox by **Monday 12 noon**

Please note the job vacancy will be advertised the following week following approval of the advert (if external) by the Recruiting Manager.

Maximum **80 Words** (Body Text) for PCC Website and Better Outlook
 Maximum **40 Words** (Body Text) for External Publications e.g. Peterborough Evening Telegraph.

The advert template below is an example of how it will appear in Better Outlook.
 Please complete sections - Sub Text and Main Advert Text for Post.

Title of Post to be Advertised	(to be completed by HR Support)
Salary Band	(to be completed by HR Support)
Hours per week	(to be completed by HR Support)
Location of Post	(to be completed by HR Support)
Sub Text for Post	
Please note the Recruiting Manager is responsible for providing wording for the advert	
One line required to sell the job/service	
Main Advert Text for Post	
Please note the Recruiting Manager is responsible for providing wording for the advert	
Please ensure that you are happy with the wording <u>BEFORE</u> submitting the Vacancy Notification Form to HR Support	
Please Note you <u>WILL NOT</u> be contacted to view / approve proofs. (The only exception to this, is if your advert is to be advertised in an External Publication and there is an advertising cost involved).	
Please ensure the wording for the advert captures a) main duties and responsibilities of the post and b) key skills that are required as outlined in Job Description & Person Specification	

12.0 Information to applicants

The council has a corporate job application pack which is used across all departments and all vacancies. It exists to promote professionalism and the image of the council as an employer by providing a 'one organisation' approach. All applicants will receive the same details about the job. This will contain, as a minimum:

- a covering letter
- a copy of the job description and person specification
- the standard application form

- guidance notes on the completion of the application
- a copy of (a) the council's policy on equalities and (b) the employment of ex-offenders

For senior posts outside of Children's Services and Adult Services, Curriculum Vitae (CVs), letters of application and written submissions may be acceptable as an alternative to full completion of the supplied application form. However, if the applicant is selected for the job then they must complete a full application form before the conditional offer stage.

Care should be taken not to overburden applicants with too much information that is inappropriate for the particular post and pool of applicants.

13.0 The advertisement

The aim of placing an advert should be to attract a sufficient number of suitable candidates, all of whom possess the necessary skills, experience and qualifications to do the job effectively. A poorly or vaguely worded advert may result in a large number of applications, many of which will be unsuitable; this will waste time and resources both for the council and the applicants.

The method of advertising may determine the style of the actual advert. Using the council's web portal allows the use of appropriate words and pictures in a different way to a standard newspaper advert would.

An advert should:

- create a positive impression of the council
- be honest and truthful
- provide a clear and accurate picture of the council, the role, the level of seniority, and the type of candidate being sought
- be pitched at the right level to appeal to suitable candidates;
- make it clear how to apply
- make clear the council's commitment to the safeguarding of children and vulnerable adults
- indicate whether the job is designated as regulated activity and if a CRB check will be required
- ideally state the interview date or week in which the interviews will take place

All jobs appear in [Better Outlook \(Online and hard copy versions\)](#). More detailed advice on producing a good advertisement, and marketing your job can be found in the [Managers Guidance - Advertising](#).

14.0 Politically Restricted Posts

If the job is on the council's list of politically restricted posts, this must be clear to candidates in both the job advert and throughout the recruitment process.

The Local Government and Housing Act 1989 places a number of restrictions on posts which are defined as 'politically sensitive'. Where the vacancy is one of these 'sensitive' posts, it means that the person who is appointed to the post will not be able to: -

- be a candidate, or prospective candidate for election as an MP, MEP or Councillor

- 'hold office' i.e. an elected appointment in a political party
- 'canvass' at elections for a political party
- speak or write in public in a manner which appears to be designed to affect public support for a political party

15.0 Short listing the candidates objectively and without discrimination

After the closing date, Business Support (HR) will send an email notification to the recruiting manager informing them of (a) the number of applicants and (b) requesting confirmation of who will be on the panel. An email will then be sent to each of those panel members inviting them to undertake the short listing online. The panel members should read each application individually and carefully compare against the person specification to establish whether the person meets the essential criteria needed for the job. The full panel should then discuss together these assessments and reach final agreement on which applicants should actually be on the short list.

Applicants must only be measured against the requirements outlined in the person specification. All decisions must be recorded online. The original applications and written notes of reasons for short listing or rejecting applicants will be retained electronically for six months from the date that an appointment decision is made. This information can be accessed by Business Support (HR) via the website archive.

The information seen by those undertaking the short listing will anonymise the applicant's details. The panel will only have access to qualifications, employment history, and responses to short listing questions. If managers need to have access to more information for safer recruitment reasons then this is possible and should be requested through the business support (HR) team.

Personal information given on the application form should not form part of the short listing process but all applications should be scrutinised to ensure that they are fully completed, and any discrepancies are highlighted.

- Do not make generalised assumptions about applicants and their suitability for a particular type of work.
- Ensure records are kept of the reasons for the rejection of job applicants at the short listing stage.
- Take care not to draw adverse inferences from the presentation of an application form if the ability to produce fluent written communication is not an essential requirement.

It may be that the number of short listable candidates is more than a manageable number to interview. In this case the panel can take one of the options below:

- Remove from the short list any candidates who did not quite meet all the essential criteria but thought it worth exploring the areas of uncertainty at interview - time and numbers permitting;
- Only interview those who meet both the essential and the desirable criteria
- Treat the pool as a long list and invite all to a next stage assessment using a suitable test or assessment exercise to arrive at a final short list from the top performers.

If a disabled applicant has requested an adjustment to the job to overcome a disabling barrier to their application, the panel must take the request seriously and be open to all possibilities for achieving a reasonable adjustment. An HR Business

Partner will work with the recruiting manager to consider adjustments. Such a request should not be used as a means of reducing the short list to a manageable number.

- If one or more of the short listed candidates indicates they are disabled then it is essential to use an accessible venue
- Panels may need to adjust any of the interview or assessment arrangements to remove identified disabling barriers

Further information on short listing is available in the Managers Guidance – [Short listing & Interviewing](#).

16.0 Arrangements for interviews

Interviews should be scheduled as soon after the closing date as reasonably possible, as delays may lead to a loss of applicants.

Business Support (HR) will work with panels to inform short listed candidates that they are invited to interview.

Letters or e-mails to **all** short listed candidates should include:

- Date, time and place of their interview with the name of someone to contact on their arrival
- What the interview will consist of and details regarding any test/s or presentations that will be required
- Where relevant, what visual aids will be available for presentations
- A request that the applicant contacts the author of the letter/message if they have any special requirements in relation to the interview (related to access to the venue or any other special need related to disability)*
- The need to bring proof that the applicant is permitted to work in the UK.
- Details of any additional documentation they should bring with them (including proof of qualifications, registration documents, examples of work etc).

*If it is necessary to make arrangements for any special requirements then Business Support (HR) will support the manager to facilitate the adjustments required.

17.0 Right to work in the UK

As part of the recruitment process, applicants must bring with them to the interview evidence of their right to work in the UK. Under the Immigration, Asylum & Nationality Act 2006, employers should, prior to allowing a job applicant to start work ensure that they have the right to work in the UK. Full details are given in the [Managers Guidance – Preventing Illegal Working](#)

18.0 The interview

The recruiting manager will need to ensure that copies of the online application forms have been printed off for use by the panel members at the interview.

A structured interview should form a core part of every recruitment and selection exercise. For some jobs it will be sufficient and appropriate as the only method of assessment used. Where other assessment methods are used the interview is usually the last stage.

Good interviews should have a clear plan, which help to keep the panel objective and focused throughout. However, there must be room for flexibility and the necessary freedom for the skilled interviewers to use probing, supplementary and/or additional questions as required.

Detailed advice and guidance on interviewing are provided in the [Managers Guidance – Short listing & Interviewing](#).

19.0 Additional information – posts working with vulnerable adults

The National Service Framework and 'Valuing People' documents set the strategic service development for older people and people with learning disabilities respectively. The National Care Standards Commission have set national minimum standards for care homes for older people. These documents focus on working in partnership and therefore promote the participation of service users in recruitment and training.

Managers should always consider how service users could be involved in any recruitment and selection exercise. Options would include a visit to the work place to meet up and chat with residents or service users, or including service users on the recruitment panel. All service user involvement should be facilitated by a manager who is not part of the interview panel but who has undertaken recruitment and selection training. Notes of the interaction with service users and the views of service users should be reported to the interview panel by the facilitator.

The interview panel must ensure that a full employment history has been provided by the candidate on the application form. The interview process should be used to investigate any gaps or inconsistencies in this information. At least one member of the panel should have undertaken safer recruitment training and passed the assessment.

20.0 Additional information – posts working with children

The recruitment processes must align with the Cambridgeshire & Peterborough Safeguarding Children's Boards Key Safeguarding Employment Standards.

For all posts within children's services, references for short listed candidates will be sought prior to interview. To ensure receipt of the reference in time it is recommended that four weeks is allowed between short listing and the interview date.

For all posts in residential childcare (and other posts where the manager considers it necessary), an important part of the selection process is a visit to the place of work, incorporating a meeting/interview with a group of residents, children or young people. The young people will then feedback their views and comments to the main panel.

Following the visit, there should be an assessment, which incorporates a group discussion / interview on a topic related to residential childcare, such as punishment, care, secure care, relationships, etc. Participants should be assessed on their knowledge, contribution and interaction in a team setting.

For all posts in residential childcare (and other posts where the manager considers it necessary) a Personal interview (also known as a Warner interview) is required. These interviews are undertaken by a fully trained personal interviewer who may or may not be a directly employed member of staff. Personal interviews explore the

applicant's attitudes towards children and young people, their perceptions about the boundaries of acceptable behaviour towards children, and questions about sexual boundaries and attitudes. For some other posts within children's services (outside of residential child care) these questions may be incorporated into the selection process in some other way.

Where necessary ability tests may be undertaken to identify candidates' strengths and weaknesses

The interview panel must ensure that a full employment history has been provided by the candidate on the application form. It is the responsibility of the interview panel to probe in depth any concerns, gaps, or discrepancies arising from the information provided by the applicant and/or a referee to confirm the truth and accuracy of the details.

Authenticity of qualifications and registration where applicable must be undertaken (usually by Business Support HR) and signed off by the manager prior to the offer of employment being made.

The interview panel must take seriously any concerns, even if unsubstantiated, about a candidate's suitability, even though they may appear to have met the person specification. All concerns should be discussed as part of the panel decision making process. Where necessary the recruiting manager should obtain further information if they have concerns regarding any of the details.

The interview panel should complete the interview matrix for all candidates, giving reasons at the end why the candidate is, or is not, suitable for employment. This matrix should be completed and signed by the recruiting manager.

The interview panels should be balanced by ethnicity and gender, where possible.

21.0 Safeguarding – the personal (Warner) interview

These interviews apply to those posts working with children including:

- Looked After Children;
- Children who are at potential risk of significant harm;
- Disabled children (who may have intimate care needs)
- Children who are excluded from school
- Children who live away from home
- Sick children

For posts where staff work with children in vulnerable situations and where they have sole care or responsibility for a child or group of children including:

- Staff who supervise children on activities away from home such as residential trips;
- Peripatetic professionals who work on a one to one basis with children without being supervised during such work

then it is the policy of the council to undertake an additional safeguarding (known as Warner or Personal) interview. The aim of the Warner/Personal interview is to address areas that are more difficult to assess in the formal interview setting.

Standard 27 of The National Minimum Standards (DOH, 2002) requires local authorities to exercise care in the selection of all staff and volunteers working with

children in children’s homes. The Bichard Report recommended the assessment of personal qualities during the selection process in other posts within children’s services.

Areas of assessment include:

- Motivation
- Integrity and values
- Authority
- Accountability
- Ethical and diversity standards
- Emotional resilience
- Team work

Elements include:

- Identification of support for candidate if necessary
- Careful recording to evidence findings
- Feedback to candidate

Training is essential for staff prior to undertaking these interviews. A list of trained interviewers is available from children’s services. Further detail is given in the Peterborough safeguarding children’s board document ‘[Criteria for Warner interviewing](#)’.

22.0 Making a Selection decision

The information obtained in the application, the interview, and any selection tests (and references if they have been obtained beforehand) will allow candidates to be assessed against the person specification and a selection decision to be made. The assessment must be made on the evidence and not on unsubstantiated ‘feelings’.

Before starting the interviews, the panel should decide which requirements from the person specification carry the greatest weight for determining successful job performance. This will be important later for the decision-making stage. These requirements shouldn’t include (for example) essential qualifications – as it should already have been established that all short listed candidates meet these.

The online recruitment system specifies a scoring requirement for each applicant against each question asked and should be used to rate the applicants from 1 (Poor) to 5 (Excellent).

Score	Description	Relation to Job Performance
5	Excellent	A full response which demonstrated in-depth knowledge and understanding of the subject/ full possession of the requirement for superior job performance.
4	Good	A good response which answered the question and showed depth of understanding and knowledge/ full possession of the requirement for effective job performance
3	Satisfactory	A response that was relevant and showed some understanding/ meets base requirements for adequate performance with scope for further development.
2	Less than satisfactory	A response which was relevant but superficial and failed to demonstrate depth of understanding/ candidate requires significant further development to demonstrate the

		requirement satisfactorily.
1	Poor	A response which was inadequate but which had some relevance/ candidate falls well below the base requirement for adequate performance and is unlikely to demonstrate competency without a great deal of further development

Throughout the interview, the panel should continue to focus on all the requirements being assessed. After each interview, individual panel members should separately consider all the evidence gathered from the candidate, referring to their notes as necessary, without conferring with the other panel members.

When all the interviews are complete, and any additional assessment results are available, the full panel should share and pool their assessment of the candidate and scores. The panel should discuss any large discrepancies between different panel member's assessments of a candidate on any of the requirements. The panel should then be able to identify which candidates are appointable, and a score for each candidate. The job should be offered to the applicant who best meets the essential criteria for the role. The new appointment form should then be completed and forwarded to Business Support (HR) with all the relevant accompanying documents.

Those on the recruitment panel must be satisfied that the approach to the selection procedure and the final decision can be justified at a later date.

23.0 New Appointment form

HR / PAYROLL APPOINTMENT NOTIFICATION FORM		FOR HR USE ONLY	
CONFIDENTIAL WHEN COMPLETED		Payroll / Emp. No.	
<p>Please note that all sections are to be completed by the Section Head / Interviewing Officer where indicated, paying particular attention to sections highlighted in Red.</p> <p>If in doubt as to what is required please email HRSupport@peterborough.gov.uk</p> <p>Please ensure all relevant documentation is returned with the appointment form as soon as possible e.g. completed application form, interview notes, copies of identification documents and formal qualifications if applicable. Failure to supply appropriate documents may delay payment for employee</p> <p><u>PAYROLL CUT OFF DATE IS 10TH OF THE MONTH [or previous working day if the 10th is a weekend or Bank Holiday]</u></p>			

EMPLOYEE INFORMATION

Details:	New Starter [not existing PCC employee] / Current employee change of post / Current employee Additional Post		
Title:	Mr / Mrs / Miss / Ms / _____ *	Initials:	
Forename 1:		Forename 2:	
Surname		Known As	
Appointee Full Home Address:			
		Post Code:	
Home Tel:		Date of Birth: +	
Mobile Tel:		Dfee Number ~	
FOR HR USE ONLY			
Gender:	Male / Female *	Ethnic Origin:	
Continuous Service Date:		Disabled?	Yes / No / Not stated
NI Number:		Pay-point:	
APPOINTMENT DETAILS Type of Contract:	Temporary / Permanent / Fixed Term / Casual / Relief / Term-Time Only / *		
Working Basis:	Full Time / Part- Time / Job Share	Contractual Hours:	
Name of Previous post-holder: [leaver form to be completed ONLY if employee is leaving PCC]		Flexi-time:	Yes / No *
Date of Interview:		Starting date for contract:	
Post No:		Post Title:	
Department:		Division:	
Team:		Reports to:	
Name of Buddy or Line Manager		Telephone No:	
Address at which post is situated:			
Grade of Post:		Scale points from:	to:
Appointment at Grade Point:		Starting Salary or Hourly Rate:	
If Temporary / Fixed Term, length of Contract or end date:			
If not employed whole year [e.g. term time only] number of contractual weeks:			

Recruitment Procedure

If Part-time / Job Share, details of hours in one week and number of hours per day:							
Salary Charge Code:	%:		01				
	%:		01				
Key User Status:			Yes / No				
Car Loan being transferred?			Yes / No *		Shift Allowance percentage if payable		
Relocation Allowance?			Yes / No *		Telephone Allowance?		Yes / No *
Overtime Rate:			No OT / Time / Time and a Half *				
Specify any other allowances or protection:							
OTHER DETAIL Interview expense claim form to be issued?			Yes/No *		References to be requested:		Yes / No / Already Requested
<p>Please note:- If YES is NOT selected references will not be requested until HR Support receive the signed Contract & Offer Letter from the appointed candidate . This may delay the employees start date.</p>							
Medical Form to be sent:			Yes/No *		Do they require a probationary period?		Yes / No *
Politically Restricted Appointment?			Yes/No *		CRB Check required?		Standard / Enhanced / No *
Post No. employee is leaving if change of post					Is this post now empty and obsolete?		Yes / No / Not applicable*
<p>Confirmation of Pre-employment checks [These are needed as evidence of completion for various purposes including verification that safe recruitment requirements have been met. A copy of the documents used to verify the successful candidate's identity and qualifications must be attached for the personal file]</p>							
<p>Identity confirmed at Interview - original documents seen & attached [initial and date]:</p>					Yes \ No		
<p>Confirmed able to work in the UK [initial at date]:</p>					Yes \ No		
<p>Are any formal qualifications required for this post?</p>					Yes \ No		
<p>If yes, attach copies initial and date to confirm qualifications checked:</p>					Enclosed \ Not Enclosed		
<p>INFORMING UNSUCCESSFUL CANDIDATES A member of the Interview Panel is required to inform ALL unsuccessful candidates by telephone</p>							
<p>MANAGER \ DEPARTMENTAL AUTHORISATION</p>							
Form completed by:							
Job Title:							
Signature:				Date:			
<p>HR CHECKED \ CONFIRMED [For HR Admin \ Payroll Use Only]</p>							
Checked post vacant			If not vacant:		Bucket post \ maternity or sick cover*		
Signature:				Date:			
<p>Key - Fields marked * Require deletion of options not applicable.</p>							

24.0 Appointment of Directors & Heads of Service

The Employment and Appeals Committee will approve the appointment of senior managers at and above Head of Service level. The Chief Executive's appointment is subject to a separate procedure reserved to Council.

Before any decision is made by the committee every member of the executive must be notified of:-

- The name of the person to be appointed
- Any other particulars relevant to the appointment
- The period within which objection to the appointment is to be made, which shall be at least 2 clear days.

The committee may only approve the appointment where no material or well founded objection has been made by the Leader of the executive on behalf of the leader or other members of the executive.

Once a candidate has been selected the recruiting manager will need to complete an Appointment Notification Form and send this to Business Support (HR) for the conditional offer documentation to be sent.

25.0 Pre-employment checks

All **offers of appointment** are conditional subject to:

- At least two Satisfactory references
- Medical Clearance from the councils Occupational Health team
- Completion of the City Council's equal opportunities monitoring form (if not already submitted at application stage)
- Evidence of the Right to Work in the UK
- Proof of registration with a professional body (for specific posts)

In addition, the following checks will be required for all posts that fall within the definition of Regulated Activity:-

- An Enhanced CRB Check (full details are given in the council's policy on CRB/Vetting & Barring).
- Proof of qualification/s
- Proof of registration with a professional body (for specific posts)

No appointment will be confirmed until the recruiting manager signs the appointment form stating that all the checks are in place and are satisfactory.

If any of the above checks are not undertaken or are not satisfactory then the conditional offer will be withdrawn.

For most jobs in the council, **references** are only taken up for the person who is offered the post, and are requested after the interview. A form is sent to the referee requesting information in a standard format. However, for posts within children's services, (or those working with vulnerable adults) references will be requested for all the short listed candidates prior to interview. Copies of the references are then given to all members of the panel and any concerns or discrepancies must be discussed with the applicant at the interview. A standard children's services reference request form is issued to referees for completion, in line with national guidelines. Where ever possible a telephone call should be made to the referee to confirm that they did write and sign the reference. If the reference has not arrived by the time the interview

takes place it is vital that the manager asks the applicant at the interview if there is anything they wish to discuss in respect of the questions asked of the referee and also that they scrutinise very carefully the reference when it is received.

26.0 Feedback to unsuccessful candidates

The recruiting manager must be prepared to give feedback to all candidates that request it as soon as possible after it is requested. It is a very important part of good recruitment and selection practice and can make a significant difference to the way candidates feel about the organisation, even if their application has been unsuccessful.

Included in the feedback must be an overview of the results of any tests and exercises as well as assessments from the interview. The feedback should be accurate, factual and helpful. It is important to provide a balance between those areas where the candidate did well or showed strength, and areas of weakness, where the candidate needs to improve for the future.

27.0 Record keeping

Accurate record-keeping is an essential part of recruitment for various reasons including:

- it enables accurate and objective investigation of any complaints raised as speedily as possible
- meaningful feedback can be given to unsatisfactory applicants
- to enable an accurate and speedy response in cases where complainants invoke their statutory rights under anti-discrimination legislation

The following documents must be retained:

- application form and related documents (e.g. C.V., written submission)*
- online short listing information*
- completed interview assessment notes
- copies of assessment tests and exercises, including the results
- candidate's written exercise responses, test score sheets, presentation handouts etc
- all/any other notes taken by the panel members at each stage of the interview process

*held online and managed by the Business Support (HR) team.

Documents must be held and destroyed in accordance with the councils Retention & Destruction policy. Documents are stored for a period of six months or a longer specified period of time where necessary in a secure place where confidentiality can be assured. Duplicate copies of documents must be securely destroyed. After the defined period the documents must be confidentially destroyed.

28.0 Monitoring & Complaints

The equality information is completed online by the applicant and is unseen by the recruiting manager. A further request for equality information is sent to the successful applicant when the job is offered to them to try to ensure the most up to date data is held. For unsuccessful applicants this information will be retained for 6 months after the date of the final interview.

Any complaints regarding a recruitment exercise should be raised through the Grievance Procedure for internal applicants and the Council Complaint's Procedure for external applicants.

29.0 Starting work

The [induction document](#) must be completed for all new staff who should also attend a departmental **induction** (arranged within their first weeks of employment) and the council's corporate induction training session, ideally within the first few months of joining the council. Full details of the [corporate induction](#) is available from the council's Learning & Development Team.

30.0 Probationary period

The Probationary Policy & Procedure provides a basis for managing the performance, attendance, capability and conduct effectively of newly appointed employees during the probationary period. It applies to all newly appointed employees.

Every appointment is subject to a six month probationary period (unless the appointee is an existing employee). The period of probation may be extended in some circumstances. Advice on performance issues during probationary periods is available from the HR Business Partner. For further information refer to the [Probation Policy <insert link>](#) and [Probation Procedure <insert link>](#) available on InSite.

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