



## Response to Request for Information

Reference      FOI 001972  
Date            20 February 2018

### ***Interview and DBS identity check procedures for social work positions***

#### **Request:**

I'm writing to request copies of any current policies, procedures, guidelines, training materials or similar documents relevant to the Local Authority's interviews and criminal records checks of children's and adults' social workers who apply to work for you.

Local Authorities often have a policy for job applicants as well as guidelines for the managers who recruit them, I am requesting both.

Within Children's Services, this might form part of arrangements for safe recruitment pursuant to the "Working Together to Safeguard Children" statutory guidance:- "[Local Authorities] should have in place arrangements that reflect the importance of safeguarding and promoting the welfare of children, including: safe recruitment practices for individuals whom the organisation will permit to work regularly with children, including policies on when to obtain a criminal record check;" (page 53).

Within Adults' Services, the "Care and Support Statutory Guidance" (14.230) recommends Local Authorities to use a recruitment and retention toolkit called "Finders Keepers" which is produced by the Skills for Care organisation. The toolkit includes "Creation of a standardised interview and scoring process".

The reason for my request is to establish if the Local Authority has previously stated, unequivocally, that it considers it necessary for social workers:-

- (i) to be interviewed face-to-face, rather than via a video link (or similar)
- (ii) to be interviewed by interviewers with particular qualifications, training, or experience (e.g. Warner training)
- (iii) to be interviewed by interviewers who are employees of the Local Authority
- (iv) to be interviewed by the person responsible for the recruitment decision
- (v) to be interviewed by the person who would manage them if they were appointed
- (vi) to have their identity checked for their DBS face-to-face, rather than using posted original documents and a video link likeness (or similar)

These matters are normally addressed in recruitment agencies' contracts with hirers, but with statutory guidance underpinning this.

[NOT PROTECTIVELY MARKED]

During the latter part of 2017, both the Home Office and DBS identity checking guidelines were updated, meaning we need to identify more precisely what hirers consider necessary.

Please find attached the relevant policies for the above FOI request.

Please note, the DBS wording that we use in the conditional offer letter as this outlines what successful applicants need to do to in order to process their DBS check (refer to attachment 3).



## **Managers' Guidance**

# **Managing Recruitment and Selection**

Version	1.4
Published	April 2013
Updated	November 2014
Review date	November 2015

## **Managers' Guidance**

The guidance notes have been developed to assist managers when dealing with the recruitment and selection of employees. The guidance is designed to support the Council's policy and procedure on recruitment and selection and is not intended as a substitute for following the policy and procedure.

The guidance is based on best practice and recent developments in employment case law; it does not form part of the Council's recruitment and selection policy and procedure.

The information contained within this document includes detailed guidance on the 'how to' with references to other resources that can assist when dealing with recruitment issues.

For further information, please contact HR  
On (01902) 552345 or [HR.supportdesk@wolverhampton.gov.uk](mailto:HR.supportdesk@wolverhampton.gov.uk)

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## **1. Introduction**

The guide has been split into three sections:

### a) Before selection

- Job description and Person Specification
- Approval to Appoint
- Short-listing Applications
- Guaranteed Interview Policy

### b) The selection event

- Interviews and on-line Testing
- Interview Scoring
- Reasonable Adjustments

### c) After Selection

- Preventing Illegal Working
- Safeguarding Information
- Verification of Qualifications
- Interview Decisions
- Notification of Appointment
- Pre-employment Checks including references
- Recruitment Monitoring

#### **RECRUITMENT SERVICE STANDARDS**

We aim to:

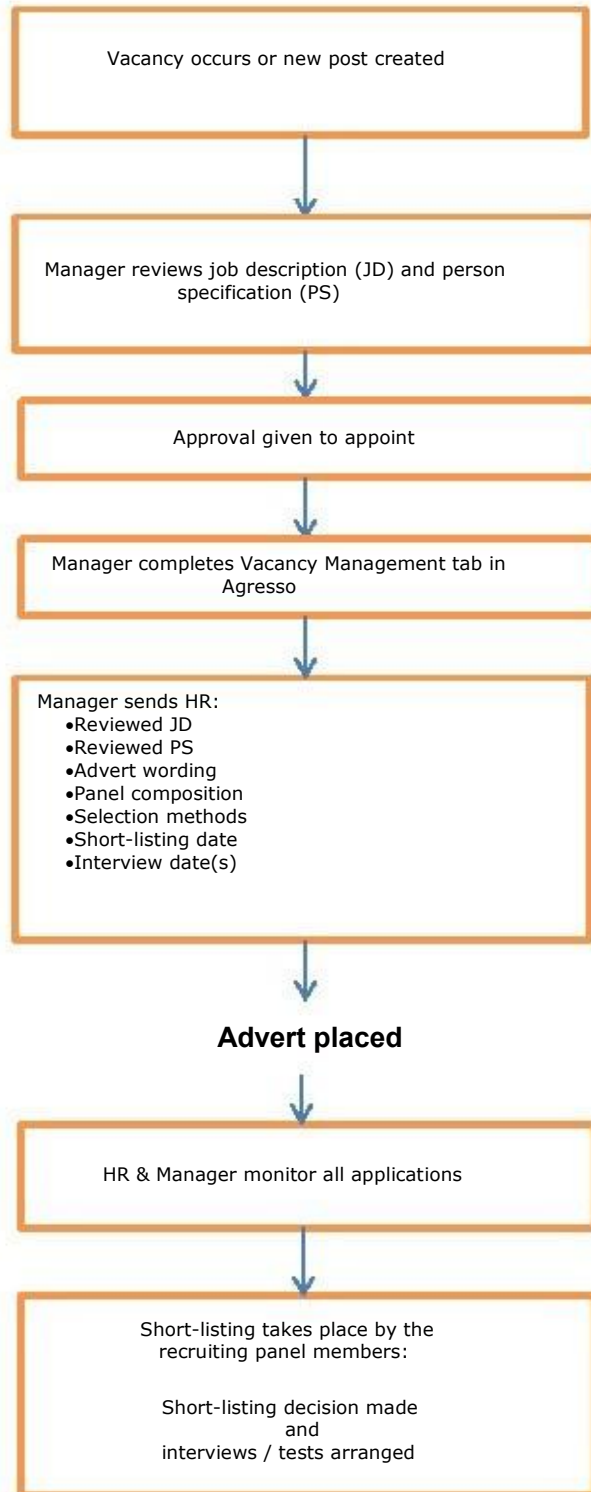
- Follow a recruitment process that is free from bias
- Base our recruitment process on good employment practice
- Ensure that our recruitment process is clear and easy to use
- Make our recruitment process responsive to your comments, both complimentary and critical

To do this we will follow agreed standards of service – they can be found within this guide in blue boxes

*We aim to ensure that at least one member of every panel has undergone the Council's equal opportunities in recruitment and selection training*

## SECTION A – BEFORE SELECTION

### 2. Before Selection – The Process



### **3. The Job Description**

The Job description has a number of functions:

- To enable recruiters to draw up an accurate personnel specification
- To assist potential applicants in deciding if they can or would like to do the job
- To set out post holder responsibilities and job content clearly and explicitly

Job description should therefore be written using clear, unambiguous language. They should be concise and should only be concerned with the genuine requirements of the post; for example, do not include duties that may be carried out on an ad hoc basis if they cannot be considered an integral part of the job.

In addition to the duties of the post, a job description should include:

- Other members of staff the post holder is responsible to and for
- If the post is subject to Disclosure of Criminal Convictions
- If any specific conditions apply (e.g. working unsociable hours/at various locations)
- The statement that “post holders must comply with the Council’s Equal Opportunities and Health and Safety Policies and the Data Protection Act 1998”
- If a catch-all phrase about “other duties” is included, the required wording is: “Any other duties appropriate to the grade of the post, subject to any reasonable adjustments under the Equality Act 2010”

Changes to job descriptions are subject to consultation with the post holder. If there are substantial changes, which may affect the grading of the post, they will also require approval from HR.

There should be no implication that someone of a particular race, sex, age, sexual orientation, disability, religion or belief, or other protected characteristic must hold the job, unless the post is exempt under the Genuine Occupational Requirements (GOR) provisions of the Equality Act.

Legislation allows for positive action through the encouragement of members of under-represented groups to apply for certain posts, or the training of members of these groups to equip them with the necessary job related skills.

GOR’s should be identified at the beginning of the recruitment process, before the vacancy is advertised. Advertisements and material sent to potential applicants should clearly show that a GOR applies and state the relevant provision of the Equality Act.

If a recruiting manager wishes to claim a GOR they must consider the specific duties for which an exemption is to be claimed; a GOR cannot be claimed unless some or all of those duties are covered by a specific exemption and those duties must be carried out to achieve the objectives of the job.



Contact HR for more information or guidance.

See Appendix 1 for the Council's standard Job Description template.

#### **4. The Person Specification**

The person specification is the basis of the recruitment and selection process, and helps to ensure that it is fair, transparent and objective.

Person specifications set out the relevant and demonstrable skills or competencies, knowledge, areas of experience, qualifications and other attributes required to carry out a particular job successfully.

The requirements are listed as either essential (the necessary requirements to do the job) or desirable (those requirements that are not essential to do the job but are relevant to the work involved) e.g. for an administration job it may be essential to have a skill of producing process flow charts, but it may be desirable for the post holder to have experience of a specific database or IT product.

Specifications should be precise and clear without being unnecessarily restrictive. Wherever possible, recruiters should indicate suitable alternative or equivalent skills and qualifications. The skills and attributes required should be objectively identifiable within the means available e.g. via application form, interview or selection tests and exercises.

#### **Careful consideration must be given to the following in person specifications:**

•Specifying a minimum or maximum age requirement	These can only be used where they are imposed by other statutory requirements e.g. licensing restrictions for serving alcohol.
•Use of qualifications	Are they essential to the role and can their use be objectively justified? Are they potentially indirectly discriminatory (e.g. specifying a very contemporary course which will limit candidates by age)?
•Qualification equivalents	Have other qualification equivalents been adequately considered and listed where they are known?
•Establishing 'equivalency' to qualifications	Can an equivalent level of competence be assessed through testing in the selection process e.g. numeracy test instead of maths GCSE; word processing speed and accuracy test instead of RSA I or II?
•Specifying possession of a driving licence or own transport	Unless it is an essential requirement of the job that the post holder drives or uses his or her own transport. In order to meet the employer's duty to consider reasonable adjustments under the Equality Act 2010, in most cases the specification should

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	specify “willingness / ability to travel to or visit different sites”.
•Experience	Time linked experience will be indirectly discriminatory unless you can objectively justify its use (e.g. as part of a statutory or regulatory framework governing employment in the field). Ensure that experience criteria set out the quality of the experience you expect someone to have - rather than an arbitrary amount of time-linked experience – focusing on outcomes achieved, roles or functions experienced.
•Including unnecessary physical requirements	This may be difficult to measure objectively e.g. ‘energetic’, ‘physically fit’ and which may be indirectly age or disability discriminatory.
•Using language descriptions or	Which may infer a preferred age of candidate e.g. ‘a mature approach to...’, ‘dynamic recent graduate’

See Appendix 2 for a standard Person Specification template.

## 5. Approval to Appoint

Once approval to appoint has been secured for any vacancy, it is the responsibility of the recruiting manager to complete the Vacancy Management tab in Agresso to initiate the process.

Approval for recruiting agency workers and consultants must be made using the Business Case Form for Approval to Appoint Agency Workers and Consultants (Appendix 3). It is the responsibility of recruiting manager to ensure that all relevant information is provided on the form and all supporting documents and approval from the budget holder is obtained

This process is designed to ensure:

- There is a strong business case for filling the post
- There is budgetary provision for the post
- There is appropriate advertising for the role
- The Council may use managed recruitment processes to challenge approval requests whilst budget savings are needed.

.All relevant sections must be completed before forwarding to  
[HR.supportdesk@wolverhampton.gov.uk](mailto:HR.supportdesk@wolverhampton.gov.uk)

## **6. Advertising**

Redeployees will be notified of vacancies via Talentlink, the council's on-line recruitment system. Should there be no suitable redeployees or no successful redeployees then, the post can be advertised internally and then if necessary externally. All external posts will be advertised through the WMjobs website and, if appropriate, in specialised media publications when a justification has been provided and agreed.

Advertisements are the public face of recruitment. They should be designed to attract all people who would like to do and can do a given job. They should never be written with an eye to encouraging "self-de selection".

An advertisement should:

- Explain briefly and clearly what a job involves and what qualifications, skills and experience are essential to do it.
- Inform applicants of the status of the job (e.g., whether it is temporary, fixed term or externally funded).
- Not exceed 70 words and ideally should be shorter. (See guidance text box below).
- Be written in non-discriminatory terms. HR will check the proposed advert wording to ensure that it is legally compliant.
- Clearly state any Genuine Occupational Requirements (GOR's) citing the relevant section of the legislation being used. GORs are applicable in very specific circumstances; advice should be sought from HR.
- All posts are open to job share unless specifically exempt and will be advertised as such. Managers have a duty to consider any reasonable request for flexible working, taking into account both service needs and employee circumstances.

### **Writing the advert**

#### **Have a goal**

Know what you hope to achieve by placing the advertisement. Ideally, think of some way you can measure its success.

#### **Hit the target**

Think about the people you're trying to reach. Who are they? Where are they? What media do they consume? Most importantly, what do you want them to **do**?

#### **Sell benefits, not features**

e.g. investing several thousand pounds in new computer equipment isn't a big story. The fact that it allows people to pay their Council Tax online **is**. Ask yourself what the benefit is to your customer – then promote it!

#### **Add stopping power**

There must be something about your advertisement – in its headline, imagery or layout – that stops the reader and draws them in.

#### **Subtract words**

Don't fill every square centimetre of the advert. There'll be so many closely-spaced points that not one of them will penetrate...

## **How to get a job advertised (filling a vacant post)**

Wolverhampton City Council currently uses an electronic recruitment system, known as "Talentlink" to manage the recruitment and selection process.

HR will send Recruiting Managers an email advising them of their User ID and Password for Talentlink. This will enable you to view the advert and all application details and complete subsequent stages of the process.

A separate guide to using Talentlink is available from the HR intranet or by contacting [HR.supportdesk@wolverhampton.gov.uk](mailto:HR.supportdesk@wolverhampton.gov.uk)

## **Authorising**

No vacancy can be advertised (internally or externally) within Talentlink without the manager confirming in Agresso that the Service Director has given approval and that sufficient budgeted hours exist to recruit to the post.

## **7. Applications**

### **Information for Applicants**

All vacancies advertised on-line on [wmjobs.co.uk](http://wmjobs.co.uk) will have the following information:

- Application Form
- Job Description
- Personnel Specification
- Information about "Disclosure" if the post is subject to a Criminal Convictions check (see Pre employment check section for more information)  
Any other essential information about the job role
- Supplementary information about the Council, the service or the team may also be
- useful

Applicants with disabilities may request and receive information in an alternative format, if printed material or downloads from the website are not appropriate. HR can assist with sourcing alternative formats. If applicants do not have access to a computer, then they are asked to contact HR.

All applications for posts must be received on Talentlink or the council's job application form.

CV's will only be accepted in support of the completed application form, not in place of it. However, if the applicant has a disability, which makes it difficult for them to submit a completed application form in print or on-line electronic format, a submission via an alternative format will be accepted as a reasonable adjustment.

### **Advertisements and Application Forms**

- All vacancies will be advertised unless the Council approves other arrangements. These vacancies will be displayed on our website at <http://www.wolverhampton.gov.uk/jobs>
- The date of interviews, and any other selection event, will be given in the advertisement if it is known at the time of going to press
- Screening questions can be set to ensure unqualified applicants do not apply
- All telephone/email requests for information will be answered promptly and application packs sent out within one working day
- All requests for application packs will be recorded to allow monitoring of despatch
- All application packs will have a contact point for return and queries

### **Monitoring Applications**

At any stage whilst a vacancy is "live" (i.e. before the closing deadline date has passed) the recruiting manager can view the application details and monitor the volume of applicants to see how well their advert has worked in attracting the right standard of applicants for the post. This allows time to start planning the requirements to short-list and interview.

Where an advertisement specifies a contact name and number to discuss a particular vacancy, the recruiting manager concerned should ensure that when they are not available the person dealing with incoming calls is fully briefed.

Any information given to potential applicants should be limited to providing applicants with factual details concerning skills, experience, job content and job related terms and conditions in accordance with the personnel specification. Although additional information may be sought and given, this process should not be used as an informal selection stage.

### **Applicants from overseas**

You must treat applications from overseas equally within the recruitment and selection process. You must advise the applicant that they will need to provide proof of their entitlement to work in the United Kingdom at their interview where we will take a photocopy of the original document.

### **Employment History Form**

For posts where there is contact with or access to personal records relating to children, young people and vulnerable adults, you should request an explanation if there are gaps in employment.

Any gaps must be questioned at the interview and responses considered if the person is to be the appointed candidate. The form should be retained with the recruitment paperwork for 12 months.

## **8. Short-listing**

### **Short-listing standards**

- Short-listing will take place within one week of the closing date for receipt of applications
- All applicants will be contacted with an explanation if this is not the case
- Any non-shortlisted applicant will be given constructive feedback, if requested, from a member of the shortlisting panel
- Short-listing will always be carried out by a representative panel, never by one individual
- Short-listing will be carried out by assessing applicants against the criteria set out in the personnel specification
- Disabled applicants who meet the essential criteria for a post as set out in the personnel specification will be guaranteed an interview

### **The Short-listing Panel**

Plan the date of short-listing when the job goes out to advert.

After short-listing individually the panel meet to decide on the short-listed candidates to be invited to attend the selection process.

The panel should agree the scoring system and any weighting of the essential criteria to be used when shortlisting. It should be simple, objective, and related to the criteria on the person specification. Each panel member should comment on how they have scored the application. The panel must come to an agreement.

### **Guaranteed Interview Policy**

The Council operates a Guaranteed Interview Policy for people with disabilities. This policy is a form of positive action allowed under the Equality Act 2010 and one of the Disability "Tick Symbol" commitments made by the Council. It means that, if an applicant for a job declares a disability and meets the essential job criteria, they must be short listed. It does not require every disabled applicant to be interviewed – only those who meet the essential job criteria.

To operate the Guaranteed Interview Policy effectively the following must be observed:

- The essential criteria for each job must be clearly stated within the personnel specification, allowing for no vagueness or confusion over terminology or standards required. It should be possible to measure which applicants meet the job criteria when short-listing for any post
- The disability declaration on the application forms must be checked at the shortlist stage, so that Guaranteed Interviews are not overlooked
- If the short listing panel decide that a disabled applicant does not meet the essential criteria, the application form, personnel specification and reasons for not short-listing must be referred to HR
- Interviews must not take place until a decision has been made by HR
- If the short-listing panel's decision is confirmed, a letter will be sent to the applicant explaining why they do not meet the essential criteria
- If the decision supports the application, an interview must be offered
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The HR decision is final. No appeal can be lodged by either the applicant or the short-listing  
November 2014V.1.4 Updatedpanel11

## **9. Planning the Selection Process**

The selection process should be designed to evaluate effectively the full range of knowledge, skills, competences and experience required by the post holder. It is also the opportunity for the candidate to evaluate Wolverhampton City Council as a potential employer. There are a number of selection 'tools' which can be used at this stage.

Factors to consider when determining which to use include:

- Their relevance and validity in providing objective evaluation
- Using tools in combination to gain a complete assessment of all key criteria
- The resources available to manage them effectively
- The potential for discrimination against particular groups of applicants
- Any selection tool must be subject to appropriate reasonable adjustments for disabled candidates

Candidates should always be given plenty of notice of an imminent interview and a contact name and number should be provided for cancellations or queries. The letter/email should give details of the separate elements of the selection process e.g. tests, panel interviews, activities with service users etc. and candidates should be given enough information to enable them to identify any aids/adaptations or support required to facilitate the selection process. Venues should be accessible for disabled candidates

### **Stakeholder Involvement**

There is much to be gained from involving service users and partners in recruiting to appropriate jobs, such as key leadership posts which will make a substantial difference to service strategies, joint working posts, and community-based roles.

These guidelines should be followed when any external stakeholders are involved in council appointments.

#### **a) Identifying stakeholders**

When considering which stakeholder representatives should be involved, the following criteria are important:

- Validated status on behalf of customer groups and accountability to them (e.g. Chair of a representative democratic body)
- Relevant current experience of the service as delivered
- Integrity, open mindedness and willingness to exercise confidentiality
- Commitment to and understanding of equal opportunities, good selection practice and data protection issues or a willingness to undergo training

Partner organisations will usually identify the personnel they wish to be involved in particular vacancies; checks need to be made that they have undergone some form of training in recruitment and selection. Where the stakeholders are lay people who are

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not regularly involved in selection, it is advisable to organise some awareness training about Council procedures, especially equal opportunities and data protection issues.

b) Planning recruitment with stakeholders

Involving the stakeholders in preliminary meetings to plan the recruitment process and clarifying their role at the outset is important to avoid any difficulties later. Issues for determination include the process (including the production of job description and personnel specification, shortlisting, selection tools to be used) and the stakeholders' involvement in each of these. The Chair should use the planning process to ensure stakeholders are fully briefed on the Councils procedures and remind them of issues of confidentiality, the importance of the equal opportunities policy and any limitations on their role. This needs to be balanced with appreciating the stakeholders' contribution, particularly where they are representing voluntary organisations or otherwise acting in an unpaid capacity. The Chair of the recruitment panel should facilitate the stakeholders' involvement to gain maximum advantage from their skills, experience and perspective.

Candidates should be made aware as early as practicable of any stakeholder involvement. The Chair of the panel should clarify the presence and role of the stakeholder representative at the outset of the proceedings when other panel members are introduced. The Chair has responsibility for seeking input from the stakeholder representative and reconciling their input with that of other panel members as part of the decision making process.

c) Roles and responsibilities

A stakeholder can:

- Comment on the relevance of job description and person specification to service objectives and end user needs
- Ask questions or be party to group discussions to help assess how candidates respond to them and deal with the issues they have particular concerns about
- Provide feedback to the selection panel on their views of candidates' performance in these specific areas (it is important to make sure these areas are a specific requirement on the personnel specification)
- Raise any issues of concern from their perspective
- Advise the panel on their views of responses received from candidates
- Feedback on the overall process to the Chair
- Develop and support the induction of the successful candidate in conjunction with the line manager.
- 

A stakeholder should not contribute:

- To any technical assessments where they are not qualified to make such an assessment
- By making any subjective comments about candidates which cannot be backed up by evidence
- To any clearance checks such as references, medical or Criminal Records Bureau



d) Equal opportunity issues

The involvement of stakeholders can ensure that selection decisions benefit from a wider range of perspectives than is available solely from Council staff and can contribute to building relationships with partners and service users. It is important that the selection of stakeholders seeks to reach under-represented groups and, in some circumstances, stakeholder involvement can be an effective way of ensuring that under-represented groups are better represented in the recruitment process. However, it is important that the involvement of other parties to selection decisions does not dilute the Council's commitment to achieving a more balanced workforce.

Candidate application forms and references are confidential documents containing personal information that has to be handled and managed in accordance with the Data Protection legislation. Information passed to third parties should be the minimum necessary for them to make an effective contribution with all personal information returned and destroyed where appropriate. Candidates should be aware of where and what personal information will be passed to other parties before they complete their application.

### **Invite to Interview**

Electronic interview invitations will be sent to the short-listed applicants allowing them to select their own time slot for interview. As the Recruiting Manager you must first advise HR of the dates you can interview and the start/finish time for each day, and details of the room you have booked and the location/full address.

You will be able to track interview bookings via the electronic recruitment system.

## **SECTION B - THE SELECTION EVENT**

### **10. Skills Testing**

Testing a specific skill or competence requirement of the post e.g. word processing, report writing, can be a useful way of assessing how an individual will perform if appointed. A skill test can also assess a level of 'competence' equivalent to that achieved at a qualification level and may be an effective way of avoiding potential discrimination in the use of qualifications as a selection criterion.

Performance may be affected by how familiar a candidate is with the test procedure or equipment and how nervous they are.

As with skill tests, literacy and numeracy tests can assess a level of attainment equivalent to qualifications and may be an effective way of avoiding potential discrimination through the use of qualifications.

Any tests used must be objectively scored, reliable and valid for testing the relevant level of competence.

Psychometric testing may also support the candidate assessment process. Psychometrics can cover; tests which measure attainment, intelligence and aptitudes or abilities, or questionnaires which look at personality, interests and values.

The use of psychometrics must observe the following guidance:

- Only tests approved by the British Psychological Society may be used in recruitment and selection events in the Council
- Tests may only be administered and results analysed by people qualified at the appropriate level for each test used, and the qualification must be recognised by the British Psychological Society
- Any test or questionnaire administered to candidates must be relevant to the specific post for which they are applying
- Any test or questionnaire used in selection must form only part of the selection event and must never be the sole determinant of whether a candidate proceeds to the next stage of the process
- Where a psychometric questionnaire is administered, the analysis should be used to inform subsequent interview questions
- All candidates should be given relevant information about the tests to be administered as part of the invitation to the selection event
- All candidates must be offered feedback on their performance or result in any test or questionnaire. Feedback should only be given by qualified personnel
- Any Recruiting Manager wishing to use any psychometric instruments for recruitment and selection purposes should consult HR prior to designing a selection event which utilises them
- Any psychometric instrument used must be demonstrably free from any gender, racial, age, cultural or other potentially discriminatory bias, and must be capable of being administered to candidates with disabilities with appropriate adjustments
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## **11. Assessment and Selection Centres**

Assessment centres are designed to measure a specific set of competencies across a range of activities. Candidates are asked to carry out a series of work related tasks designed to enable them to demonstrate job related competencies to the selection panel. Tasks can include written and practical, individual and group activities and may also include one or more criterion-based interviews. They are all time limited, and are carried out under controlled conditions to ensure consistency and fairness to candidates.

Assessment centres must be individually designed to reflect competencies for a particular post or type of work, and the activities chosen for candidates to demonstrate their level of competence must reflect requirements of the job description and personnel specification.

They should all be capable of having the competence observed and measured. Selection centres should only be designed and carried out by trained and competent personnel. Any candidate taking part in a selection centre must be offered individual feedback on their performance in the activities and exercises.

Contact HR for more information or guidance.

## **12. Interviews**

The need to interview large numbers of candidates will be reduced if there is effective use of the electronic recruitment systems screening and applications question stages, ask HR for more information.

The aim of the interview is to ascertain more clearly the degree to which the candidate's attributes correspond to the personnel specification. An interview is a two way process and should run smoothly and easily for both interviewers and interviewees in a manner which will enable the candidate to perform to the best of their ability.

Interviews should be well planned beforehand so interviewers know what information they want (what questions they have to ask) who is asking what and in what order. Questions should be carefully constructed and designed to extract all information relevant to the job. Questions may be open or closed depending on the information required, but should always be specific.

Two commonly used questioning techniques are:

- Behavioural questioning whereby candidates are asked to give examples of past experience that relate to specific aspects of the job and explain what they did, why, the options available, the results etc.
- Problem solving questions where the candidate is asked to explain their approach to dealing with hypothetical scenarios relevant to the job

All interviewees should be asked the same core questions plus follow-up questions, which allow a more in-depth examination of their skills and abilities. Individuals can also be asked supplementary questions which clarify information in their application form.

Interviewers should avoid asking questions as if they were checking off a list and should listen carefully to the answers given. Candidates should be given equal opportunity to elaborate upon information they have already given and to offer new information.

They will also want to find out as much as they can about the job and organisation and should be given the opportunity to ask questions at the end of the interview.

Every selection/interview panel must nominate a chair who will oversee proceedings.

### **Role of the Chair**

- Agree the scoring system to be used by the panel
- Allocate note taking in a way which will enable other panel members to listen actively to the candidates' answers, to ask appropriate supplementary or follow-up questions and to keep a fair record of the answers for discussion and decision making.
- Lead in responding to candidate questions and organising any agreed follow-up.
- Ensure that no questions which could be construed as discriminatory are asked.
- Keep a record of the reasonable adjustments identified and discussed should be made by the chair.
- Provide feedback to candidates.
- Keep and v.1.4 Updated November 2014 update all records of the outcomes<sup>16</sup>

At the interview or selection event all candidates must provide documents to prove their eligibility to work in the UK and any relevant qualifications required as part of the essential criteria. Copies should be taken and verified, before sending to HR.

See section 16, Pre-employment Checks, for more information.

Under the Equality Act, it is appropriate to explore possible reasonable adjustments to a post in the light of a candidate's disability. This should not be a probe into the disability per se, rather a discussion between interviewer and interviewee of disabling "barriers" created by the job's requirements and location and how to overcome them. This should be done separately from the formal interview process, at the end of the agreed interview questions.

When scoring and discussing the candidates' performance at interview, consideration should be given first to which candidate best meets the selection criteria and then to how any reasonable adjustments may be accommodated.

The scoring system to be used should be agreed beforehand by the panel and should be simple, objective, and related to the criteria on the personnel specification. Ideally any scoring should be conducted after each candidate's interview.

### **13. Scoring Systems**

A scoring system helps to ensure a more objective assessment of a candidate's abilities than relying on general impressions. The scoring system needs to be simple, based on the requirements of the job description and personnel specification, and should be agreed to and understood by the interview panel prior to interviewing.

The panel should firstly agree the specific criteria it wants to assess and then decide how this can be tested. In the case of an interview for instance the panel will need to:

- agree specific questions that test the criteria to be measured
- agree what would constitute a good answer and,
- agree an appropriate score

E.g. answers could be ranked 1-5; A-C; excellent, satisfactory, poor, etc. Criteria can be weighted to give emphasis to the more critical aspects of the job. This process can be applied on the same basis to other selection methods including tests, in-tray exercises, presentations, etc. At the end of the selection process, each candidate's scores should be totalled and the person with the highest score selected.

See Appendix 4 for a standard Scoring Matrix.

Any notes made or scoring sheets completed by the panel during interview should be retained. Job applicants are entitled to have access to all interview notes retained as a record. These may also be required to provide interview feedback to candidates or in

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the event of a challenge to a selection decision. These notes should be destroyed after twelve months and not before.

When the face to face interview is completed the information should be collected by the recruiting manager and forwarded to HR to input onto the recruitment system. (This includes copies of relevant qualifications and eligibility to work in the UK documents).

#### 14. Questioning Techniques

<b>Competence (behaviour) based questions</b>	Ask the candidate how they dealt with a situation in the past. E.g. "Tell me about a time when you had to support someone in learning a new task or skill." It allows the interview panel to see how the person responded in a real life situation. Extra questions can be asked to find out what they learnt and what they would do differently.
<b>Open questions</b>	Tend to start with when, who, where, what and how and encourage the candidate to: Talk, provide facts, describe things and/or express opinions.
<b>Leading questions</b>	Imply the answer you expect in the question, e.g. –"We think that parental involvement in a school is really important. What do you think?"
<b>Closed questions</b>	Require yes or no answers, for example: <ul style="list-style-type: none"><li>• Do you enjoy your present job?</li><li>• Do you enjoy leading initiatives?</li></ul> Closed questions check facts such as - Do you have a driving license?
<b>Multiple questions</b>	Are where more than one question is asked such as - Why have you applied for this position, where do you see your career taking you and why do you want to leave your present job?  Candidates will either answer the question they feel comfortable with or get confused and answer the last one.
<b>Self-assessment questions</b>	Ask the candidate to describe their characteristics, such as – "This position requires someone with drive and initiative. How do you measure up to this requirement?"  These questions give an advantage to a good talker or an experienced candidate. They are based on personal perceptions rather than evidence.
<b>Hypothetical questions</b>	Are useful to explore ability instead of experience. A situation is described and candidates are asked what they would do, e.g. "How would you supervise a team?" However, often a candidate will give an answer they believe the panel want to hear rather than what they would do in this situation.
<b>Multi-choice questions</b>	Give the candidate a choice of answers to a specific question e.g. – "How would you deal with an angry parent?" <ul style="list-style-type: none"><li>•by yourself?</li><li>•with the pupil's class teacher?</li></ul>

	<ul style="list-style-type: none"><li>•with another senior member of staff?</li></ul> <p>This only allows restricted answers, which may result in the candidate giving an answer they would have not normally chosen</p>
--	--

*Remember - to make sure that the questions you ask are not specific to one group and that they relate to, and cover, the person specification*

### **Suggested Format of the Interview**

The Chair of the panel will open the interview with:

- Welcome and introduction of the panel members
- An explanation of what will happen during the interview and how long the it will last, include that the panel will be taking notes
- Information on the job
- Questions from the selection panel

To close the interview the chair will ask:

- If a member of the selection panel wants to ask any other questions
- If the candidate has anything else to add in support of their application
- If the candidate has any questions they'd like to ask
- The candidate for:
  - a completed health questionnaire (if sent)
  - relevant certificates (where essential on the application form)
  - proof of entitlement to work (see pre-employment checks)
- How the candidate would like to be told the decision and when the panel

### **For posts where there is contact with children, young people and vulnerable adults or access to their personal records**

The panel should assess and evaluate the candidate's suitability for the post and explore:

- The candidate's approach toward children and young people
- Their ability to support the authority or establishment's agenda for
- Safeguarding and promoting the welfare of children
- Gaps in the candidate's employment history
- Any concerns the panel have, or differences that arise from the information provided by the candidate and a referee

The panel should also ask the candidate if they wish to declare anything in light of the Disclosure and Barring Service (DBS).

If you do not get references before, ask the candidate at the interview if there is anything they wish to declare or discuss in light of the questions that will be put to their referees. It is vital that the panel get and examine references before an appointment is confirmed and the person starts work.

## Travelling to Interviews

Interviewees are entitled to claim the public transport cost of their journey to the interview, if by rail, 2nd class or cheap day return.

Where an interviewee has to stay overnight in a hotel, the normal subsistence rates will apply (ask HR for more details). For some posts, accommodation will be arranged by the recruiting service, in which cases applicants may only claim travel and incidental expenses.

### Interviews

- Confirmation of interview dates, including any other selection events, will be given within one week of short-listing
- Interviews will be held no later than four weeks from the closing date for applications
- If there is a delay candidates will be contacted by telephone or in writing to confirm the timetable for interviews
- We will ensure that candidates' special requirements/needs are met wherever possible. This can include signers, interpreters, wheelchair availability, etc.
- The panel will indicate the anticipated date by which candidates will hear the outcome of interviews, whether successful or unsuccessful, which should be within two working days. This will normally be by telephone and confirmed in writing. However, decisions may be delayed if satisfactory references have not been received
- Any unsuccessful candidates will be given constructive feedback, requested by a member of the selection panel

## SECTION C – AFTER THE SELECTION DECISION

### 15. Making and recording the decision



The Council's recruitment standards require that candidates are notified of the panels' decision within 2 working days. All candidates should receive notification informing them of the outcome. The recruiting panel must have clear, recorded reasons why a candidate is rejected and be prepared to give feedback to rejected candidates if they request it.

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Selection decisions for all candidates should be recorded in the electronic recruitment system.

The decisions that can be recorded are:

- The candidate does not meet the stated essential criteria
- Lack of appropriate experience (e.g. type of quality)
- Lack of appropriate skills
- Lack of appropriate qualifications
- Other

After the interviews have taken place you will be required to change the status of each candidate on the electronic recruitment system. The successful candidate must be changed to "pending conditional offer". This new status will allow HR to progress with the pre-employment checks necessary to confirm the offer of employment.

For all unsuccessful candidates a reason must also be selected and recorded when set to pending.

All paper work and records of the recruitment decision should be retained securely and confidentially for 12 months in order to comply with data protection and employment tribunal requirements.

## **16. Monitoring Recruitment**

The Council keeps monitoring information on recruitment to meet its legal duties as an employer and to support its equality policy. The monitoring system uses the 'recruitment monitoring' information with each application form submitted electronically via WMJobs.

Recruitment monitoring information is retained by HR as confidentiality of this information must be maintained at all times and it should not be seen by the selection panel.

It is the responsibility of the recruiting manager/panel chair to ensure the accurate completion of the recruitment outcome on Talentlink as soon as possible after an offer of appointment has been made, ensuring that the final decision codes have been entered for all candidates for both shortlisting and interview.

The capture of this information is very important as quarterly and annual recruitment monitoring reports are produced and the data is also used in the Council's Annual Equality Monitoring Report.

## **Notification of Appointment**

Recruiting managers must advise HR as soon as possible on the successful person selected from the interview process. The Notification of Appointment Form must be completed and sent to HR including information such as if the post requires a Disclosure and Barring Service (DBS) check.



## **17. References**

### **Why do we request references?**

The purpose of references is to obtain in confidence from a third party, a factual check on a candidate's employment history, qualifications, experience and an assessment of the candidate's suitability for the post in question. This information should be used to correlate other information and judgements derived from the recruitment and selection process.

Normal practice is to obtain two references including one from the candidate's line manager at their current or most recent employer prior to the interview/selection event. Applicants who are school leavers or graduates may nominate head teachers/lecturers/tutors and any temporary work or work experience employer as appropriate. It may be appropriate for applicants who have not been in paid employment to nominate referees from relevant unpaid employment such as voluntary or community work. When an applicant has problems in providing such references, this should be referred to HR for further advice.

Character references may be appropriate, particularly for returners to work or other people without substantive recent or relevant work or academic experience. However, character references from friends and relatives shall **not** be accepted.

References should be sought for internal and external candidates. One reference is required for internal appointments, however, there will be no requirement for a reference to be obtained for an internal appointment within the same service area, unless the recruiting managers specifically request this.

For external appointments, one reference will be required if the applicant has been in their current post for three years or more. For continuous service of less than three years, there will be a requirement to obtain two references. Exceptions to this process are for safeguarding positions which will require two references in all circumstances and legal services will follow Lexcel accreditation requirements. "

A conditional offer of employment can be made subject to the clearances required by the council (medical, DBS, right to work etc.), but should not be made subject to satisfactory references. A formal offer of employment should be delayed until references have been received. Under no circumstances should a successful candidate be allowed to take up a post without any references.

The council designed reference form requests relevant information, in a manner which is not unlawful or discriminatory. Additional information will be required for teaching and some education posts, where an expanded version of this form may be used.

Only in exceptional circumstances, should references be obtained by telephone subject to the referee being asked for confirmation in writing/email. In case a written/email reference is not received, a file note must be made, which should be signed and dated, summarising the nature and content of a verbal reference.

There may be a number of reasons for an unsatisfactory reference. If new information or questions are raised by a reference, you must make further, appropriate enquiries of the provider of the reference and the job applicant and seek further advice from HR.

Recruiting managers will be sent the completed references to check/verify prior to an offer being confirmed.

See Appendix 6 for the Council agreed reference requests.

**For posts where there is contact with or access to personal records relating to children, young people and vulnerable adults, the reference should also:**

- state that the referee is completely satisfied that the candidate is suitable to
- work in a position of trust
- give reasons if the referee has concerns about them working in a position of trust
- give reasons if the referee believes the person might be unsuitable
- give details of any disciplinary procedures the applicant has been subject to involving issues related to the safety and welfare of children, young people or vulnerable adults. This should include any outcomes that have expired
- give details of any allegations or concerns that have been raised about the applicant that relate to the safety and welfare of children, young people or vulnerable adults or behaviour towards them. This should include the outcome of any investigations and how the matter was resolved

For these posts, it is important to remind the referee that they have a responsibility to ensure that the reference is accurate and does not contain any material misstatement or omission

### **Verifying References**

HR will forward references to the manager to read and check.

The reference must be checked to ensure all specific questions have been answered satisfactorily. If questions have not been answered or the reference is vague or unspecific, you must contact the referee and ask for further details.

You should also compare the information in the reference with the application form. This is to ensure the information given by the referee is consistent with the information given by the applicant. Any discrepancy should be taken up with the applicant.

Information about past disciplinary action or allegations should be considered in the circumstances of the individual case.

Issues that may cause concern include:

- recent issues that were not resolved
- a history of repeated allegations

An issue is not likely to cause concern if it has been:

- satisfactorily resolved
- found to be unproven
- free from formal disciplinary sanctions

## **Unsatisfactory References**

If you have any concerns or feel there are discrepancies in the reference, contact HR. It may be necessary to hold another interview with the candidate, to discuss the concerns raised.

This meeting is to decide whether to continue with the recruitment process or withdraw the offer of employment. It may also be helpful to discuss some of the areas of concern with the referee over telephone. Consult HR if you wish to withdraw the offer.

## **Satisfactory References**

The appointment can be made if you consider the references to be satisfactory and inform HR of your decision.

## **18. Pre-Employment Checks**

This section includes information on:

- Prevention of illegal working including applications from overseas, and work permits
- Identity checks
- Previous employment history
- Disclosure and Barring Service (DBS) checks (formerly CRB)
- Unspent convictions
- Medical clearance
- Verification of qualifications
- Additional checks on those applying for teaching posts in schools
- Single central record of recruitment and vetting checks (schools and colleges)
- Unsatisfactory pre-employment checks and withdrawing an offer of appointment

### **(a) Prevention of illegal working, including applications from overseas and work permits**

Under the Immigration, Asylum and Nationality Act 2006, it is a criminal offence to employ a person aged 16 or over who is subject to immigration control unless:

- A) That person has current and valid permission to be in the United Kingdom and that permission does not prevent him or her from taking the job in question
- B) The person comes into a category specified by the Home Secretary where such employment is allowed

As the employer, Wolverhampton City Council must check the applicant holds documents in list A or list B in the Home Office Preventing Illegal Working in the UK May 2012. These documents establish the persons' right to work in the UK.

**Documents provided under List B** show that the holder has been granted leave to enter or remain in the UK for a limited period of time and, or, has restrictions on their right to work.

**As the documents only provide entitlement to work for up to 12 months a fixed term temporary contract will be issued.**

**These documents MUST be rechecked every 12 months or prior to expiry.**

Copies of these documents must be kept, certified by the recruiting manager or HR that the original documents have been seen. The copies must be retained on the employees personnel file held by HR.

Note:

Any documents provided under list A will show that the holder is **NOT** subject to border control, or has **NO** restriction on their stay. This means they have an on-going right to work in the UK.

### Checking Procedures for Entitlement to Work

Managers are responsible for:

- checking candidates are entitled to work in the UK, *before they start work*
- deciding when to check documents
- ensuring all applicants are asked for documents at the same stage
- ensure that all original documents are seen, copied and certified that the original document has been produced
- Forward signed copies to HR to put the copies on their personal file

HR should ensure:

- the candidate's appointment is not finalised until all the checks have been completed
- copies of the approved documents are put onto the individual's personal file
- the documents are kept on file during their employment and for until 6 months after their employment is terminated

### Penalties under the Immigration, Asylum and Nationality Act 2006

Legal action may be taken against an employer who employs a person who has no legal right to work in the United Kingdom.

Under the Act an employer may be prosecuted for employing someone who has no right to work here, and can be fined up to £10,000 per illegal worker. The legislation also allows proceedings to be brought against individuals - 'any Director, Manager, Secretary or other similar officer of the company or any person who was purporting to act in any such capacity - if the offence is committed with their knowledge or connivance.

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Penalties may also be exacted from those who whilst not actively involved in the recruitment process have “consented” to the illegal employment.

### **The statutory defence under the Immigration, Asylum and Nationality Act 2006**

To avoid a conviction under the Act an employer must prove that they have checked the applicant hold documents in list A or list B which establishes the person’s right to work in the UK. This is known as statutory defence.

The employer must take copies of these documents and certify that the original documents have been seen. The copies should be kept on the individual’s personal file while they are employed at the Council and for 2 years after they leave.

Note:

*This defence is only valid if the employer did not know the individual did not have permission to work in the UK.*

All job candidates should be asked to produce documentary evidence of their right to work in the UK. When assessing a job candidate’s right to work in the UK it is important as confirmed above not to single out a particular applicant for different treatment as this could be regarded as discriminatory under the Race Relations Act.

Therefore ALL job candidates should be asked to produce documentary evidence of their right to work in the UK to avoid making assumptions about a persons’ status on the basis of their colour, race, nationality, or on the grounds of a foreign - sounding name. By treating all job applicants exactly alike, no race discrimination can take place.

### **Avoiding racial discrimination in the prevention of illegal working**

To avoid unlawful discrimination you should:

- Not make assumptions about a person’s right to work, or immigration status
- See and make a copy the required documents before confirming the appointment
- Refer anyone who cannot produce the listed documents to a Citizens Advice Bureau or other agency for advice and keep the job open for as long as possible

However there is no obligation to do this if a post needs to be filled urgently.

### **Work permits**

European Economic Area Nationals do not need a work permit to take up employment in the UK. The Work Permit Scheme enables United Kingdom employers to employ other nationals who are subject to Immigration Control. The prospective employee should be living abroad when the employer makes the application.

If a person who needs a work permit is made an offer of a job, it should state:

“The offer is subject and conditional to the application for a work permit being successful”.

Work permits are issued:

- where there is a benefit to employment and the economy in the United Kingdom
- where employers can show they cannot fill the vacancy with a national from the European Economic Area
- to employers wishing to provide other nationals with training or work experience
- to senior managers, highly skilled professionals or people with rare technical skills

The Immigration rules do not allow people admitted to the United Kingdom without a work permit to change to work permit employment. However, the Home Office may decide the application justifies exceptional treatment and may allow the switch.

### **Exemptions**

Under European Community Law nationals from countries who have signed and ratified the Council of Europe Charter or the European Social Charter are exempt.

### **Contacts**

You can get application forms and general information from:

[www.workpermits.gov.uk](http://www.workpermits.gov.uk) Home Office Customer Relations Team, Tel: 08705 210 224

### **(b) Identity Checks**

For posts where there is contact with or access to personal records relating to children, young people and vulnerable adults, it is important to carry out a number of checks to ensure the person is who they claim to be and that they are suitable to take up the post.

To safeguard and promote the welfare of children, young people and vulnerable adults, you should ensure the following checks are carried out:

Documents given, as proof of identity must be checked before an appointment is made. Accepted documents include:

- birth certificate
- driving licence
- passport
- official document with current address
- photographic identity

The above proof of identity is also needed for a Disclosure and Barring Service (DBS) application.

It is the responsibility of the council to check the identity of an employee provided by a third party, using the approved documents listed above.

### **(c) Previous Employment History**

You must ensure applicants have provided information about previous employment history for all posts.

For posts where there is contact with or access to personal records relating to children, young people and vulnerable adults, you should request an explanation if there are gaps in employment.

If a candidate for a teaching post is not currently employed, you should confirm details of their employment in a teaching position and reason for leaving with their most recent place of work.

#### **(d) Disclosure and Barring Service (DBS) Checks (Previously known as CRB)**

By law Wolverhampton City Council is required to check employees in specific areas of employment against the Disclosure and Barring Service records information.

DBS checks give the council information about perspective employees, including:

- offences which are discharged under the Rehabilitation of Offenders Act 1974
- lower level checks for jobs with other elements of risk such as financial probity

Under the Police Act 1997(Criminal Records) (Registration) Regulations 1997 the Council is obliged to follow the DBS Code of Practice.

The Disclosure and Barring Service governs access, use and storage of information.

The Council is committed to working within this Code of Practice.

If a DBS check is needed this must be included in the job description.

Contact HR for more information on DBS checks.

#### **DBS disclosures are not enough for people who have lived abroad**

DBS checks will not show offences committed by individuals living abroad, except for service personnel and their families.

There are guidelines which detail what should be carried out on an employee who has lived abroad. They will include certificates of good conduct from relevant embassies or police forces. The level of information contained in these certificates varies from country to country.

#### **(e) Medical Clearance**

You should not confirm an offer of appointment until you have received a satisfactory medical assessment.

The council Occupational Health Unit will advise if the employee is required to go through a medical assessment, if:

- there is an adverse condition associated with the job

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- there is a need for health surveillance or where specific medical standards need to be met
- the job is of a totally different nature or with a different department

If the candidate has a disability, you must comply with the Equality Act 2010.

For posts that involve regular contact with children or young people, the Council must be satisfied that the individual has the right level of mental and physical ability.

**(f) Verification of Qualifications**

The panel should check the qualification or membership of the necessary professional bodies at the interview stage. If this is not done at interview, the recruiting manager should make arrangements for these to be checked before the candidate starts.

Particular care should be taken when checking qualification and membership documents for people who will be working with children, young people or vulnerable adults.

The original qualification and membership documents should be checked at interview stage. This is to check that the candidate has the correct qualifications required by law to do the job. If original documents are not available, a properly certified copy can be accepted.

**Additional checks on those applying for teaching posts in schools**

All teachers in teaching posts in England must register with the General Teaching Council for England (GTC), unless they are exempt and do not need to hold Qualified Teacher Status (QTS).

This includes teachers who work in:

- maintained schools
- non-maintained special schools
- pupil referral units

It is important to check with the GTC when teachers apply for positions in schools if:

- they are registered with the council
- any GTC restrictions are in force against the teacher
- if they have QTS status and have completed their induction period

Local authorities can do this online. Schools can call the employer access line on **0870 0014823**.



### **Single central record of recruitment and vetting checks (schools and FE colleges)**

Schools and FE colleges must keep and maintain a single central record of recruitment and vetting checks, as well as the normal staff records. The central record must show if and when the following have been completed:

- identity checks
- qualification checks for any qualifications legally required for the job
- a check that they have permission to work in the United Kingdom
- Disclosure and Barring Service (DBS) Enhanced Disclosure check
- checks for overseas criminal records

### **Unsatisfactory Pre-employment Checks and Withdrawing an Offer of Appointment**

The panel need to discuss any concerns over a reference with the referee. This should be done as soon as possible to allow the referee to give details.

If the panel are satisfied with the details, the recruitment process can continue as normal and confirm the appointment. HR must be advised of the panel decision. If there are concerns or discrepancies in the reference, contact HR.

It may then be necessary to hold another interview with the candidate, manager and representative from HR to discuss the concerns raised. A final decision cannot be made until the full panel have met to discuss withdrawing the offer of appointment.

If justified a letter withdrawing a job offer must be sent explaining why the offer is being withdrawn. However, if a DBS check uncovers a concern which needs to be kept confidential from the candidate, an explanation is not needed.

Consult with HR if the offer is to be withdrawn.

## **19. Document Retention**

Selection notes are an important part of employment records.

All recruitment files should include:

- Notes made during selection events (including telephone interviews)
- Notes made on application forms and/or cover letter
- Notes from verifying reference checks
- Notes from employment history verification
- Copies of qualification verification
- Copies of any supporting documents submitted by applicant

ALL interview notes and selection notes of all candidates should be maintained by the Recruiting Manager for 12 months in order to provide feedback if formally requested.



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- Wolverhampton City Council is committed to Corporate Parenting.

“Corporate Parenting is the collective responsibility of the Council to provide the best possible care and protection for children who are looked after.”

Effective date .....

Signature of jobholder .....

Job Title as per the job description

**Person Specification Template**

**Appendix 2**

Wolverhampton City Council

Personnel Specification

Job Title as per the job description

Job Purpose and Role as per the job description

<b>Criteria</b>	<b>Essential</b>	<b>Desirable</b>
	<i>These are the necessary requirements to carry out the job successfully.</i>	<i>These are the additional requirements which are relevant, but not essential, to the work involved in the job.</i>
Experience		
Skills		
Knowledge		
Qualifications and/or Training		
Personal Qualities		
Commitment		



HR/YOO use only:  
 Agency Gateway Approval Number:  
 (If YOO cannot provide)

**Agency Approval request form**

**Appendix 3**

<b>Hirer/Manager Details:</b> Name: Telephone number: Email address:		<b>Cost code &amp; Requisition Number:</b>  Name of contact for queries:  Telephone number:	
<b>Job Title</b> <b>Position No.(if existing post)</b> <b>Grade (if existing post)</b>			
<b>Pay:</b>  Hourly rate: OR Daily rate:		<b>Other remuneration:</b> (e.g. mileage, shift allowances etc)	<b>Working hours/pattern:</b>
<b>Location of work:</b>  <b>Why do you need this agency worker?:</b>		<b>Have you submitted a job description/person specification</b> (if you have an equivalent position within WCC? – if the position is project related provide a description of main duties and person specification)	
<b>Anticipated start date:</b>  <b>Duration of contract:</b>		<b>DBS required</b> (please state Yes/No. If yes please state which is required from the following - Standard/Enhanced or Enhanced with List Checks)	
<b>Worker will report to</b> (if different to hirer):  <b>Name:</b>  <b>Telephone number:</b>		<b>Notes:</b> Regulation 5 of the Agency Workers Regulations provides that an Agency Worker who completes a 12 week Qualifying Period in the same role for you will be entitled to receive treatment equal to what they would have received had you recruited them directly. You can either provide the relevant terms and conditions the agency worker would have received had you recruited them directly, or point to a comparable employee you have identified in your organisation. A comparable employee is an existing employee doing the same or broadly similar work, working in the same location, or different location.  <b>A Requisition number must be provided within 5 days of Yoo Recruit providing a worker.</b> If you require an estimate based upon rate of pay and duration of work Yoo Recruit will provide this upon request.	
<b>Service Director Approval</b>		<b>Date:</b>	
<b>If day rate exceeds £350 per day</b>		<b>Head</b> <b>Date:</b>	<b>of</b>
		<b>Member</b> <b>Date:</b>	<b>HR:</b>  <b>Approval:</b>

I confirm I am authorised to provide this information for and on behalf of the Hirer  
 Signed by: \_\_\_\_\_ Print name: \_\_\_\_\_ Date: \_\_\_\_\_

Note: You can email the electronic version and we will accept the email as your signature  
 Once completed please raise a request via [The Hub Customer Portal](#) (HR) and attach the form or send the form to [HR.Supportdesk@wolverhampton.gov.uk](mailto:HR.Supportdesk@wolverhampton.gov.uk).

**SCORING MATRIX**

<b>CANDIDATE NAME:</b>							
<b>CRITERIA</b>	<b>4 EXCELLENT</b>	<b>3 GOOD</b>	<b>2 SATISFACTORY</b>	<b>1 POOR</b>	<b>WEIGHTING</b>	<b>MAXIMUM SCORE</b>	<b>ACTUAL SCORE</b>
i)							
ii)							
iii)							
iv)							
v)							
vi)							
<b>TOTALS</b>							

**SAMPLE SCORING MATRIX**

Illustration

Candidate Name:							
CRITERIA	4 EXCELLENT	3 GOOD	2 SATISFACTORY	1 POOR	WEIGHTING	MAXIMUM SCORE	ACTUAL SCORE
i) Good working knowledge of pensions		√			X2	8	6
ii) Ability to show leadership			√		X2	8	4
iii) Ability to work to deadlines		√			X3	12	9
iv) Commitment to customer care			√		X1	4	2
v)							
l)							
<b>TOTALS</b>						32	21

In order for the recruitment process to be dealt with effectively, please complete this form fully.

**RECRUITMENT FORM - NOTIFICATION OF APPOINTMENT**

Name of Successful Candidate: \_\_\_\_\_

Job Title: \_\_\_\_\_ Ref from Talentlink: \_\_\_\_\_

Directorate: \_\_\_\_\_ Infra Reference Number: \_\_\_\_\_

Service: \_\_\_\_\_ Team: \_\_\_\_\_

Work Location: \_\_\_\_\_

Pos ID: \_\_\_\_\_

Reporting to Manager: \_\_\_\_\_

(Applicants are advised not to hand their notice in to their current employer until all our pre-employments checks are complete)

External Applicant

Internal Transfer

Secondment

Terms & Conditions: NJC

JNC

Soulbury

Teachers

Grade: .....

Commencing Salary & Point: £ ..... LPP: .....

**Contract Details:** Permanent  Temporary  Expiry date: .....

Term-time only  Number of weeks per annum\*

**Hours to be Worked:**

(\* = working weeks plus holiday entitlement)

Secondary Employment Yes/No

Hours .....

Zero Hours

(Timesheets to be submitted)

Flexible Working Pattern

Annualised Hours



Please identify candidate's work pattern with start and finish times.

	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
No of Hours worked							

If candidate has contractual hours spread over a 2 to 6 week period please identify the work schedule (as above).

	WEEK 1	WEEK 2	WEEK 3	WEEK 4	WEEK 5	WEEK 6
MONDAY						
TUESDAY						
WEDNESDAY						
THURSDAY						
FRIDAY						
SATURDAY						
SUNDAY						
Total Hours:						

**DBS Disclosure required:** Yes  No

If yes select one box Adults  Children  Both

Are they required to drive? Will they drive WCC Vehicle?

Are they a Social Worker? Yes  No  HCPC Registration Number: .....  
Attach copy

Are they a Teacher? Yes  No  QTS Registration Number: .....  
Attach copy

Are they a Youth Worker? Yes  No  JNC Qualification attached: .....

**Other Allowances:**

10% unsocial hours:	<input type="checkbox"/> Yes	<input type="checkbox"/> No
Dress Allowance:	<input type="checkbox"/>	<input type="checkbox"/> Yes
No		
Night Shift Allowance (contractual) 10%:	<input type="checkbox"/> Yes	<input type="checkbox"/> No
Alternating Shift Allowance (contractual) 5%:	<input type="checkbox"/> Yes	<input type="checkbox"/> No
Rotational Shift Allowance (contractual) 10%:	<input type="checkbox"/> Yes	<input type="checkbox"/> No
Split Shift Allowance (contractual) 5%:	<input type="checkbox"/> Yes	<input type="checkbox"/> No

Other Comments – Any Special Allowances/TLR

.....

Recruiting Manager: ..... Signed: .....Ext: .....Date: .....

**Potential Employment issues in proposed post: Please tick all appropriate boxes**

<input type="checkbox"/> Regular Contact with patients/clients	<input type="checkbox"/> LGV/PCV Driver
<input type="checkbox"/> Work with isocyanates	<input type="checkbox"/> Working with hardwood
<input type="checkbox"/> Work with heights	<input type="checkbox"/> Manual handling duties
<input type="checkbox"/> Need to drive patients/clients	<input type="checkbox"/> Food preparation/food handling
<input type="checkbox"/> Contact with blood and bodily fluids	<input type="checkbox"/> Regular night work
<input type="checkbox"/> Work down sewers/confined spaces	<input type="checkbox"/> Ability to detect colours
<input type="checkbox"/> Working in a noisy environment	<input type="checkbox"/> Contact with latex products
<input type="checkbox"/> Working with vibration equipment	<input type="checkbox"/> Working with asbestos
<input type="checkbox"/> Work with VDU's (more than 5hrs per week	
<input type="checkbox"/> Working with chemicals (please specify what chemicals).....	
<input type="checkbox"/> Other hazards (please specify).....	

**Internal Applications Same Service Area Only**

Do you require a reference?    Yes     No

This section to be completed by HR only.

Start Date ..... Date of next Increment .....

Increment Entitlement .....

**HR Resourcing**

Name of Applicant:

Ref No:

HR/

Post Applied for:

**Section 1**

1. Please confirm the dates this candidate was employed with your organisation.

2. How long have you known this person?

In what capacity?

3. What was the candidate's job title when working for your organisation?

4. Please give a brief outline of the duties he/she performed?

5. On how many occasions was he/she absent from work due to sickness during the last two years?

6. How many days of sickness absence has the candidate taken in the last two years?

7. Has the candidate been subject to disciplinary/grievance/capability processes during the last two years? YES/NO

If yes, please give details

8. Have you any cause for concern about the candidate's performance or professional judgement?  
YES/NO

If yes, please give details

9. Please confirm current (or most recent) annual salary rate £\_\_\_\_\_ per annum

**Section 2**

**Other Comments**

Please comment on this person's suitability to carry out the responsibilities of this post, as outlined in the enclosed 'Job Description':

Please confirm whether the candidate will receive a copy of this reference from you, or otherwise know of its contents: YES/NO

If no, would you have any objection to it being revealed during the course of the selection process? YES/NO

Please authorise with official stamp or  
enclose organisation's compliment slip.

Signed: \_\_\_\_\_

Print Name: \_\_\_\_\_

Organisation: \_\_\_\_\_

Position in Organisation: \_\_\_\_\_

**For Official Use Only:**

Recruitment Manager seen and checked information:

Satisfactory

YES/NO

(Please circle one)

Signed: \_\_\_\_\_

If no, referred to Human Resources Officer

Date: \_\_\_\_\_

Name: \_\_\_\_\_

Print Name: \_\_\_\_\_

Date: \_\_\_\_\_

Reference Request – For safeguarding posts

Name of Applicant:

Position Applied for:

Ref No: WHCC000

**Section 1**

1. Please confirm the dates this candidate was employed with your organisation.
2. How long have you known this person?  
In what capacity?
3. What was the candidate's job title when working for your organisation?
4. Please give a brief outline of the duties he/she performed?
5. How many days of sickness absence has the candidate taken in the last two years?  
(Please include dates)
6. Has the candidate any 'live' disciplinary offences &/or capability issues on file? YES/NO  
If yes, please give details
7. Have you any cause for concern about the candidate's performance or professional judgment? YES/NO  
If yes, please give details?
8. Please confirm current (or most recent) annual salary rate £\_\_\_\_\_ per annum

**Section 2**

Name of Applicant:

**Other Comments**

Please comment on this person's suitability to carry out the responsibilities of this post, as outlined in the enclosed 'job description'.

- If this person has already left your employment, please give reason for leaving.
- Please confirm whether the candidate will receive a copy of this reference from you, or otherwise know of its contents. YES/NO
- If 'No', do you have any objection to the contents of this reference being revealed to the candidate if they request it? YES/NO

Signed: \_\_\_\_\_

Name: \_\_\_\_\_

Organisation: \_\_\_\_\_

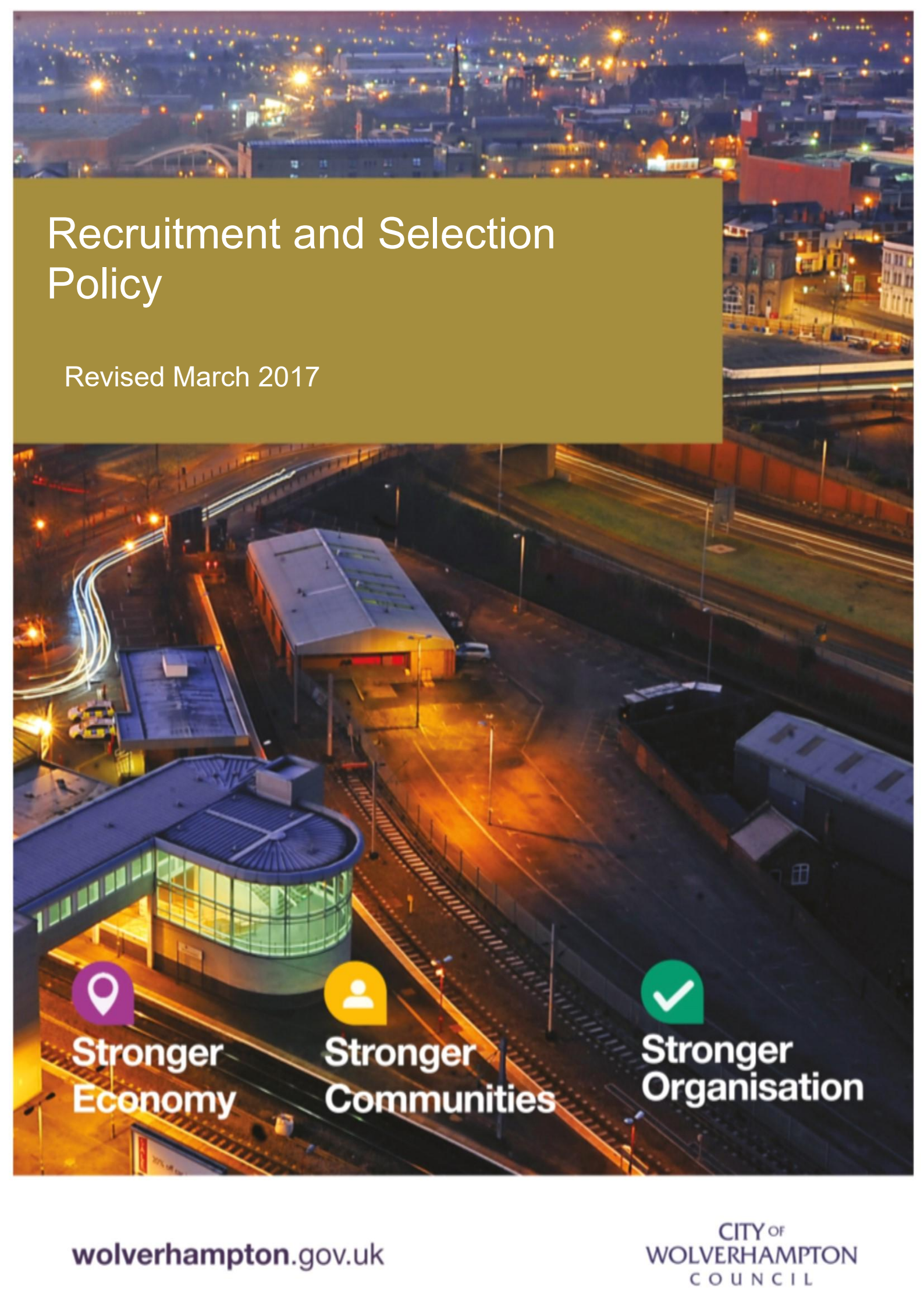
Position in organisation: \_\_\_\_\_

Phone number: \_\_\_\_\_

Email address: \_\_\_\_\_

Date: \_\_\_\_\_

Please authorise with official stamp  
or enclose organisation's  
compliment slip.



# Recruitment and Selection Policy

Revised March 2017



**Stronger  
Economy**



**Stronger  
Communities**



**Stronger  
Organisation**



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## **1.0 Policy Statement**

- 1.1 City of Wolverhampton Council (the Council) recognises that its' employees are essential to achieving its strategic objectives and is committed to ensure that all employees within the Council are competent and confident.
- 1.2 The council is committed to ensuring that it recruits from the widest possible field and will appoint on the sole criterion of merit, except where race or sex is a genuine occupational qualification.
- 1.3 Recruitment and Selection has been defined as the process of securing employment of the right person, with the right skills at the right time. The process is governed by extensive legislation, particularly the laws relating to discrimination.
- 1.4 The council reserves the right to review this policy and procedure from time to time in line with statutory procedure and best practice.

## **2.0 Scope**

- 2.1 This policy and procedure applies to all employees of the Council, and shall be followed in respect of all recruitment of individual employees, including employees based in schools i.e. teaching assistants who are not in teaching roles.

## **3.0 Principles**

- 3.1 City of Wolverhampton Council is committed to the following principles, which underpin this policy:
  - Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010 on any of the characteristics protected by law.
  - To develop a workforce that is reflects the local labour market and is representative of the citizens of Wolverhampton
  - Ensure that recruitment and selection is carried out in an open and transparent manner and that employees are appointed for their abilities and the role that they will carry out
  - Selection decisions will be carried out using pre-agreed objective criteria required to carry out the job.

## **Process and Procedure**

### **4.0 When to Recruit**

- 4.1 In normal circumstances recruitment will take place when a vacancy or need for temporary cover arises. This occurs for a variety of reasons:

- An employee leaves an existing post
- An employee decides to job share or reduce hours
- An employee is sick for a long period
- An employee takes maternity leave
- A new post is created

- 4.2 The recruitment must begin as soon as the line manager of the post is notified of any of the above. In most cases, managers can anticipate vacancies and should allow time for a thorough and planned recruitment campaign. To initiate recruitment, the manager will need to send their request to the HR Support desk including the position number, JD/PS, advert details and interview details including panel members.
- 4.3 When a vacancy occurs it is important for the manager to review if there is a continued need for the job. If there is a continuing need the manager should consider whether to make changes to the job, for example, in duties, levels of responsibility, skill needs, location, reporting/management arrangements, car-user status.
- 4.4 If it is decided to make significant changes, a new Job description (JD) and Person Specification (PS) outlining the tasks and responsibilities of the job (see manager's guidance) must be drawn up.
- 4.5 The PS should describe the qualities required to perform in the job in terms of qualifications, skills, experience, personal characteristics and particular attributes needed. The qualities must be objective and care must be exercised not to specify unnecessary qualifications or attributes as these may indirectly discriminate against racial groups, members of one sex, people with disabilities, young or older people. Consideration should be given to how the qualities will be measured at selection stage.
- 4.6 The revised JD & PS must be submitted to HR, together with a structure chart for evaluation. This must be undertaken before advertising/recruitment starts.
- 4.7 During the pre-recruitment stage, managers should also plan the recruitment campaign, including details of advertisement, selection methods and dates and an outline induction for new employees.
- 4.8 The recruitment campaign should also include selection methods which may include assessment centres.

## **5.0 Recruitment/Advertisement**

- 5.1 All vacancies must be considered first for those employee's subject to redeployment. The first step in the recruitment/advertising process is to place the advert details onto the Council's redeployment website so that redeployees can be given first consideration. Only when redeployment is ruled out can the manager recruit from a wider field.

- 5.2 Vacancies should then be advertised internally within the Council via the electronic recruitment system. Posts will not be ringfenced.
- 5.3 If posts remain unfilled and need to be advertised externally, they will be advertised on the WMjobs regional recruitment portal. Only by exception will other media be used.
- 5.4 When planning the recruitment campaign managers should take care not to lengthen the process unduly. Good candidates can be lost.
- 5.5 Human Resources Advisors can help with design, drafting and publication of adverts.
- 5.6 Services are responsible for their own recruitment/advertising costs and budgetary management.

## **6.0 Selection**

- 6.1 Selection is a two-way process. The potential employer and the potential employee both make selection decisions. It is important therefore that applicants are dealt with fairly and courteously at every stage of the recruiting process.
- 6.2 From all applications received, managers should short-list the candidates who best match the person specification, as the aim of the selection is to predict how likely a person is to succeed in a particular job. This prediction will be more successful if it is based on a systematic approach that is fair, unbiased and objective.
- 6.3 HR can advise on the managers previously planned selection methods by suggesting the most appropriate and cost-effective methods for the post.
- 6.4 To be effective, interviews need to be carefully prepared.
- 6.5 Notes must be taken during the interview. These notes will help monitor the effectiveness and fairness of procedures and help if the reasons for appointing or not appointing a particular candidate are challenged.
- 6.5 All documents and notes must be kept for 12 months and then all but those relating to the appointee should be destroyed.
- 6.6 A sound appointment decision can be made if the candidate has been matched against the demands of the job using objective criteria and the person specification and then against other candidates.
- 6.7 Candidates should not be judged until after the final interview is over.

- 6.8 Selections decisions do not have to be made the same day of interviews but any unnecessary delay in communicating decisions could result in loss of the best candidates.
- 6.9 Verbal feedback to all unsuccessful candidates should be offered.
- 6.10 There should be a comprehensive induction programme planned for immediate implementation when the post is taken up.
- 6.11 Further supporting information can be located in the Recruitment and Selection Managers Guide.

## **7.0 Temporary Appointments**

- 7.1 Temporary appointments enable the Council to cover long-term absences, to complete specific projects and to cope with peaks in the volume of work.
- 7.2 As a general rule recruitment to temporary vacancies must be via normal advertising procedures. Wherever possible, temporary vacancies approved for advertisement should be advertised as secondment opportunities to current employees.
- 7.3 If a temporary post subsequently becomes permanent, it must be advertised following normal procedures (including Approval to Advertise). Short-term temporary post holders must **not** be automatically appointed, but may compete with other applicants via a normal recruitment and selection procedure.
- 7.4 Agency staff may be used in specific circumstances and where the above channels are not effective. The use of agency workers may be subject to Councillors and Director approval and must follow the Council's procurement protocols. Where it is decided to use an agency worker then please refer to the agency worker protocol.
- 7.5 If it is necessary to recruit agency staff, the recruiting manager must:
- comply with City of Wolverhampton Council's 'Code of Practice' on the appointment of agency staff and interim managers
  - complete an Approval to Appoint Form with the relevant authorisation
  - ensure agency staff are sourced only from one of the approved agencies (YOO Recruit in the first instance).
- 7.6 Further guidelines for short-term temporary appointments may be found in the agency workers guidance. Please note that they may be superseded by agreed ring-fenced procedures to avoid redundancy or by member- approved procedures from time to time when the budget situation requires.

## **8.0 Roles and Responsibilities**

### **Roles and Responsibilities of Employees**

- 8.1 All employees will be recruited to vacancies by the agreed processes adhered to following this policy and procedure.

### **Roles and Responsibilities of Managers**

- 8.2 Managers have a responsibility to ensure a structured, fair and equitable approach is taken in all steps of the recruitment and selection process. This will ensure that a means is provided to justify a recruitment decision particularly in the event of challenge.
- 8.3 Managers must ensure that this policy is applied within their own area. Any queries on the application or interpretation of this policy must be discussed with the Human Resources team.
- 8.4 Managers are required to adhere to the Equality Act 2010 and should ensure that recruitment and selection decisions are carried out based on objective criteria which do not disadvantage any of the characteristics protected by law.
- 8.5 There should be at least three panel members on an interview Panel (only in exceptional circumstances should there be two Panel members which must be agreed with the Head of HR in advance). All Panel members must have undertaken unconscious bias training and undertaken recruitment and selection training which has to be refreshed every three years.
- 8.6 Managers must ensure that an interview Panel is gender diverse and if possible be diverse in terms of other protected characteristics under the Equality Act 2010 especially in terms of race

### **Roles and Responsibilities of HR**

- 8.6 Human Resources team has the responsibility for ensuring the communication, maintenance, regular review and updating of this policy.
- 8.7 Human Resources are responsible for the monitoring of recruitment and selection decisions to ensure that Wolverhampton City Council's obligations under the Equality Act 2010 are adhered to.
- 8.8 The Human Resources team will support managers in managing issues arising from the implementation of this policy.

### **Role and Responsibility of Head of HR**

- 8.9 In consultation with the recognised Trade Unions, the Head of HR will exercise delegated authority for and be responsible for the on-going review and updating of this Policy to ensure compliance with changes in statutory requirements and operational delivery, including responsibility for identifying the appropriate

process for the regular evaluation of the effectiveness of this policy. Any fundamental changes to this policy will be brought before the Resources Panel for approval.

### **Roles and Responsibilities of Trade Unions**

- 8.10 Any review and revisions of this policy will be undertaken by HR in consultation with the Council's recognised trade unions.

### **9.0 Monitoring and Review**

- 9.1 The Recruitment and Selection policy and procedure will be reviewed and updated annually and be available to managers and employees via the HR intranet.

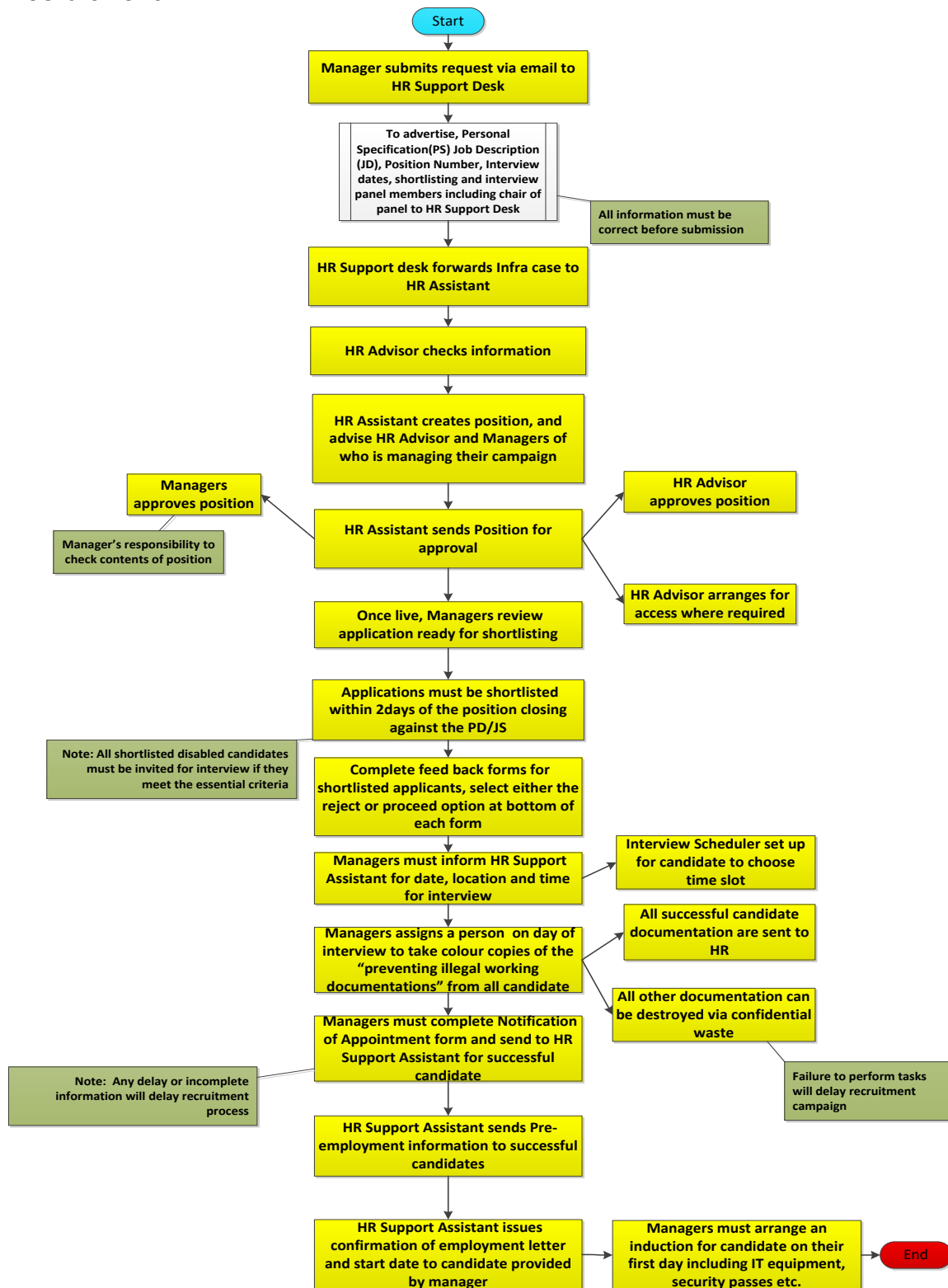
### **10.0 Links to other Policies and Procedures**

- Equality and Diversity(Employment) policy
- Job Carving policy
- Redeployment policy
- Agency workers protocol

### **11.0 Equality**

- 11.1 An Equality Analysis has been carried out on this policy and procedure.
- 11.2 The Council has a duty to monitor the application of the policy in relation to protected characteristics under the Equality Act 2010. This is reported annually in the Council's Equality Monitoring Report.
- 11.3 If any aspect of the recruitment and selection procedures causes you difficulty on account of any disability that you may have, or if you need assistance because English is not your first language, you should raise this issue with HR, who will make appropriate arrangements.

Recruitment





## **Glossary**

### **Agency Worker**

An agency worker is a worker employed by an agency and is used for a short period of time. Agencies also source interim consultants and self employed contractors on behalf of WCC.

### **Candidate**

An applicant who has been shortlisted for interview or assessment for a particular vacancy.

### **DBS**

Disclosure and Barring Service check – this applies to employees who are required to work with children and adults in a vulnerable situation.

### **Job Carving**

Job Carving is a way of splitting the duties of jobs to ensure the most suitable person carries out each task. It is a flexible way of managing a workforce, which allows managers to utilise their employee's skills in the most productive way whilst enabling people with a disability to make a valuable contribution to the work place.

### **Job Description**

A job description is a list that highlights general tasks, or functions, and responsibilities of a position.

### **Structure Change**

A structure change occurs when there is an identification of a change required to the approved staffing establishment and the appropriate process and authorisation requirements in accordance with:

- Re-structure or disestablishment of organisation unit(s)
- Re-title of organisation unit
- Establishment of new position
- Reclassification of position
- Deletion of a position
- Transfer of position between organisation units
- Modification of Position status/location

### **Redeployment**

Redeployment happens when an employee moves from one job position to another within the same organisation as a result of being unable to fulfil the requirements of their substantive post because of illness, disability or risk of redundancy.

Untitled - Message (HTML)

File Message Insert Options Format Text Review Nuance PDF Tell me what you want to do

Clipboard Basic Text Names Attachments Tags WCC Protective Marking

From: [Redacted]  
To: [Redacted]  
Subject: [Redacted]

As you are aware you will also be required to complete a DBS check which can be accessed by the following link, please refer to the attached guidance on the documents you are required to produce to complete the appropriate check.

<https://disclosure.captaris.co.uk/wolverhampton/>

Once you arrive at the home page, please click on the orange box titled "complete application". You will then be asked for your login details which are shown below and once logged in, you will need to follow the onscreen instructions.

Organisation Name: **Wolverhampton**  
Password: **Please leave this section blank**

Once you have completed the DBS application process, you will be issued with a reference numbers which you will need to keep a note of.

Failure to produce any of the documents requested may result in the offer being withdrawn.

[Redacted]

Classifier Label