

Central Scotland Valuation Joint Board Recruitment and Selection Procedure

Policy Statement

The Board recognises that effective selection, recruitment and retention of skilled staff is essential for service delivery and as such it will take every possible step to ensure that its staff, and potential staff, are all treated fairly and given equal opportunity and support appropriate to their needs. All decision related to recruitment, selection and promotion are based solely on job related objective criteria.

Legislative Requirements

The Board will adopt and maintain recruitment and selection procedures, which reflect:

- Legislative requirements and associated Codes of Practice, with which the Board must comply;
- The COSLA Code of Practice on Recruitment and Selection, which sets out principles of good practice for Recruitment and Selection processes;
- The Board's, Standing Orders and Scheme of Delegation, and Equal Opportunities Policy; and
- HMG Baseline Personnel Security Standard (BPSS)

Commitment

The Board is committed to ensuring that employees are selected in the most appropriate and objective way by:

- Selecting candidates upon merit related to skills, qualifications, demonstrable competencies, and relevant experience.
- Applying the principles of the guaranteed interview scheme to ensure all candidates with a disability who meet the essential criteria for a vacancy are offered an interview.
- Ensuring that all members of recruitment and selection panels have had appropriate training.

Review

The Board shall monitor and review this Policy as required and shall consult with employee and trade union representatives when changes to the Policy are being considered.

Approved by Central Scotland Valuation Joint Board November 2013

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Recruitment and Selection Introduction

These procedures clarify and make Recruitment and Selection as simple and effective as possible. Advice is available at all stages from the Board's Human Resources Advisor at Clackmannanshire Council.

1. A Member of Staff Leaves

Manager's Action

- A. Advise the Office Manager who will complete and pass the leaver's form to Human Resources at Clackmannanshire Council
- B. Recover ID Card, Keys, etc and pass them to Operational Services

Forms

Leaver Form

Operational Services Action

- A. Send out Exit Questionnaires to all departing staff. Use results confidentially as part of the input for developing Human Resources policies / initiatives.
- B. Update Human Resources Records.
- C Advise IT Services to terminate access to systems. E-mail account to disabled immediately and closed within one month

Exit Questionnaire

2. Defining Jobs

Manager's Action

- A. Discuss whether to recruit, reorganise or restructure with Assessor/ERO in all cases.
- B. Review job description in conjunction with Assessor/ERO. Check with Human Resources at Clackmannanshire Council if any changes will affect the Single Status grading of the post. Notify Operational Services of any amended Job Description
- C. Review Person Specification in conjunction with the Assessor/ERO and write competency criteria defining essential / desirable factors for each job. Notify Operational Services of any amended Person Specification

Forms

Job Description

Person Specification

Operational Services Action

A. Maintain an establishment list and a database of current Job Descriptions and Person Specifications

3. Preparing to Fill a Vacancy

Manager's Action (with advice from Human Resources if necessary) Forms

A. Form a recruitment panel for each vacancy.

Key guidelines are:

- The panel chair will normally be the line manager for the post (note: Assessor and Depute Assessor are Board appointments);
 - The panel chair must have authority to make the appointment delegated from the Assessor;
 - The panel must comprise a minimum of 3 people, and be a representative group;
 - Exemptions to a representative group must be discussed with Human Resources at Clackmannanshire Council;
 - Consider relevant specialist and / or other service representation;
 - Panel members including elected members must have undertaken appropriate training;
 - Human Resources will normally be present for posts above Grade 10 and may attend more junior appointments where requested in exceptional circumstances following discussion with the Line Manager.
- B. The recruitment panel must plan the recruitment process, advertising and selection methods.

4. Proceeding to Advertise

Manager's Action (with advice from Human Resources if required)

Forms

- A. Decide how widely to advertise. In normal circumstances the practice should be to advertise internally and externally. More limited internal advertising may be relevant where a redeployment, restructuring or establishment reduction exercise is in progress. In circumstances where a post is difficult to fill advice should be sought from Human Resources.
- B. Confirm appropriate allowances or conditions with Office Manager
- C. Confirm details for advertising by providing Operational Services with, job description, person specification, any additional recruitment pack information (all electronically) and proposed timetable for recruitment process.

Operational Services Action

- A. Prepare information pack.
- B. Select media and decide timetable for advertising. Normal method of advertising will be the myjobscotland website
- C. Decide whether or not to use a named contact.
- D. Create a record for monitoring / managing the vacancy.
- E. Review statistical and equal opportunities records.
- F. Analyse and act on these records.
- G. Monitor implementation of guidelines and good practice.
- H. Maintain a record of employees who have been trained in recruitment and highlight to the Assessor/ERO where training is required to ensure an adequate pool of panel members
- I. Agree specific Human Resources role.
- J. Maintain a database of information pack material.
- K. Retain copies of adverts and response statistics by publication.
- L. Operate redeployment procedure where appropriate.

Recruitment Panel Planner

5. Responses

Manager's Action

Forms

- A. Where candidates wish to discuss the vacancy, only factual information about the vacancy should be provided. A contact from within the service should be nominated to undertake this role; normally this will be the Line Manager.
- B. Monitor questions to see if FAQ's and information to candidates can be improved in future

Operational Services Action

- A. Provide candidates with application forms and recruitment pack and deal with enquiries.
- B. Keep records to monitor effectiveness of recruitment sources used.
- C. Deal with late responses by speaking to the manager in the first instance.
- D. Provide manager with comprehensive response file.

6. Short Leeting and Preparation for Selection

Manager's Action (together with recruitment panel) Forms

- A. Confirm responsibility for administration of selection process between panel chair and Human Resources (if attending). The norm is for the panel chair to take responsibility.
- B. Arrange short leeting panel meeting. (Ensuring that any **disabled candidates** who meet the full essential criteria are called forward for interview)
- C. Conduct short leeting with recruitment panel. Based on how well the potential candidates meet the Person Specification essential and desirable criteria i.e. Fully Meets, Partially Meets, Does Not Meet the criteria
- D. Record reasons for accepting / rejecting candidates.
- E. Prepare selection process confirming the methods to be used, which may include interview, prepared questions (oral or written) case studies, presentations, skills, aptitude or psychometric testing.

Recruitment Panel
Planner

Leeting Analysis
Summary

Key points to ensure are:

- The purpose and relevance to the post of each measure used;
- Tests are applied by or under the guidance of suitable trained and qualified specialists;
- Interviews are fair and consistent, systematic and structured around common core questions (allowing for supplementary or specific probing of areas given the dynamic nature of interviews); and
- Criteria / guidelines for evaluating responses or results are agreed in advance.

F Arrange venue for interviews in conjunction with Operational Services

Operational Services Action

A. Distribute application forms, timetable, papers etc.

B. Advise unsuccessful candidates of outcome / arrangements for feedback on application.

C. Confirm arrangements with chair of recruitment panel.

D. Arrange selection interview process, timetable candidates and advise.

E. Request references only for shortlisted candidates Employment and present for consideration by the panel at the end Reference of the selection process. A standard letter / form will be used for requesting references. For internal HMG BPSS candidates, references should be sought from the current Line Manager. NB ideally references should be sought to verify the last three years of employment or academic history. Verbal contact must be made with referees to confirm they supplied the reference. Contact to be made via the main switchboard of the referee's firm and not by contacting a direct number supplied by applicant

7. Interview and Selection

Manager's Action (together with recruitment panel) Forms

A. Conduct selection process as defined.

B. Compare candidates performance across the range of measures used against criteria.

Interview
Assessment Form

C. Identify any shortfall in evidence provided.

D. Arrange to obtain any further evidence.

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|------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------|
| E. Record reasons for accepting / rejecting candidates. | Interview Outcome Form |
| F. Agree salary placing with Assessor/ERO | |
| G. Ensure all satisfactory references, qualifications and Borders Agency required documents have been received before making a conditional offer of appointment. | Borders Agency check list |
| H. Negotiate start date with successful candidate. | |
| I. Pass all paperwork relating to the selection process to Operational Services for retention for six months prior to destruction | |

Operational Services Action

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|--------------------------------------------------------------------------------------------------------|---------------------------|
| A. Check and copy all <u>original</u> documents required by Borders Agency to prevent illegal working | Borders Agency check list |
| B. View and confirm <u>original</u> qualification documents and arrange for a copy to be taken. | |
| C. Co-ordinate selection process as defined, including arrangements for administration of testing etc. | |
| D. Advise all unsuccessful candidates of result of interview. | |
| E. Offer and arrange for panel chair to provide feedback to unsuccessful candidates. | |
| F. Securely store all paperwork relating to the recruitment process for six months | |

8. Disclosure Scotland & Pre-Employment Health Checks

Operational Services Action

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|-----------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------|
| A. Send Disclosure Scotland Check form to successful candidate if appropriate or advise them of the online process in the case of Basic Disclosure checks | Forms
Disclosure Scotland Check |
| B. Send Pre-Employment Health Questionnaire to successful candidate. | Pre-Employment Health Questionnaire |

9. Appointment of Successful Candidate

Manager's Action

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|----------------------------------------------------------------------------------------------------------|--------------|
| A. Prepare specific team induction programme to run in conjunction with departmental induction programme | Forms |
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Human Resources Action

- A. Check medical clearance with OHS and Disclosure Scotland clearance and advise Operational Services of the outcome
- B. Create Payroll record.

Operational Services Action

- A. Advise Manager on receipt of late references.
 - B. Issue offer letter, Statement of Particulars etc. to be signed by Assessor/ERO
 - C. Receive confirmation of acceptance.
 - D. Open personal file
 - E. Notify Human Resources of appointment
 - F. Close recruitment files. and destroy securely after six months
- New Start Form

10. Monitoring and Review of Process

Manager's Action

- A. Feedback to Operational Services commenting on operation of process, ideas or suggestions for improvement.

Forms

Operational Services Action

- A. Conduct review / audit of a sample of appointments independent of recruitment team for conformity and consistency with approved procedures.
- B. Seek written / oral feedback from sample of candidates both successful and unsuccessful, internal and external on their perception and experience of the process.
- C. Analyse results and advise the Assessor/ERO of outcomes

11. Information on advertising mediums

The following information can now be supplied by Human Resources at Clackmannanshire Council on request:

- Publications available;
- Comparative costs;
- Target audiences of specific publications;
- Detailed costs on request via the advertising agency.

Summary of Action to be Taken by Manager

1. A Member of Staff Leaves
 - Notify Assessor/ERO and Operational Services
2. Defining Jobs
 - Update Job Description and Person Specification as required in conjunction with Assessor/ERO.
3. Preparing to Fill a Vacancy
 - Obtain Assessor/ERO approval to recruit, re-organise or restructure.
 - Form a recruitment panel and agree an action plan.
4. Publicity
 - Provide Operational Services with job description and person specification.
5. Responses
 - Talk to candidates who want an informal factual discussion.
 - Receive response file from Operational Services
6. Short Listing and Preparation for Selection
 - Shortlist candidates and record reasons.
 - Plan interviews / selection process with Operational Services: timetable for interview appointments.
 - Ensure any disabled candidates who elect to be considered for 'guaranteed interview' meet all essential criteria are selected for interview.
7. Interview and Selection
 - Decide and record reasons for accepting / rejecting candidates.
 - Agree salary placement with Assessor/ERO and negotiate appointment, following receipt of all satisfactory references.
8. Disclosure Scotland Check
 - Confirm with Operational Services where necessary.
9. Appointment of Successful Candidate
 - On receipt of a completed appointment form, Operational Services will ensure that all appropriate administration is completed.

10. Monitoring and Review
11. Information on Advertising
- Arrange for induction for new staff.
 - Feedback on process.
 - Participated in sample reviews.
 - Information supplied on request

DRAFT