Recruitment and Selection Policy

1. Statement of Intent

Warwick District Council is an Equal Opportunities Employer and will recruit and select all employees in an equitable, effective and efficient manner that will ensure the provision of the appropriate personnel able to meet service requirements. The recruitment of staff represents a major investment and it requires skill, preparation and the adherence to policies.

2. Introduction

2.1 The Recruitment and Selection Policy gives details on how to deal with the recruitment and selection within WDC. It is important that you read this document carefully. Mistakes in recruitment and selection are costly to correct, so it makes sound business sense to ensure that effort and consideration goes into making well informed recruitment and selection decisions.

2.2 All such individuals have a duty to become familiar with the requirements of the Policy and to seek advice as and when necessary on their correct use. Advice and support will be readily available from the HR team. Training needs associated with the Recruitment and Selection process will continue to be met by Learning & Development.

2.3 It is the responsibility of all employees involved in recruitment and selection to ensure that statutory obligations placed on the Council by legislation are strictly adhered to.

3. Equal Opportunities in Recruitment and Selection

3.1 This policy statement will be positively adhered to and all employees involved in Recruitment and Selection have a duty to take action to eliminate discrimination **throughout** the process.

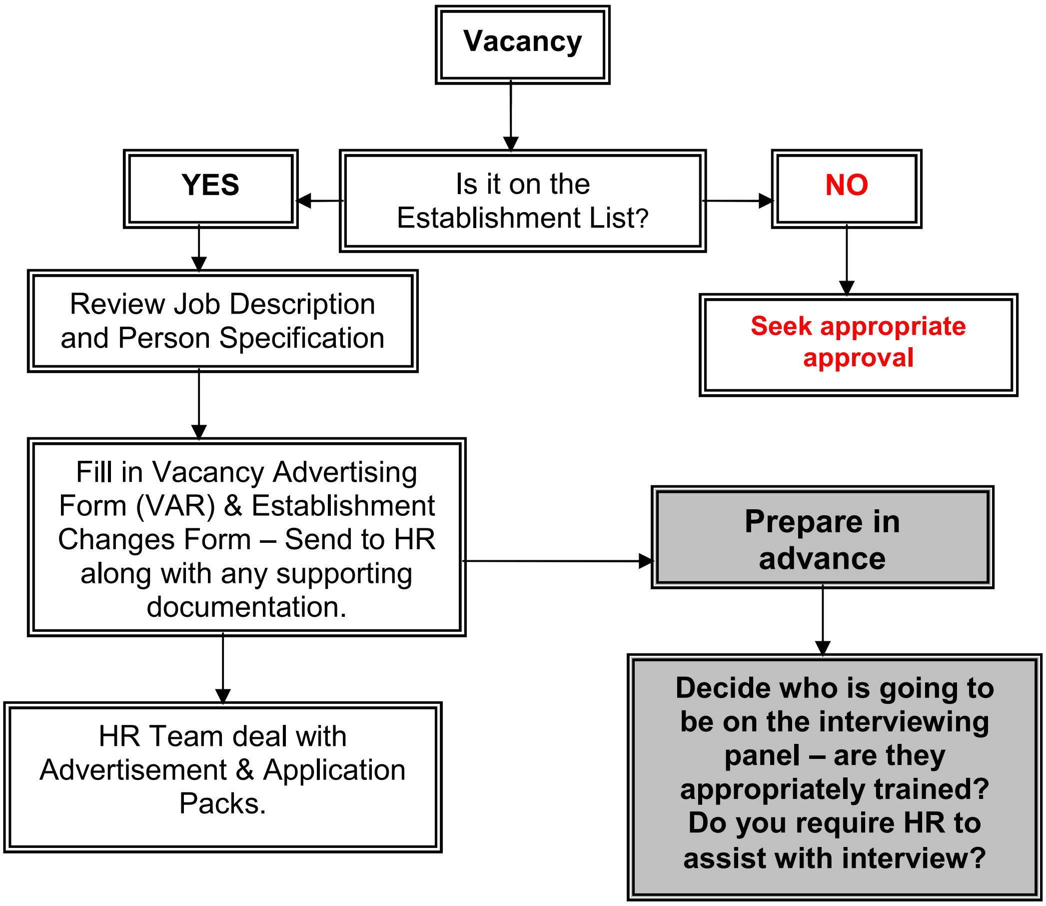
3.2 When recruiting and appointing, special attention must be paid to the Council's policies namely:-

- Equal Opportunities Policy ***[insert link to policy]***
- Recruitment & Retention of Employees with Disabilities ***[insert link to policy]***
- Gender Reassignment Code of Practice ***[insert link to policy]***
- Redeployment Policy ***[insert link to policy]***

NB, *Applicants with disabilities who meet the minimum selection criteria must be selected for interview.*

3.3 It is the clear intention to promote consistent good practice, carried out in a lawful, efficient and cost effective manner. In this way the interests of WDC and its good reputation as a fair employer will be safeguarded.

4. The Recruitment Process



5. Decision to Fill the Vacancy

5.1 Permanent & Temporary Posts

5.1.1 Service Area Managers are authorised to recruit both permanent posts on their existing establishment and temporary posts for less than six months providing there is budgetary provision. Temporary appointments beyond six (excluding maternity cover) months will need to be referred to the Chief Executive.

5.1.2 The Service Area Manager is then required to complete a Vacancy Advertising Request Form (VAR) and send to the HR admin team who will co-ordinate the recruitment process keeping the Service Area Manager informed of progress.

5.2 Temporary Staff

5.2.1 Temporary staff may only be employed in the following circumstances:

a) to carry out specific tasks occasioned by staff absence;
b) during the time when an officer leaves and pending the successor taking up duty;
c) to assist where there is an exceptional and temporary increase in workload which cannot reasonably be tackled with existing staff resources.

5.2.2 Vacancies for temporary staff to cover sickness absence or maternity leave may not be advertised until the service area has written agreement from the Head of Service for HR that funds are available (see procedure attached below).

[Insert Employee Recruitment Expenses Budget Procedure].

5.3 Agency Staff

5.3.1 The employment of agency staff is a more expensive route and should therefore be kept to a minimum. Agency staff should not be appointed without the written consent of the Head of Service.

5.3.2 All temporary staff should be booked via Comensura. To book agency staff please follow the Agency Staff Booking Procedure.

[Insert Agency Staff Booking Procedure]

5.4 New Posts

5.4.1 Requests to grant approval to add new posts to the existing establishment must be sanctioned by Employment Committee subject to finance or finding risk being agreed with the Executive e.g. post funded by income

5.4.2 A job description must be prepared for all new posts and this should be forwarded to HR for submission to the Hay Job Evaluation Panel to determine the appropriate grade for the post. A post will not be advertised until the Job Description has been evaluated by the Panel.

[Insert guidance notes for completion of job description & Hay Job Evaluation Timetable]

5.5 Internal Recruitment

5.5.1 In agreement with the unions, all vacancies will be advertised internally in the first instance. Internal applicants need not complete an application form but do need to demonstrate how they meet the person specification for the role.

5.5.2 This is to promote growth from within the Council, offer opportunities for development and encourage job satisfaction and therefore employee retention.

5.5.3 Member appointed and JNC graded roles are excluded from internal recruitment in the first instance.

[Insert manager's guideline to internal process]

5.6 Secondments

5.6.1 Secondments may be used to immediately fill a vacant post up to a maximum of 6 months in duration.

5.6.2 Secondments should have a defined end and start date, clear objectives to achieve in the timescale and be a measured/managed appointment

[insert amended secondment process]

5.7 Vacancy Advertising Request (VAR) Form

5.7.1 Please ensure that the VAR form is completed and signed off by both the Head of Service and recruiting officer.

5.7.2 Please consider all aspects of the post and its requirements i.e. any additional allowances, career grading, relocation packages, vehicle allowance. All these must be attached to the form from the outset.

[Insert link to VAR Form]

6. Does the Job Description and Person Specification Need Reviewing?

6.1 Job Analysis

6.1.1 To recruit the right person requires an accurate picture of the job itself and the skills and attributes it demands. Review existing documents to make sure it still accurately reflects the role.

6.2 Job Description

6.2.1 When an existing post becomes vacant the first things to consider is do you need to fill this post? Could the post be deleted from the Establishment?

6.2.2 All job descriptions should be reviewed annually as part of the appraisal process and should not, therefore, become out-of-date. However, when a post becomes vacant and a need has been identified to fill it the Job Description should be reviewed and updated if necessary. When carrying out the review take into consideration any comments which were raised at the Exit interview with the previous post holder.

6.2.3 Following the Job Description review, if there has been a significant change in the duties and responsibilities, the grading of the post must be reviewed before the post is advertised. The revised Job Description should be forwarded to HR for submission to the Hay Job Evaluation Panel.

6.3 Person Specification

6.3.1 Also before the recruitment process can begin it is vital to have a written person specification. It is from this that the recruitment advertisement will be formulated. It also assists potential applicants decide if they are suitable and it acts as a guide to help them complete their application, against which they will be measured.

6.3.2 The person specification should follow the corporate layout shown in the example given below.

[Insert sample person specification]

6.4 Advertising the Vacancy

6.4.1 The Council will utilise clearly worded, informative advertisements to attract the required response. All advertisements will:

- comply with statutory obligations and Council policies;
- use appropriate media in consultation with HR.

6.4.2 All recruiting managers must follow the recruitment advertising procedure that is in force.

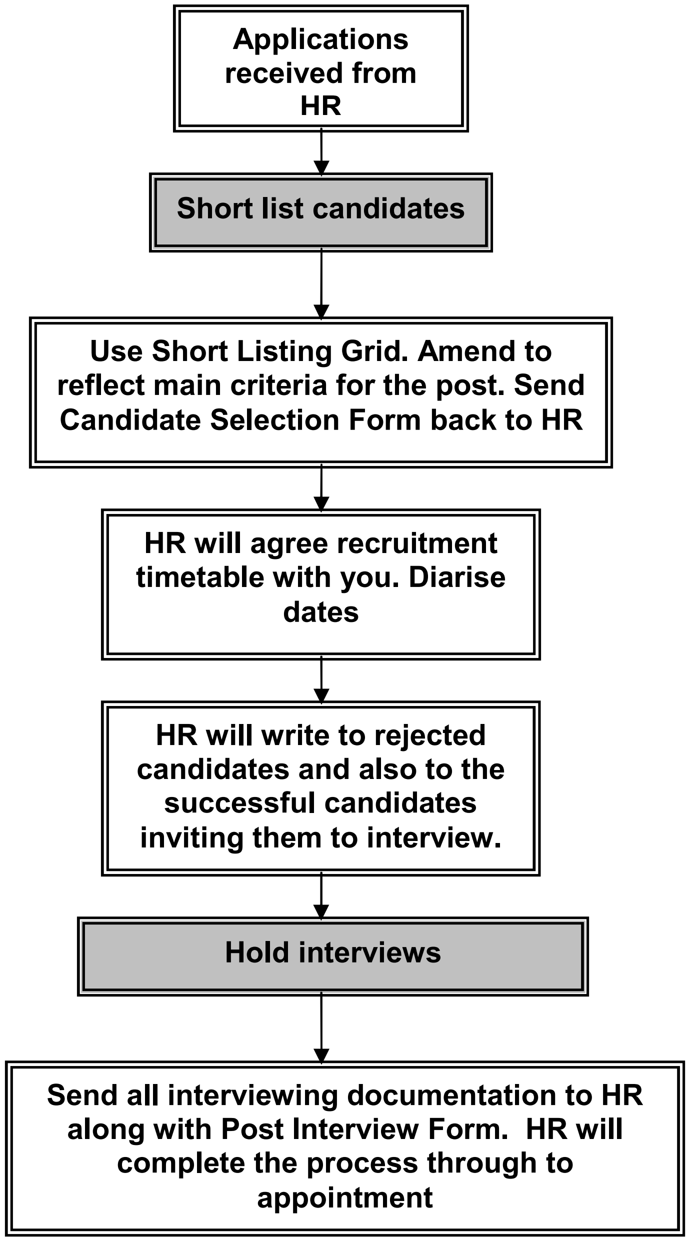
6.4.2 Employees on the 'at risk' register will be offered priority for any vacancies prior to any further advertising. Managers would then need to consider this applicant before any other applicants.

6.5 Information Pack

6.5.1 The Information pack is managed by HR – all applicants will receive a pack which will contain the following information:-

- Person specification
- Job Description
- Terms and Conditions
- Application Form
- Guidance Booklet
- CRB Information Sheet if applicable
- Other documentation that is essential to the role

7. Interviewing Process



7. What to do once you have received the application forms.

7.1 Short Listing

7.1.1 There is no maximum or minimum number of candidates who should be short listed. However, it is recommended that you should not attempt to see more than 6 people in any one day.

7.1.2 In certain circumstances you may feel it is appropriate to have long list screening interviews – where you see up to eight candidates in short (half hour) interviews and then short list down to three or four who will then go through the full selection process to full interview and any other selection test you choose to use.

7.2.3 Use the short listing grid to select the candidates you wish to see.
[Insert short listing grid]

7.2 Rejections

7.2.1 This administration of this will be handled by the central HR team. Appropriate reasons for rejection may include:-

- Incomplete application form
- Lack of appropriate experience
- Lack of relevant qualifications
- Inability to demonstrate professional or technical ability
- Poor interview performance, test results or presentation
- Medical clearance withheld
- Unsatisfactory references
- Satisfactory but better candidate selected at interview
- Canvassing or false information which disqualifies applicant

7.2.2 Once short listing has been completed return the rejected candidate details along with the Candidate Selection Form back to HR to send out the rejection letters to the candidates and also invite the short listed candidates to interview.

7.3 Interviewing Timetable

7.3.1 If arranging preliminary screening interviews, 30 minutes should be sufficient for each candidate. All other interviews should be allocated approximately 1 hour and you should take into consideration any time needed for tests or presentations.

7.3.2 10 to 15 minutes should be programmed in between interviews to allow time for writing up notes, comfort/refreshment breaks for the panel and in case of slippage due to a candidate overrunning.

7.3.3 All members of the interview panel will be sent a copy of the timetable from HR. This can then act as a visual reminder on the day of the interviews, reminding the panel to keep to the time scales agreed which can be an aid to keep the process on track.

8. How to manage the Interview Process

8.1 Interviewing

8.1.1 **Before the day of the interviews:**

- Plan the interview structure and agree questions and the role of each member i.e. who will do introductions, who will ask questions etc.
- Book a suitable interview room, large enough for the size of the panel and free from any telephone noise or put the telephone on divert.
- Book any equipment needed e.g. overhead projection for presentations, refreshments for the panel and candidates.
- Ensure all members of the panel have copies of relevant paperwork.
- Allocate someone to greet candidates from reception and see them out after the interview has taken place.

8.2 Testing

8.2.1 WDC uses testing as part of the process of selection for Head of Service and Directorate roles. These tests are administered by qualified assessors.

8.2.2 There may be other posts where the cost of testing may be justified – these will be organised by the relevant service area at their cost.

8.2.3 There will be posts where certain tests can be devised which will assist the selection process. For example candidates might be asked to:

- Carry out an in-tray exercise
- Submit a written paper on a suitable given topic
- Give a presentation to the interview panel
- Complete a word processing exercise

8.2.4 Tests used <u>must be</u> appropriate and relevant to the post being selected for. HR will be happy to give advice on whether tests are suitable.

8.3 Interview Questions

8.3.1 Time should be spent prior to the interview preparing questions which will test for the attributes required on the person specification. It should be decided who will ask which questions and in which order.

8.3.2 In order to put the candidate at ease and help them to open up, start with a relatively easy and familiar question.

8.3.3 Keep the questions in a logical order and try to link the next question to the last reply. Keep the questions simple, avoiding long pre-ambles and jargon.

8.3.4 Use open questions (What? How? Why? When? Where?) and follow up with supplementary questions to clarify points. Avoid leading questions and closed questions which are likely to result in only a yes or a no answer.

[Insert sample interview questions & scripts]

9. What to do after the interviewing process is complete.

9.1 Interview Assessment Forms

9.1.1 An interview assessment form must be used. This will help simplify the selection decision and introduces a degree of objectivity into the process. By using a framework of this sort the characteristics can be aggregated by giving each candidate a score which might be used to compare ratings of different panel members.

[Insert interview assessment form]

9.2 Interview Structure

9.2.1 The aim of the interview is to:-

- Determine each candidate's suitability for the job
- Ensure the candidate has a clear picture of the organisation and the job
- Maintain the image of WDC as a good employer and sell the role.

During the interview the panel should:-

- Welcome the candidate and help them settle in
- Introduce the panel and explain the interview plan
- Try to avoid making an instant assessment
- Ensure all questions are relevant to the Job description and person specification.
- Listen to the candidate
- Ask if the candidate has any questions
- Inform the candidate what happens next
- Make notes on each candidate
- Try to stick to the timetable – if you do run over, let waiting candidates know.

9.2.2 Remember – interviews are a two way process, you are choosing from candidates but they are also choosing you.

9.3 Post Interview

9.3.1 Base your decision on the outcome of the interviews and tests used measure against the person specification and job description. The notes you made during and between interviews and the interview assessment form will help with this.

9.3.2 Fill out the post interview form and return it to the HR admin team along with all the paperwork from the interviews so that the HR admin team can then deal with the final stages of the process – including reference checking and CRB if required.