



WEST LANCASHIRE BOROUGH COUNCIL
RECRUITMENT AND SELECTION POLICY AND PROCEDURE

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INTRODUCTION

THE CODE OF PRACTICE ON RECRUITMENT AND SELECTION

1. Why is it important?

The Code of Practice on recruitment and selection exists in order to ensure that we appoint the best person for the job also to ensure that we are eliminating discrimination, which is against the law, and follow good personnel practices to improve the Council's service to the public.

The Code of Practice is the Council policy. It spells out what should happen at each stage of the recruitment process, from when someone hands in their resignation to when a new person starts a job.

Anyone who is involved in any stage of the recruitment process is working on behalf of the Council. It must be followed.

2. Good Management

The Code aims to: -

- 2.1 Promote a planned objective approach to the recruitment of employees.
- 2.2 Make Managers think clearly about what knowledge and skills someone will need to do the job.
- 2.3 Help Managers to assess objectively whether or not a candidate can meet the requirement of the job.

3. Eliminating Discrimination

3.1 It is against the law to discriminate against someone in employment on the grounds of: -

- Race including, Colour, Nationality and Ethnic or national origin,
- Religion or belief
- Sex
- Marital Status
- Gender Reassignment
- Sexual orientation
- Disability
- Age (with effect from 1st October 2006)

3.2 You can discriminate in 2 ways.

3.2.1 Direct Discrimination

Treating somebody unfavourably because of their age, sex, race or disability, disregarding their ability to do the job.

e.g. Not appointing a woman to a job because she is married. Not appointing someone to a job because it is 30 years since they gained their professional qualification even though they have the skills and competencies required to do the job

3.2.2 Indirect Discrimination

This occurs when a condition or requirement is applied to a post which causes detriment to one group because it is considerably harder to comply with. In such a case it would be held to have a **disproportionately adverse impact** on members of a particular group, it would not matter whether the alleged discrimination was intentional or not. The condition or requirement is not justifiable.

e.g.

(a) Requiring a stores manager to be over 5ft 5ins as the equipment is on a high level in the stores.

Fewer women would be able to meet this requirement than men and the condition is unjustifiable as the person under 5ft 5ins could use a step-ladder.

(b) advertising for a 'recent graduate'.

This would indirectly discriminate against older workers as they are less likely to have graduated recently than individuals in their 20's.

3.3 The following legislation impacts specifically upon recruitment and selection and is drawn to the attention of recruiting officers. It must be noted that other legislation also applies which is not specifically noted in the scheme; this too must be complied with.

RACE AND RELIGION

Race Relations Act 1976, Race Relations Amendment Act 1976 (amended 2000)

It is unlawful to discriminate against anyone because of their race, colour, nationality, ethnic or national origin.

Employment Equality (Religion or Belief) Regulations 2006

Makes it illegal to discriminate on the grounds of religion or belief.

GENDER AND SEXUAL ORIENTATION

Equal Pay Act 1970 (amended 1983)

An employee is entitled to equal pay and other contractual terms/conditions of employment as an employee of the opposite sex if they are doing work that is the same or of equal value.

Sex Discrimination Act 1975 (amended 1999, 2001, 2005) Sex Discrimination (Employment Equality Regulations) 2005

It is unlawful to discriminate against someone because of their sex or marital status or because of gender reassignment. This legislation also covers discrimination against pregnant women.

Employment Equality (Sexual Orientation) Regulations 2003

Outlaws discrimination on the grounds of sexual orientation in employment.

Gender Recognition Act 2004

Gives transsexual people recognition in their acquired gender.

Equality Act 2006

Introduces a new public duty to positively promote equality of opportunity in respect of gender. This will be implemented in 2007.

DISABILITY

Disability Discrimination Act 1995 (amended 2003) and Disability Discrimination Act 2005

This Act makes employers legally liable for discriminating against disabled persons when applying for employment or when employed. It places a duty on employers to reasonably accommodate the needs of a disabled person and requires the Council to consider making changes or making additional provisions to enable a disabled person to carry out a job. These include reasonable adjustments to the job and physical premises.

It will be unlawful for the Council to discriminate against a disabled person for a reason which relates to the disabled person's ability in respect of selection arrangements, recruitment, promotion, training, terms of employment, benefits, working conditions, dismissal, redundancy and other detriments.

It should also be noted that individuals no longer have to be **registered** disabled in order to declare themselves as disabled.

This Code of Practice covers comprehensively best practice for recruitment and selection and should be adhered to rigidly. Further details in relation to disability are given at Appendix 15.

AGE

Employment Equality (Age) Regulations 2006

The Employment Equality (Age) Regulations came into effect on 1st October 2006.

By 2010, 40% of the workforce will be 45 or over, so employers who discriminate against older workers, do so at their own disadvantage. People can be discriminated against be being young as well as old.

Age diversity is about getting the best person for the job, regardless of age, and making sure they have the skills or the life experiences they need to the job. That applies, whether it involves investing in the continuing development of the skills of older workers or in the effective training and development of younger ones.

Among the many benefits of basing employment decisions on the grounds of ability NOT age and employing an age diverse workforce, are that you will overcome skills shortages by recruiting from a wider pool of talent and experience and utilise existing skills and knowledge to the full.

As well as prohibiting unjustified discrimination in employment and vocational training on the grounds of age, it will no longer permissible to impose a retirement age lower than 65. The Council has a separate retirement policy, which deals with the situation where employees wish to continue to work beyond their 65th birthday.

The regulations apply not only to employees but also other workers, job seekers and trainees.

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The fixing of age limits for recruitment, either minimum or maximum, will be direct discrimination and would need to be objectively justified e.g. the minimum age for working in licensed premises.

However the regulations provide that the refusal to interview or appoint an applicant who is older than the Council's normal retirement age (65) is not age discrimination. This will also be the position if within 6 months from the date of the application for the job the prospective employee would reach that age. This will therefore be taken into account in considering applications from potential employees who are close to retirement.

OTHER RELEVANT LEGISLATION

Human Rights Act 1998

The Human Rights Act gives rights in UK Courts and tribunals which people have never had before. It became law on 2 October 2000 and local government is subject to the criteria. The Act incorporates domestic law, most of the rights protected by the European Convention. This means in recruitment, we need to take into account individual circumstances under:

Article 8: Right to respect for private and family life

Article 9: Freedom of thought, conscience and religion

We need to respect the specific circumstances people have in respect of these two articles.

Asylum and Immigration Act 1996

It is a criminal offence to employ someone who does not have permission to reside or live in the UK. To avoid difficulties in these areas, applicants are asked to give information on their application form regarding their ability to work in the UK and whether they require a work permit. All successful candidates must then produce one or more of the documents detailed in Appendix 20 before being able to commence work.

Access to Criminal Records

In March 2002, the Criminal Records Bureau (CRB) introduced a new disclosure system to allow registered employers to make more thorough recruitment checks through police records, particularly for positions that involve regular contact with children and vulnerable adults.

The Council is required to follow a code of practice which requires employers to treat all applicants who have a criminal record fairly and not to discriminate unfairly against the subject of a Disclosure on the basis of conviction or other information revealed, (see Appendix 16).

Further information about the disclosure Service can be found on page 21.

Rehabilitation of Offenders Act 1974

This allows former offenders to live down the damaging effects of past convictions.

This means that someone who has committed an offence which carried a sentence of under 30 months and who has remained free from further conviction after a specified period of rehabilitation need not declare their conviction on their application form. However, a sentence of over 30 months can never be spent and will always need to be declared. It is a matter for the panel to decide whether or not to employ such a candidate. They should be judged on whether they meet the requirements of the job and not automatically rejected on the basis of a declared conviction. Please note, some posts are exempt from this Act, e.g. those working with children. In this instance all previous convictions, cautions and

bindovers must be declared on the application form.

Data Protection Act

In terms of recruitment and selection, we outline to applicants that the personal details submitted with their application form will be used in accordance with the Act. Information will only be used for selection and interview purposes, and for employment records, if the application is successful.

Working Time Directive 1993

The Working Time Directive (WTD) incorporates standards involving arrangements such as rest periods and maximum working hours which as an employer we are obliged to comply with. It can be enforced by the Health and Safety Executive. You will need to ensure that any working arrangements are within the scope of the Regulations, further advice can be obtained from Human Resources.

3.4 Discrimination, Positive Action and Positive Discrimination

- 3.4.1 Discrimination on the grounds of age, sex, sexual orientation or race, may be justified if it can be demonstrated that there is a genuine occupational qualification/requirement (GOQ/GOR)

GOQs under the SDA and the RRA

Where the jobholder provides individuals with personal services promoting their education or welfare and those services can most effectively be provided by a person of the same racial group or gender. **However this would be unlikely to apply in the case of age.**

GOQs under the SDA only

- To preserve decency or privacy because the job
 - Is likely to involve physical contact with men (or women) in circumstances where they might reasonably object to its being carried out by a woman (or man), or
 - The holder of the job is likely to do his (or her) work in circumstances where men (or women) might reasonably object to the presence of a woman (or man) because they are in a state of undress or are using sanitary facilities.
- Where work is carried out in private homes and a man (or woman) might reasonably object to a woman (or man) carrying out the work because of the degree of physical or social contact or because of knowledge of intimate details of a person's life
- Where there is single-sex accommodation
- Where there is a single-sex establishment

- 3.4.2 **Positive action** is where action is taken to assist members of a particular group to gain employment e.g. by providing training. However, **positive discrimination** is where members of a particular group are given preference over others for no other reason than their belonging to that group. Both the RRA and the SDA do not permit positive discrimination. However, under both Acts if at any time in the previous 12 months there were no persons of a particular gender or racial group doing particular work within an establishment's workforce (or the or the number of persons doing that work was comparatively small), it is lawful to provide access to training or

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to encourage and help members of the under-represented group to undertake such work. **Where it is identified that there are such issues which need addressing Divisional managers must raise them with the Executive Manager Human Resources in order that it may be determined if positive action is required.**

Whilst it is permissible to encourage applicants from under represented groups in respect of particular vacancies it is illegal to positively discriminate in favour of an applicant and appointments must always be made on merit with the best candidate appointed.

There is however no legal requirement for the Council to take positive action.

- 3.4.3 Discrimination in favour of disabled people is allowed by the DDA but the requirement to make appointments on merit in local government under section 7 of the Local Government and Housing Act 1989 means that local authorities cannot discriminate in this way.
- 3.4.4 In the case of age, both direct and indirect discrimination can be justified, as age may genuinely be a relevant factor for certain aspects of employment for example an actor playing a particular role may need to be of a similar age for the sake of authenticity.

4 Who is responsible for following the Code of Practice?

Everybody involved at any stage within the recruitment procedure.

Any person applying for a job has a right to take up a case of discrimination against the Council. You may be asked to justify and explain your actions at an Employment Tribunal. You will certainly be asked to justify your recruitment procedures and decisions to the Council.

5 The Code of Practice is written to help you, our customers, job applicants, and the Council.

You - the person responsible for recruiting a new employee to get the right person for the job.

The job applicant - to ensure that they are treated fairly and with respect. They are also our customers. Job applicants are the public.

Our Customers - to ensure that they receive quality service from well selected employees.

West Lancashire - to ensure that as an organisation we are recruiting top quality Borough Council employees.

6 Confidentiality

All documents and procedures relating to employee recruitment, selection and interviewing are confidential. However all members of staff of the Council and external referees must be aware that the confidentiality of these documents may not be able to be maintained where a request is made for access under the Data Protection Act, a complaint is made under the Equal Opportunities in Employment Policy, or where a complaint is made to an Employment Tribunal.

Medical information provided by candidates to Occupational Health is confidential.

You must-use the Code of Practice at each stage of the recruitment process. It will apply to the recruitment and selection of all employees within this Council with the exception of Chief Officer graded posts where variations to this Code of Practice will apply in line with the provisions of the



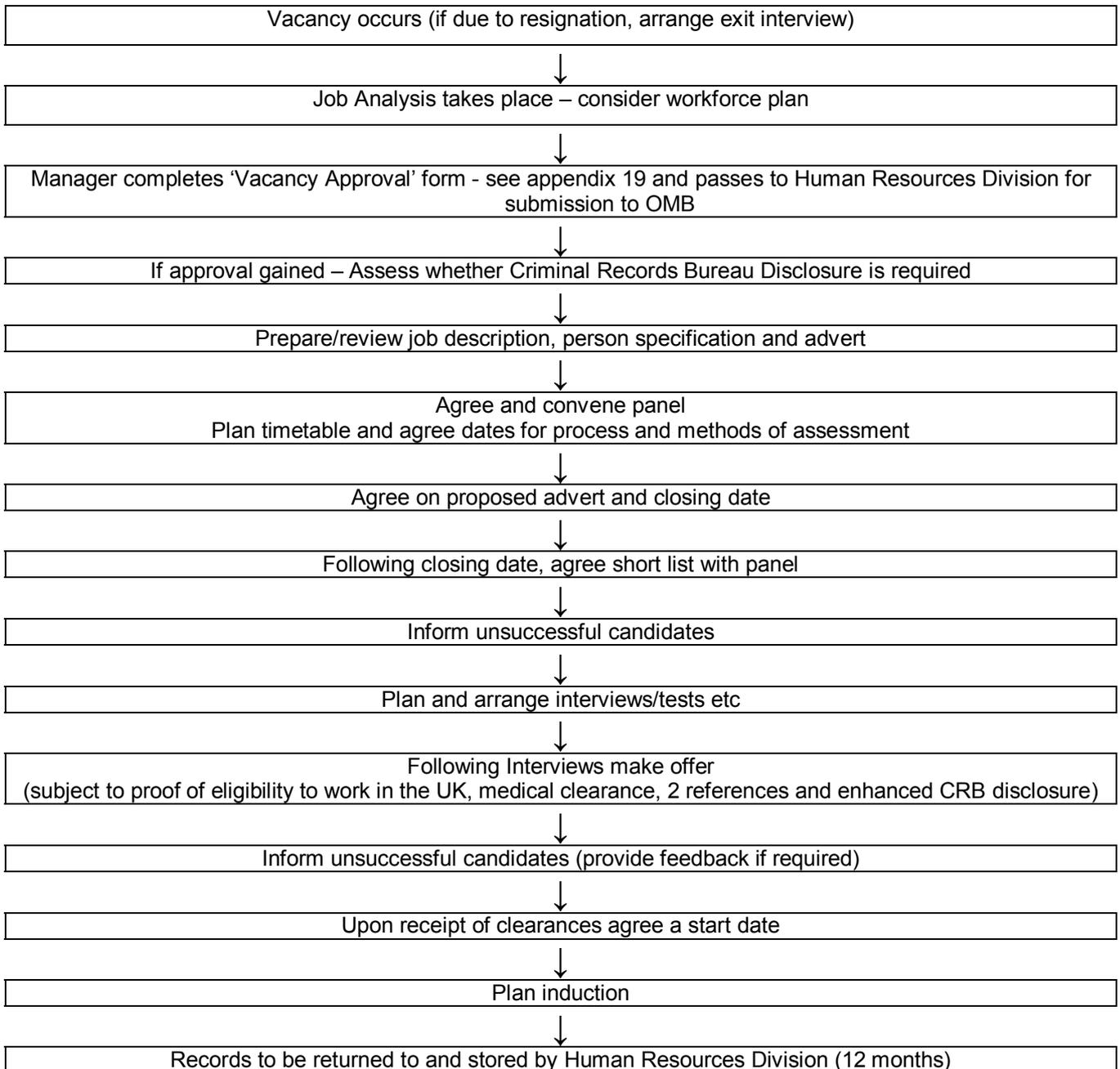
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Local Authorities (Standing Orders) (England) Regulations 2001 as incorporated into the Council's Standing orders.



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A PLANNED APPROACH TO THE RECRUITMENT & SELECTION PROCESS



7 RECEIVING AN EMPLOYEES RESIGNATION

7.4 When an employee resigns we need to find out why he or she is leaving. These reasons may well reflect circumstances within the Authority and lead to review of its policies and practices. It is important to hold an exit interview with that employee, in accordance with the Council's Exit Interview Policy.

7.5 The purpose of the Exit Interview

7.5.3 To discover the person's true reasons for leaving the job with a view to identifying any trends and lessons which can be learned and taking any required action to prevent others leaving for the same reasons and continue to attract and retain high calibre staff.

7.5.4 Ensure that the knowledge and experience about what it takes to do the job is captured – this should be done through a separate handover interview.

7.5.5 To secure the employee's goodwill and to maintain the Council's reputation.

7.6 Planning for the Exit Interview

7.6.3 Check employee's employment records to ensure that you have all essential information that you need.

7.6.4 Book a room for the interview ensuring that the meeting is conducted in privacy with no interruptions.

7.6.5 Let the person know the purpose of the interview.

7.6.6 Use the standard blank record of exit interview form which will be sent to you by HR. Obtain a copy of their Job Description.

7.7 The Interview Itself

A sympathetic and sensitive interviewer may be able to obtain a great deal of useful information.

Remember that the Exit Interview is an ideal opportunity to thank the employee for their contribution and to wish them well.

7.8 Who should do the Exit Interview?

7.8.3 The employee's Supervisor/Section Head (or if requested by the employee an alternative manager from within their own Division or another Division).

7.8.4 An employee who is disabled or falls into any of the ethnic groups listed in the Exit Interview Policy, should have their Exit Interview conducted by Human Resources together with the employee's line manager or if requested by the employee an alternative manager from within their own Division or another Division.

7.8.5 Following the interview the completed form should be signed by the employee and the manager conducting the interview and a note made of any issues which need to be addressed within the Division following which it should be returned to Human Resources where it will be analysed and kept on the employee's personnel file.

8 JOB ANALYSIS

8.4 When a Vacancy Occurs

Resist the temptation to rush out and fill the vacancy. The post must be examined carefully.

8.5 A Study of the Post

Will need to be carried out by the person responsible for filling the post in consultation with:-

- 8.5.3 The supervisor directly responsible for the post
- 8.5.4 The person leaving (use the information from the handover and exit interviews).
- 8.5.5 Other employees in similar position (may be helpful).

8.6 Consider the following

- Need the vacancy be filled – refer to the Council's Workforce Planning Document to ensure this is still required?
- Can the job be combined with others or tasks allocated elsewhere to make the best use of staff?
- Is the grading still appropriate?
- Is the designation correct?
- Have the duties/responsibilities been changed?
- Has the relationship with other posts changed?
- Does the job have a high staff turnover - can anything be done about this?
- Are the hours of the job still needed?
- Is the vacancy suitable for job share?
- Do existing employees want to job share?
- Is there an employee on the "at risk" register who could be redeployed into the post?
- Is this a post which should be offered as a secondment opportunity in accordance with the Council's Secondment Policy?

The Council may have in place at any time a policy or procedure for dealing with the filling of vacancies. WHEN THIS EXISTS IT MUST BE FOLLOWED.

9 CONVENE THE SELECTION PANEL

9.1 Why must it happen at this stage?

Being on a selection panel involves far more than just turning up at an interview.

It is recommended that everyone involved in the recruitment decision should be involved at every key stage of the recruitment process. It is normal practice for the line manager to draw up/revise the Job Description. As a minimum they must meet and agree the criteria on which the selection decision will

be made.

Why?

- To ensure that all members of the panel are agreed on, and committed to the criteria on which they are assessing the candidate.
- To ensure that all panel members are party to the same information and have the same evidence on which to assess the candidate.

9.2 Who will decide who is on the Panel?

The Panel will be determined by the Divisional Manager who will decide who will be on the interviewing panel.

It is often prudent to include on the panel the post holder's immediate supervisor - where appropriate (to ensure that they are committed to the recruitment decision).

9.3 Please note the following

ONE - TO - ONE INTERVIEWS ARE TO BE AVOIDED AT ALL COSTS.

- 9.3.1 One - to - one interviews are bad practice. They allow subjectivity to play its' part and are open to misinterpretation, lack of professionalism and to any claims of discrimination which cannot be defended.
- 9.3.2 The best recruitment decision is an objective decision and this can best be reached with a minimum of two panel members who can openly discuss their conclusions and decisions.
- 9.3.3 Preferably, every panel member SHOULD HAVE completed a Recruitment and Selection Course, or refresher training, organised by the Human Resources Division within the last three years. At least one member of the panel MUST have received training (preferably two) See training requirements at Appendix 21.
- 9.3.4 Where insufficient panel members have received the appropriate training, a member of the Human Resources Division will attend.** They will also arrange for training of the untrained panel members to take place in the future.
- 9.3.5 A panel member must declare an interest if they personally know a job applicant, and not to do so will be a disciplinary offence. Nobody should ever interview a member of their family or a personal friend.

10 THE JOB DESCRIPTION

Every Job must have a Job Description

If a job exists the Job Description must be reviewed to ensure that it is accurate and up-to-date, for a new post one must be prepared before the post can be established and a grade determined.

10.1 Why have a Job Description?

10.1.1 Jobholders know what is expected of them.

10.1.2 It is used as a basis for assessing what knowledge and skills are needed for the job.

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- 10.1.3 Job applicants have a clear idea of the job.
- 10.1.4 The grade for the job is based on the responsibilities outlined in the Job Description.
- 10.1.5 It forms part of the Contract of Employment
- 10.2 What should be in the Job Description?
 - 10.2.1 Division.
 - 10.2.2 An accurate Job Title.
 - 10.2.3 Grade
 - 10.2.4 Location of work.
 - 10.2.5 Who the post holder is responsible to.
 - 10.2.6 Who the post holder is responsible for.
 - 10.2.7 The purpose of the job: - A short statement which states what the job is intended to achieve.
 - 10.2.8 The main duties of the job: - The tasks and activities that the jobholder will need to carry out to achieve the purpose of the job.
 - 10.2.9 The date that the Job Description was drawn up and/or updated.
 - 10.2.10 Who prepared the Job Description. (See appendix 1)
- 10.3 NB The following statement must be included:

"The post holder must carry out his or her duties with full regard to the Council's Equal Opportunities Policy Statement".

This is designed to make it clear to every employee that this is a condition of service and must accompany all Job Descriptions.
- 10.4 How else can Job Descriptions further the Council's Equal Opportunities Policy Statement?
 - 10.4.1 For every managerial or supervisory post the Job Description should specify that the Equal Opportunities Policy Statement should be adhered to in their teams.
 - 10.4.2 Where the post holder's job involves recruitment & selection this should be stated as a task on the Job description and should make clear the responsibility to adhere to the Code of Practice.
 - 10.4.3 Job Descriptions for Managers posts should specifically state the post holder's responsibility for the implementation of the Equal Opportunity Policy in employment and service delivery.
 - 10.4.4 Where contact with the public is involved, the Job Description should spell out that all members of the public are to be treated with equal respect.
- 10.5 The management of attendance at work is an important part of a manager's responsibility in monitoring an employee's performance and as such must be included as a standard responsibility in all managers Job Descriptions.

11 THE PERSON SPECIFICATION

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11.1 What is a Person Specification?

The Person Specification should provide a clear picture of the person needed to do the job. It is a list of the competencies - skills, abilities, experience, qualifications etc., required to do the job (see Appendix 2)

It is a list of the essential and desirable attributes which are needed for any person to be able to do the job. It has a number of purposes: -

- 11.1.1 It helps to focus and structure your thinking about the sort of person you need to fill the job.
- 11.1.2 It produces a target and helps you with subsequent stages in the recruitment and selection process. For example, it gives you information to include in an advertisement; it provides a framework for short listing; it provides help in framing questions to ask at interview, and in developing alternative methods of selection, and it gives you the criteria against which to assess applicants.
- 11.1.3 It provides a written record of what you are looking for.
- 11.1.4 It provides a common reference point for others who may be involved in the recruitment and selection process; so that all have a common understanding of the sort of person you are seeking.

11.2 When is it drawn up?

The Person Specification must be drawn up before the job is advertised. If a Person Specification already exists, it must be reviewed.

11.3 Who draws it up?

The entire panel.

Unless all the panel know what is on the Person Specification understand it and agree with it, individual panel members are all likely to use different criteria for assessing candidates.

All panel members should meet, before the job is advertised, to draw up the Person Specification, and agree on how each item will be assessed.

11.4 Preparation of the Person Specification.

Any criterion contained in the Person Specification must be strictly relevant to the job.

You must be clear about your distinction between Essential and Desirable attributes - Essential is exactly what it means and if applicants do not have it you must not appoint.

This is especially important when looking at qualifications and experience. When stating a particular qualification as a minimum requirement it is worth asking: -

"Is it true that nobody could do this job unless they have this particular qualification"?

The answer may well be no.

It is then worth asking: -

"What would a person without this qualification need to have in order to do the job? Particular skills? Certain experience?"



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Over-emphasis on qualifications and experience can seriously mislead a selection panel to place greater importance on these instead of on the competencies/skills which, though more difficult to detect, are the prime requirements.

Restrictive requirements are not only contrary to the Council's equal opportunities policy - they may also be indirectly discriminatory and therefore unlawful.

All of the statements on a Person Specification should be measurable. It should be possible to determine whether a candidate does or does not meet that requirement. Vague statements such as "good attitude towards the public" should be avoided. Panel members should decide what "good attitude" means, and determine an alternative specific requirement.

Does it mean, "it is essential that the post holder should demonstrate a clear understanding of the housing needs of local residents?"

Including a requirement that applicants must have a specific number of years experience must be avoided unless they can be objectively justified, as this will potentially indirectly discriminate against younger workers.

It is completely acceptable for a Person Specification to state as a minimum requirement one of a series of alternatives: -

"a person would need this, or this or this" in order to be able to do the job."

11.5 How do we draw it up? (see Appendix 2)

The following are guidance notes only: -

STEP 1: STUDY THE JOB DESCRIPTION

For each task on the Job Description consider the competencies i.e. knowledge skills abilities and experience it requires to be performed well.

For managerial posts refer to the 'West Lancs. Manager' competency programme which identifies all the key competencies required by the Council's managers. When devising the Job Description it is important that those key competencies are identified in the Job Description and Person Specification.

KNOWLEDGE

What would a person need to know in order to do the job? Do they need previous knowledge, or can they in fact find out rapidly through induction training on starting the job? If they can find out rapidly when they start, then that knowledge is not an essential minimum requirement.

SKILLS

What is involved in doing a particular task? What skills are needed? Physical skills, like driving; planting trees, operating a keyboard, operating complex machinery?

Mental skills like: able to undertake stocktaking, prepare calculations?

Communication skills, like: ability to listen to people, produce letters/leaflets/reports; or give clear instructions?

Leadership/Managerial skills, like: demonstrate determining priorities, developing employees, solving disputes, negotiating?

Planning and Organising Skills like: able to set goals, solve problems, organise information?

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Team working skills like: ability to work with other members of staff or on own initiative within the team,

Other standard skills could include - numeracy, computer skills, initiative skills. For many jobs there will be specialised skills required e.g. for an Environmental Health Officer may have to 'demonstrate enforcement skills in the preparation and presentation of court cases'.

In looking at skills, it is important to check out whether this is something the person must bring with them or whether it is something they can learn easily once they start work.

STEP 2: COMPLETE THE SKILLS/KNOWLEDGE/EXPERIENCE SECTION

You should now be in a position to list the competencies - skills/ability/knowledge/experience required.

Be careful not to just repeat the statements of the Job Description with "able to" in front. That isn't a Person Specification.

For managers include the key competencies from the 'West Lancs. Manager' competency programme.

In listing each item, you need to think - how will I assess this? It should be possible to demonstrate each item, or test it at interview.

Use phrases in person specifications like

- Ability to
- Demonstrate
- Able to

Criteria such as age (or length of previous experience) must not be used to determine responsibility or "maturity".

"Experience" may include any previous similar work experience or any non-paid experience which will indicate similar responsibilities.

Asking for definite periods of experience can discriminate against certain age groups. In most cases it is the quality of the experience that is important, a manager would find it difficult to explain why a candidate needed 7 as opposed to 6 or 8 years experience for a particular job. The use of the word 'experience' can be used as shorthand for an age limit. Where experience is used it must relate back to ability if the job cannot be done without experience it is an essential criteria but be cautious in this area just because someone has experience of dealing with customers for example does not necessarily mean that they were any good at it!

STEP 3: COMPLETE THE QUALIFICATION SECTION

This section can be used to specify the minimum entry requirement for: -

- Technical/professional training.

In addition for jobs which involve access to vulnerable clients including the young and vulnerable adults and where a CRB check is required include reference to the requirement to complete a police check – see section 8 below.

Terms such as "relevant qualifications" are not to be used. If job-related qualifications are required the minimum requirements must be specified. Equivalent overseas qualifications are to be accepted. In the majority of situations when a qualification was obtained is not relevant and this information is not



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longer included on the application form. On the rare occasions where it is necessary to obtain this information it should be raised with **all** the candidates during the interview.

Where qualifications are obtained should not influence a choice of candidate.

In specifying a qualification, ask yourself "What is included in the abilities/skills/knowledge Section. If there is no overlap, the qualification is unlikely to be relevant to the job!

It is also necessary to ensure that asking for a particular qualification is not cutting out a person who would be perfect for the job. In most instances skills and experience will be much more relevant to the job than specific qualifications. As qualifications change over time it is easy to inadvertently discriminate. Some qualifications may in fact cut out potential employees who are either too young or too old to have taken the qualification.

Specifying particular experience, or qualifications is merely one way of testing for skills and knowledge.

Great care must be taken before specifying actual qualifications rather than ability to do the job, as often experience on the job enables an individual to become more competent in terms of abilities than others who are qualified but have no experience.

All members of short listing and interviewing panels should be able to value skills which are similar to those of the job requirements but not strictly thought of as "vocational". For example -the skills of managing a household are equivalent of many Council jobs which require "organisational" and management skills.

Ensure that qualifications specified are absolutely necessary to undertake the job and are not just shorthand for excluding certain age groups.

STEP 4: COMPLETE THE WORK RELATED CIRCUMSTANCES SECTION

What requirements does the job demand in terms of personal commitment? Examples are:-

- Willingness to work away from the job location.
- Willingness to be trained for the job.

The Person Specification should only state "willingness to work away from the job location, or work unsocial hours" if the requirement to do so is clearly stated in the Job Description. Completion of this section of the Person Specification does not mean that interviewers are permitted to question candidates about their personal or family circumstances or responsibilities.

Where there is a requirement for mobility around the Borough, do **not** make it a requirement of the post that a candidate possess a driving licence or is able to drive; candidates should only be made to demonstrate how they will meet the criteria.

STEP 5: COMPLETE THE METHOD OF ASSESSMENT SECTION

Look at each item listed on the Person Specification.

Decide how that item can best be assessed. You need to decide which items will be straightforward to judge from the Application Form (e.g. ability to communicate clearly and accurately in writing qualifications), which items will it not be possible to judge from the Application Form, and need to be answered in an in-depth interview, and whether some items can be assessed through a combination of methods? e.g. Application Form and interview or test.

Selection Tests

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For any test used in the recruitment process records must be kept for 12 months with post details for monitoring purposes.

Before a selection test is used its validity and reliability in terms of genuinely testing a person's suitability for the job must be established. If a test requires skills to be demonstrated those skills must be directly job related. Tests should measure an individual's ability to carry out or train for the duties appropriate to the job in question.

What to guard against in completing the Person Specification.

Requirements which unlawfully discriminate against candidates who are disabled and remember the duty to make reasonable adjustments to the job or working conditions e.g. it may be appropriate to revise the office layout or to adapt a piece of equipment or a working practice. The Disability Employment Adviser at the local Job Centre will be able to arrange an assessment.

The possibility of over-emphasising the need for a particular skill can discriminate against disabled people. A physical disability does not mean that a disabled person cannot be considered for (say) a job which requires physical dexterity. Disabled people often find their own ways of minimising the effect of their disability. It is also important to consider the special aids and grants which are available to help a disabled person do a job. Remember that not all disabilities are visible: mental illness, dyslexia, cancer etc.

Failing to allow for applicants potential

You need to be very careful not to specify previous knowledge which only someone already in the organisation could have, but which someone from outside could in fact learn very quickly. If it is possible for someone to acquire certain skills with induction or on-the-job training, then it is unnecessarily restrictive to specify these skills as essential requirements. The essential requirement is the potential to acquire these skills.

Assessing "attitude" or "personality"

The Council's agreed format for a person specification does not include a section for describing the "personality" or "disposition" of a jobholder. Any skills needed for relationships with other people should be covered in the "skills/knowledge" section of the Person Specification. Attempts by interviewers - who are not trained psychologists - to describe or measure personality traits or levels of stability are a potential source of discrimination against women and ethnic minorities. The emphasis should be on skills and not disposition.

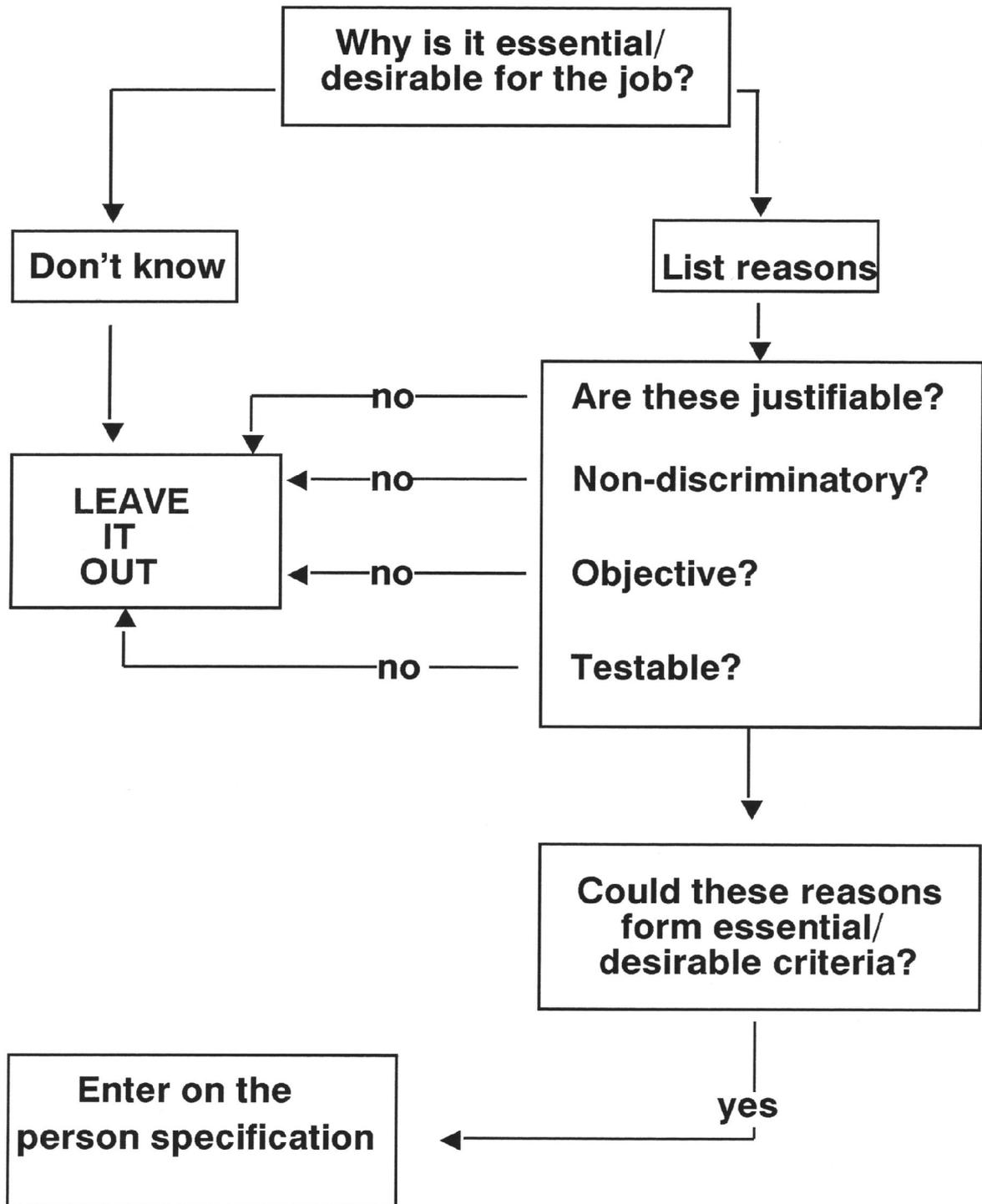
Using language which implies that you would prefer someone of a certain age

Avoid asking for 'x' years experience as this may rule out younger people who have the skills required but have not had the opportunity to demonstrate them over an extended period. A jobseeker could challenge any time requirement and you may have to justify it in objective terms. Educational and vocational qualifications have changed and developed over the years. Make sure that the qualifications you specify are not disadvantaging people at different ages, make it clear that you will consider equivalent or similar level qualifications. Ask yourself:

- Are the qualifications really necessary
- Are they still current
- Are there other ways of specifying the skill level which you require?

PERSON SPECIFICATION

Criteria



12. POSTS REQUIRING 'DISCLOSURE' THROUGH THE CRIMINAL RECORDS BUREAU

The Criminal Records Bureau (CRB) has been set up as an executive agency of the Home Office. It replaces and extends the previous system of accessing criminal records for recruitment purposes, through local police records.

The Disclosure service, enables organisations to make thorough checks at the recruitment stage for positions that involve regular contact with children and vulnerable adults, making recruitment for such posts far safer.

As a registered body, the Council is required to follow the CRB's Code of Practice and so it is essential, when advertising a post, particularly one which may require a disclosure, you use the Human Resources Division's Recruitment and Selection Service.

12.1 Levels of Disclosure

There are two levels of disclosure available: Enhanced, and Standard

- **Standard Disclosures**

These are primarily for posts that involve working with children or vulnerable adults. They may also be required for people entering certain professions such as members of the legal and accountancy professions.

- **Enhanced Disclosures**

These are for posts involving a far greater degree of contact with children or vulnerable adults. In general the type of work will involve regularly caring for, supervising, training or being in sole charge of such people. This level of disclosure involves an additional level of checking.

12.2 Advertising posts requiring a disclosure

Before advertising a post, it is necessary that an assessment of whether appointment to the post would be subject to a disclosure, and if so, at what level.

All Job Advertisements and any other recruitment information for posts must clearly state that the post is subject to a disclosure:

Please note that this post is subject to a Disclosure through the Criminal Records Bureau. This will be requested at Enhanced / Standard* Level for the successful candidate.

12.3 Information to be given to Applicants

Applicants should be made aware of the existence of the CRB's Code of Practice and sent a copy on request. The following information should also be sent to all applicants:

- Policy Statement on the Recruitment of Ex-Offenders (See Appendix 17)

To successful candidates:

- Disclosure Application Form
- Guidance for Disclosure Applicants

There is a charge for each disclosure, which will be paid for by the Council and re-charged to the recruiting Division. **Disclosures obtained by another employer will not be accepted.**

For further guidance and costs contact the Recruitment Section of the Human Resources Division

13. INFORMATION TO APPLICANTS

All people who make enquiries about a job should be advised that this information can be provided in Braille, large print or on a audio tape if so required. (The information can also be translated into other languages if required; the facility for the languages in most frequent use is available directly from within the Council's Website.) This can be communicated verbally to the person dealing with the request in the Call Centre when they request an application form, the Call Centre also has access to Language Line should an interpreter be required at the time of taking the call. An offer of assistance to complete the application form may also be made to persons who have special needs.

13.1 Minimum Information Pack – this will be sent out from Human Resources or available on-line for those applying via the website.

All people who make enquiries about a job must be sent the following information:-

- Accompanying letter from Human Resources (see Appendix 3)
- Copy of the advertisement
- The Job Description
- The Person Specification
- Application Form (see Appendix 7).
- Recruitment information leaflet, (see Appendix 4).
- Councils Equal Opportunity Policy Statement.
- Equal Opportunities Monitoring Form and advice sheet (see Appendices 4 and 5).
- The dates on which the interviews will be held. (If known)
- Any other additional information which the panel feel is relevant to the job,
- To applicants for posts requiring disclosure
 - Policy on the Recruitment of ex-offenders
 - Guidance on unspent criminal convictions

All these items must be given to all internal and external applicants.

13.2 APPLICATION FORM

A standard application form has been adopted for use within the authority. (see Appendix 7). A web based version of form has been produced containing the same information for on-line applications – see 10.2.1 below.

CV's will not be accepted. Only applications on the Council's agreed form will be considered

This form has been revised to take account of the Disability Discrimination Act 1995 and 2005 and the Employment Equality (Age) Regulations 2006, and wherever possible references to dates have been removed. The information required for Equal Opportunities monitoring including, gender, date

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of birth, ethnic origin etc which will not be divulged to the selection panel. The main application form deals with the competencies – skills, aptitude, knowledge and experience which candidates possess which will enable them to do the vacant job. Whilst details of employment history etc are given these are obtained only to ensure that there are no unexplained gaps in employment history, and used to ensure that candidates have the experience (where appropriate) in order to undertake the Job. Information relating to dates must not be used as part of the selection process.

14. ADVERTISING

14.1 "Word of Mouth" advertising is not permitted for any council job.

14.2 Where to advertise?

14.2.1 External

All vacancies which are open to external applicants will be advertised electronically via the Council's web site and the Jobs Go Public Web Site and in local Job Centres see 10.2.3 below.

On some occasions adverts will continue to be placed in the media via the Council's advertising agency see 10.2.4 below.

14.2.2 Internal

Where jobs are ringfenced to internal applicants only (for example where an employee is at risk of redundancy or requires to be redeployed on the grounds of ill health) then the procedure set out in section 1 of Appendix 8 – Protocols for handling vacancies will be followed and an e-mail will be sent to everyone notifying them of the vacancy and managers will provide information to those staff not on e-mail. For 'at risk' employees reference should also be made to the Redundancy Policy.

Where there is an opportunity for employees to gain valuable exposure to different services or where there is the need for short-term working within the Council, internal advertisement and secondment in accordance with the Council's policy should be considered. However it should not be used to circumvent this Recruitment and Selection Policy and Procedure. Ordinary temporary posts must be advertised externally as well as internally, although an existing employee could apply for such a temporary post on a secondment basis.

All advertisements must carry the following statements,.

- 1 An Equal Opportunity employer
- 2 Council/IIP logo.
- 3 Job title.
- 4 Salary/wage, benefits and grade.
- 5 Job content.
- 6 Job location.
- 7 Essential skills and experience (from Person Specification).
- 8 How to apply
- 9 Closing date
- 10 That the Council has agreed a no smoking policy
- 11 Whether the post is subject to a disclosure through the criminal records bureau

In the case of web based advertising this information will also be included within the information provided.

14.2.3 Web based/electronic advertising

All vacancies which are open to external applicants will be advertised electronically via the Council's web site and the Jobs Go Public Web Site and in local Job Centres. Applications may be submitted on line.

14.2.4 Advertising Agency

The Councils advertising agency (Timpworldwide) should be used for the placement of any external advertisements which are placed in the media in order to ensure cost effective advertising.

REMEMBER

Keep the text simple and clear Use short sentences and paragraphs.

Sell the job - realistically.

Ensure that the advertisement is not discriminatory and offensive or in any way off-putting to any person or group.

Avoid using language that might imply that you would prefer someone of a certain age language such as 'mature', 'young', 'energetic', 'enthusiastic', 'flexible' has potential to stereotype and imply preference for a particular age group.

Think carefully about people who will respond to the advertisement. If you ask for graduates remember that the term can be interpreted as code for someone in their early twenties. Graduates can of course be almost any age therefore it should be made clear that you are interested in the qualification not the age of the applicant. University 'milk rounds' should be avoided as this would potentially severely restrict the age of the applicants and potentially be indirect age discrimination, such an approach should be combined with other strategies to capture a wider pool of applicants of differing ages.

15. ASSESSING THE APPLICANTS - POINTS TO NOTE

- 15.1 To assess candidates effectively each individual applicant must be assessed against the Person Specification not against each other.
- 15.2 The panel must look for relevant objective evidence not impressions on which to make a decision.
- 15.3 The only factors which should be taken into account are those on the Person Specification.
- 15.4 Many people are not aware of their own stereotypes and personal bias. These are often a result of a lifetimes influences. At the very simplest level, stereotyped attitudes can seriously affect a person's ability to conduct an interview.

16. SHORTLISTING

16.1 How to Shortlist

16.1.1 Every Application Form must be read and assessed against the Person Specification and recorded on the shortlisting form. (see Appendix 9)

16.1.2 Each panel member should fill in a form individually and then discuss their results, challenging assumptions and discrepancies. The decision reached must be recorded

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on the form.

16.1.3 If there are too many applicants meeting the criteria for the job you may have to rank them against the criteria on the Person Specification not against each other or against any other criteria.

16.2 Confidentiality

Application forms and the proceedings of interviews are strictly confidential. Application forms must not be left lying around and must only be read by, and discussed with the panel.

16.3 Shortlisting Disabled Candidates.

The letter inviting applicants for interview should ask if the candidate has any special needs/requirements. The fact that the workplace in question is inaccessible to disabled people does not mean that you can discriminate against them. Some monies are available from government departments but the Disability Discrimination Act 1995 and 2005 places more onus on the Council to make reasonable adjustments. Refer to the D.D.A. Code of Practice or contact the Human Resources Division for more information.

16.4 Unsuccessful candidates must receive a letter thanking them for their interest this will be sent by HR.

17. PREPARING FOR THE INTERVIEW

17.1 INFORMING THE CANDIDATE

17.1.1 Try to give at least five working days notice before an interview.

17.1.2 The candidates letter should include the following details:-

- The date, time and approximate length of interview the names and job titles of the selection panel.
- The place of the interview, with access details, (send map if needed)
- The selection methods i.e. Interview, typing test, presentation etc.
- A request to bring the originals of any relevant qualification certificates to the interview.
- Whether they can claim travel expenses.
- If they have any particular needs that need to be attended to:-
 - additional access details
 - someone to meet them at the entrance of the building (See Appendix 10)

17.2 ADMINISTRATION FOR THE INTERVIEW

17.2.1 Book venue

17.2.2 Ensure that there are reception and waiting facilities

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- 17.2.3 Book refreshments (if necessary)
- 17.2.4 Provide expense payment forms, if applicable.
- 17.2.5 Arrange for someone to be available to show the workplace (if required). NB This person should not be a panel member and their "opinions" of candidates must not be sought or in any way considered.
- 17.2.6 Arrange for someone to be available to administer any tests.
- 17.2.7 Ensure there will be no interruptions
- 17.2.8 The Human Resources Division will ensure the following are photocopied and available for the panel:
 - The Person Specification
 - Job Description
 - Applications Forms
 - Note Taking Forms
 - Candidate Assessment Forms

17.3 The Venue

- 17.3.1 The place of the interview must be private with no interruptions. PLACE SIGN ON DOOR "INTERVIEWS IN PROGRESS".
- 17.3.2 Thought should be given to the room layout to ensure accessibility. This means that a disabled applicant should be able to gain entry to the venue and move independently without assistance.
- 17.3.3 Temporary parking space may be needed near to the venue for disabled people.
- 17.3.4 Being interviewed for a job can be a harrowing experience. Try to ensure that the environment is as comfortable and relaxing as possible.

17.4 Specific Impairments

Because there are many different types of impairment and the effects of the same medical condition may vary greatly from person to person, the disabled candidate themselves can give the best advice on special interview or working arrangements they may need. However, it may be useful to be aware of the following general guidelines.

Mobility

Appropriate seating for people who use crutches or sticks and space to manoeuvre for wheelchair users.

Hearing/verbal difficulties

Candidates who lip read will need to have their interviewers facing the light and clearly visible. An induction loop system may be helpful for interviewees who are hard of hearing. If a signer or interpreter is being used it may be useful for the panel to set time aside briefly before the interview to meet them. During the interview, addressing questions to the candidate rather than the

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interpreter, and looking at them when answers are being given is more likely to ensure that it is the candidate who is being assessed.

Partially sighted

Candidates may appreciate being unobtrusively guided to their chair and having a clear exit upon leaving. It would also be helpful to tell them who the members of the interview panel are and where they are sitting in relation to the interviewee.

Learning difficulties

Candidates with learning difficulties may interview more effectively if a friend or professional worker accompanies them. An informal interview approach, with straight forward, non conceptual questions is also likely to be more effective.

17.5 Preparing the Questions

17.5.1 You should already know which items on the Person Specification you expect to assess at interview. You might also wish to explore in more depth information which has already been given on the application.

17.5.2 The panel now needs to decide:-

- The relevant question to explore and develop
- The panels agenda for conducting the interview.
- The role of the individual panel members.

18. THE INTERVIEW STRUCTURE

18.1 Establish rapport

Why?

- To establish a starting point for selection decision making
- To create mutual interest between applicant and interviewer

How?

- Start promptly
- Welcome applicant by name. Friendly manner
- Introduce everyone on the panel
- Give a brief introduction to the job and the Division
- Explain purpose and procedure of the interview
- Give applicant a chance to relax
- Open conversation gently
- Start with a recent positive experience

18.2 Get information

- How?
- Use the standard questions from the Person Specification
 - Use Application Form appropriately
 - Clarify
 - Probe
 - Listen

18.3 Give information

Only in detail if requested to do so by candidate.

18.4 Summarise and Close

- Confirm any details
- Any further questions
- Thank them for coming in
- Let them know when you will be reaching a decision and how they will be informed

19. THE INTERVIEW

19.1 The purpose of the Interview

- 19.1.1 To provide the selection panel with relevant information - beyond that already contained in the Application Form - as to how these will equip them to do the job.
- 19.1.2 To allow a candidate the opportunity to demonstrate their competence including ability, skills and knowledge and experience against the Person Specification.
- 19.1.3 To provide the candidate with more information about the job and the division to help them to decide if the job is right for them.

19.2 Please Note the following

- 19.2.1 Interviews are not a game where you play tricks on a candidate. A fair and open interview must be given to each candidate.
- 19.2.2 You can protect yourself against claims that the selection process was unfair by setting standard questions, relating to the criteria on the person specification, which are put to all candidates. Subsequent questions may differ according to responses and the need to probe for clarification or expansion.

19.3 Taking notes in the Interview

- 19.3.1 Candidates must be informed that notes will be taken.
- 19.3.2 Notes may only be made on the Interview Notes Forms (which must be kept for twelve months), (see Appendix 11)

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- 19.4 The following questions must not be asked:
- 19.4.1 Any questions of reference to a person's personal circumstances i.e. marital status, childcare arrangements.
 - 19.4.2 Any questions or reference to a person's age, colour, religion or racial origin.
 - 19.4.3 If a person volunteers any of the above information it must be disregarded.
- 19.5 The candidate's relevant qualification certificates must be checked at the interview and copies taken for subsequent inclusion on their personal file should they be appointed. Failure to obtain copies of certificates will cause a delay in the appointment process.
- 19.6 Avoid making throwaway comments such as "don't you think you are a bit young for this post" or "don't you think someone like you should be looking for something with more responsibility?" which may imply an age bias.
- 19.7 Interviewing Disabled people
- 19.7.1 When interviewing disabled people you must assess them against the Person Specification only. If you decide they are the best person for the job on that criteria you would then, if necessary, discuss with them anything you may need to do as their employer or any concerns you may have.
 - 19.7.2 Should a disabled person volunteer information in the interview and wish to discuss their impairment, do so, but let them know that you are assessing them only against the criteria on the Person Specification.
 - 19.7.3 Before making a formal offer of employment to a person with a disability you must approach the Human Resources Division who will arrange a meeting with the Risk Manager, Occupational Health Physician, Job Centre's Disability Employment Adviser (if appropriate), the line manager and the person to whom you are offering the post.

The purpose of this meeting is to consider what, if any, adjustments will be needed to the working arrangements, practices or equipment.
- 19.8 Possible difficulties
- 19.8.1 No appointable candidates.

You may need to re-advertise. Before doing so, the panel should re-consider the job, the Person Specification and the advertisement.
 - 19.8.2 Inability to reach an agreement: -
 - As a first step you should continue to discuss your reasons, challenging each other and asking for evidence to panel members assessment.
 - It could be that insufficient evidence was gathered. You may need to re-interview.
 - Voting should only be used as a last resort. Before voting the reason for the panels inability to reach a decision must be recorded and the reason why re-interviewing is not considered a useful option should be recorded.

NB The view of the most senior member of the panel must not be used as the final

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decision. The other panel members who would be working with the new member of staff may not be committed to the decision. The Senior Manager may just as well have interviewed on his/her own.

19.9 Reaching a decision

- 19.9.1 After each interview each panel member must fill in the candidate assessment form WITHOUT discussion with other panel members, (see Appendix 12).
- 19.9.2 The decision about selection must not be made until all the interviews have been completed. Only if following the completion of the assessment form there is more than one appointable candidate, should the candidate ranking form be used – see Appendix 13.
- 19.9.3 Once the interviews have all been completed, the panel discusses their individual assessments and the evidence they have found out, and a decision is reached.

20 MAKING AN OFFER

20.1 Once the appointment panel have reached a decision the chair of the panel should ring the successful candidate and inform them that they have been selected subject to necessary references etc (see 16.2.3 below) and agree starting salary. All the papers **including interview notes, assessment forms and qualification certificates** should then be returned to Human Resources with a note of the successful candidate together with details of proposed starting salary, any car allowance etc.

20.2 Human Resources will then:

- 20.2.1 Send out 2 copies of a conditional offer letter.
- 20.2.2 Send for references, medical clearance and any CRB clearance.
- 20.2.3 Undertake Asylum and Immigration checks.
- 20.2.4 Check details of previous local government service.
- 20.2.5 Write to unsuccessful candidates.
- 20.2.6 Refer requests for feedback to the manager (see 18.1 below).
- 20.2.7 Upon receipt of all clearances, agree a start date with the manager and the successful applicant.
- 20.2.8 Check qualifications where this has not been done at interview (see 19.2 below).
- 20.2.9 Issue statement of particulars, pension forms etc and induction CD.
- 20.2.10 Obtain bank details P45 etc.
- 20.2.11 Set up on Payroll system and complete new starter documentation and forward to Payroll.
- 20.2.12 Complete checks of driving licence insurance certificate on day1 where applicable.
- 20.2.13 Send out probation forms (where applicable).

21 REFERENCES

21.1 The purpose of a Reference

Is to gain factual information about a candidate to validate their employment record.
(See Appendices 14 and 15)

21.2 When reading a Reference consider that the referee

- May have very little knowledge about the applicant.
- May have unjustifiably prejudiced or malicious views about the applicant.
- May over-rate the applicant and give a glowing reference.
- May not know the kind of work he or she is providing a reference for.
- May be tempted to be untruthful about someone he/she either does or does not want to lose.
- Is not accountable for the opinions expressed.

21.3 When asking for a reference you should therefore

- Supply details of the job
- Ask for factual information
- Ensure the present or a previous employers are contacted

21.4 Telephone References

Are bad practice for the following reasons:-

- References tend to make personal comments which are often subjective.
- You cannot prove what a referee has said to you over the telephone, yet you may be asked to justify them.

Please do not use them.

21.5 Using a Reference

21.5.1 References are normally taken up through the HR Division. This will normally take place once an offer of employment has been made. The reference letter and questionnaire at Appendixes 15 and 16 must be used when requesting a reference.

21.5.2 Check the candidate's permission.

21.5.3 The current or previous employer should usually be asked to provide a reference. If this is not the case consult the candidate.

22 UNSUCCESSFUL CANDIDATES

22.1 Responding to requests for feedback

Unsuccessful candidates are entitled to know the reasons why they didn't get the job, although in practice most people don't ring up or write for this information. It should be easily available if the

Code of Practice has been followed.

22.2 Why do some people want to know?

- They wish to know how they can improve for any further interviews they may have.
- They feel the interview went well for them and so don't understand why they were not appointed.
- They feel they were treated unfairly.

22.3 Who should give the information?

All enquiries should be directed to the chair of the panel. Chance remarks, given off the cuff, on the telephone by any member of the interviewing panel can be easily misunderstood and lead to problems.

22.4 What information should be given?

It should be quite simple to give any information asked for if the Code of Practice has been followed. If a decision has been reached using only the information on the application form and the questions at interview the panel chairperson should be able to give fair and accurate answers.

Information about the details of other candidates' applications should not be given.

22.5 Any questions asked by unsuccessful candidates must be answered after the chairperson has given them careful thought. If the candidate wants a written reply covering any points raised this should be sent.

22.6 How should the information be given?

It is vital that any information given to unsuccessful candidates should be given sensitively and carefully. Candidates are often very disappointed because they didn't get the job and it's important that they don't receive information about their skills or their performance at interview that makes them feel worse. The aim is that any information given should be helpful.

Information about other candidate's applications should not be given.

1. Tools to use:

At application stage:

- Shortlisting form
- Application form
- Person specification

At interview stage:

- Person specification
- Questions and responses asked at interview
- Notes taken on candidate's responses to exercises, presentation etc
- Assessment form

2. Checklist for giving verbal feedback

a) Explain how you intend to give the feedback.

- Start by summarising the items from the specification being tested.
- Ask if the candidate would like to hear examples of their performance.
- Begin by repeating the items from the specification and start with the most positive.

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- b) Choose something from the person specification where the candidate performed well.
 - c) Move on to areas that were less strong, focussing on what can be developed rather than on what cannot.
 - d) Offer examples to the candidate based on what evidence they gave you in the interview situation. Use words like: 'you demonstrated', 'you said', 'you shared'.
 - e) Avoid exaggeration and be specific.
 - f) Summarise by asking the candidate if there is anything further they would like to know.
 - g) Offer suggestions as to how the candidates could develop from the feedback.
- 3. Checklist for seeking feedback.**
- a. Ask the candidate would they like to give you feedback on the recruitment process (application, interview, tests, and assessment centre).
 - b. Listen to the feedback, do not interrupt.
 - c. Thank the candidates.
 - d. Share the feedback with the other panel members.

22.7 Internal candidates should be offered the opportunity to receive feedback in person, as a means of personal development and support.

23 MEDICAL CLEARANCE AND OTHER CHECKS

- 23.1 All appointments are subject to medical clearance through the completion of a medical questionnaire. A separate procedure has been agreed for this process and you must consult the Human Resources Division for full details.
- 23.2 All the following pre-employment checks should be completed and cleared, before a commencement date is agreed;
- References - All offers of employment are subject to receipt of 2 satisfactory references. If the employee commences work before these have been received, it is very difficult to rescind an offer in the event of an unsatisfactory reference being received.
 - Medical - The Occupational Health Doctor is required to certify that the new employee is fit to undertake the work they are employed to do. This is also required for Insurance purposes.
 - CRB Disclosure (where applicable) - No employee should have any unsupervised access to children under 16 or vulnerable adults, unless clearance has been received from the CRB.

The following checks should also be made:

- Qualification / Professional Membership certificates - where these are a requirement of the job, all certificates should be seen and checked as part of the interview process (see 19.5 above). If they have not been checked at that point then they must be checked before an appointment is confirmed. Copies must be given to HR to be placed on the personal file.
- Driving licence / Insurance details - where this is a requirement of the job, a copy of the employee's driving licence and their insurance policy, indicating they are covered for

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business use, should be obtained and placed on the personal file.

- Asylum and Immigration

All new employees must be able to satisfy the requirements of the Asylum and Immigration Act and prove that they are entitled to work in the UK. This evidence must be an original of one or two of the documents (photocopies are not acceptable) as detailed in the attached Appendix 20. Once the documents have been checked a copy will be retained on the employees personal file and the original returned to them by registered post. Should the prospective employee be unable to provide acceptable evidence then Council will be unable to satisfy the requirement of the Regulations and this offer of employment will be withdrawn.

24 RELOCATION EXPENSES SCHEME

- 24.1 The Council operates a scheme for the re-imbusement of removal expenses and associated costs to new employees recruited to permanent employment with the Council, who are obliged to move the permanent residence as a result of taking up employment with the Council.
- 24.2 In order to qualify for payments under the scheme, the employees existing permanent residence must be more than 20 miles from their contracted office location, and his/her new permanent residence must be within this 20-mile radius.
- 24.3 Requests for reimbursement of expenses should be paid within six months of appointment, unless prior arrangements have been made with the Executive Manager Human Resources see local scheme at Appendix 22
- 24.4 The payment is conditional upon the employee remaining with WLDC for at least three years from commencement of appointment. If their employment with the Council or its successors ceases for any reason whatsoever, the employee would be required to part of the expenses on a sliding scale.

25 THE INDUCTION PROCESS

25.1 A new member of staff should be welcomed to your division and helped to settle in.

25.1.1 Start planning their induction when you have a starting date.

An Induction CD will be sent with the contract of employment. The manager and HR Division will then ensure its completion as set out below.

25.1.2 On the employee's first day at work their manager must undertake the Divisional/Section induction and go through a checklist providing them with information on their job, their service area and appropriate Health & Safety

25.1.3 Within the first 4 weeks of commencing employment, all new employees to the Council should complete the Corporate e-Induction Programme on the intranet ensuring that they understand the information provided. If there are any areas of doubt, they should discuss these with their manager.

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- 25.1.4 Once they have completed both the Corporate and Divisional/Sectional Inductions their manager must ask them to sign the checklists at the end of the process to confirm they understand all the relevant information provided. The signed checklists should then be forwarded to Human Resources where they will be placed on the employee's personal file.

26 PROBATION

- 26.1 The Council has made it a local Condition of Service that a 6 month Probationary period be served by all employees, regardless of previous local government service, and length of contract.
- 26.2 The Council has a Probationary Policy and Procedure document, which will assist managers to monitor and assess the performance and/or ability aptitude and conduct of new entrants during their probationary period. It is essential that you follow this policy in order to ensure that all employees can meet the basic requirements of their job and perform to the standards expected.
- 26.3 Where there are problems with an employee during their probation then you must consult Human Resources immediately.



Human Resources Division

Recruitment and Selection Service

We are available to provide a professional and efficient service, providing administrative support with guidance and advice as necessary, in order to ensure that legislation and the Council's requirements on the Code of Practice for Recruitment and selection and Equal Opportunities are complied with.



The service includes:

Assistance and advice with the preparation of:

- **Job Descriptions**
- **Person Specifications**
- **Advertising** - We will assist with drafting your advert, suggest the most appropriate publications and place your advert for you

We aim to complete this documentation for you within 48 hours



We will also:

- **Send out and collate application forms for your post**
- **Carry out Equal Opportunities Monitoring**
- **Prepare all correspondence relating to Recruitment and Selection**
- **Prepare assessment sheets for short listing and interviews**
- **Attend the interview***
- **When attending the interview panel, will provide a short listing service**

**Recruitment & Selection of employees should normally be carried out by the Manager responsible for the post. However, to comply with the Council's Code of Practice, at least one member of the panel, and preferably 2, must have received training in this area. However, where no members of the panel have received the appropriate training, we will be available to attend the interview.*

Upon selection of the most suitable person, we will:

- **Inform the unsuccessful candidates in writing**
- **Consult referees for validation**
- **Arrange for medical checks**
- **Apply for disclosure of criminal records (where applicable to the post)**
- **Prepare relevant information regarding the Councils Terms and Conditions**
- **Prepare Statements of Particulars**
- **Liaise with payroll to arrange payment of salary / wage**
- **Arrange for issue of the Corporate Induction CD**
- **Ensure compliance with the Asylum and Immigration Act**

We are committed to providing a quality, timely service in a professional and efficient manner.

We are most interested in your views about how our service can be enhanced and continuously improved. In order to evaluate your satisfaction with the service, we will provide an evaluation form for each vacancy.



Contacts:

Karen Tootle - Human Resources and Technical Support Officer

Tel: 01695 585234 Ext. 5234

Responsible for:

- * Assistant Chief Executive's Division
- * Chief Executive's Office
- * Housing Services Division
- * Human Resources Division
- * Legal and Member Services Division
- * Street Scene Unit

Sally Cloherty- Human Resources Support Officer

Tel: 01695 585225 Ext. 5225

Responsible for:

- * Financial Services Division
- * Regeneration and Property Services Division
- * Planning & Development Services Division
- * Community Services

APPENDIX B

APPENDIX 1



*WEST LANCASHIRE
BOROUGH COUNCIL*

JOB DESCRIPTION



INVESTOR IN PEOPLE

DIVISION:

DEPARTMENT:

Job Title:

Grade:

Directly responsible to:

Directly responsible for:

PURPOSE OF JOB:

Main Duties And Responsibilities:

1.

General

1. To undertake any other duties, commensurate with the grade, which may be required within the needs of the service and as required according to the exigencies of the service.
2. To meet the Council's Standards of Customer Care at all times.
3. To carry out duties with full regard to the Council's Equal Opportunity statement.
4. To comply with Health and Safety legislation, Data Protection legislation and all other relevant and applicable statutory legislation together with Council policies and procedures.
5. To comply with the Council's Investors in People policies and practices relating to training and development, including a regular development appraisal interview.
6. To participate fully in the Council's CPA process.

General Statement

The above duties and responsibilities do not include or define all tasks, which may be required to be undertaken by the postholder. The duties and responsibilities may vary without changing the general character of the duties or the level of responsibility entailed. These factors are reflected in the grading of the post.

Date job description prepared/updated:

Job description prepared by:

Job Description agreed by:



APPENDIX B

APPENDIX 3

Work Related Circumstances

Note to Applicants

Please try to show in your application form, whether or not you meet these requirements

PREPARED BY:

DATE:

APPROVED BY:

DATE:

As postmark

Dear Applicant

Further to your recent enquiry concerning employment with this Council, I enclose an application form and equal opportunities form, which you should complete and return by the closing date stated to:

HR Support Officer
Human Resources Division
West Lancashire Borough Council
52 Derby Street, ORMSKIRK
West Lancashire
L39 2DF

Also enclosed is a job description and person specification for your information.

Please note that we cannot accept CVs. Only applications on the enclosed form will be considered.

For reasons of economy, we do not send written confirmations of receipt of your application form. However, if you have any doubt about whether or not it has been received, please telephone us prior to the closing date and we will be happy to confirm receipt.

You will of course, be informed in writing of the result of your application as soon as possible.

The information contained in you completed application form will be used solely for the purpose of selection for the post you have applied for. It will be stored, along with any references obtained and assessment notes, as a record of the selection process for a period of 12 months. After this time, all records will be shredded. However, application Forms for successful candidates will be placed on their personal file as a record of their details.

Yours faithfully

HUMAN RESOURCES SUPPORT OFFICER



APPENDIX 4

APPLYING FOR A JOB WITH
WEST LANCASHIRE BOROUGH COUNCIL



IMPORTANT ADVICE ON COMPLETING THIS APPLICATION

Your application form plays an important part of your selection. Your completed form is the only basis for considering your initial suitability for the post. The following advice should help you to complete the application form itself as effectively as possible.

SOME POINTS TO BEAR IN MIND BEFORE YOU START

- * Consider the contents of the Job Description and Application Form. Ask yourself why you are interested in the job. Don't copy the same application for a series of jobs.
- * Study the Person Specification carefully. This outlines the type and range of competencies - abilities/skills/experience etc. that ideally we would like the candidate to possess or have the potential to develop. Use this as a guide and nothing more.
- * Try to complete your application in a concise, well organised and positive way.
- * Unless it has been agreed that you submit your application in a different format please use the application form provided, continuing on separate sheets if necessary. Please do not send standard details of your own i.e. in the form of a curriculum vitae.

APPLICATION FORM

The following headings correspond to some of the appropriate sections in the application form.

Post applied for:	Ensure the full job title and division are shown on the form.
Division:	
Name and Address:	Make sure that you give clear details of your full name, address and telephone number (if you are on the 'phone)
Present Appointment:	Starting with your current or last employer, list all the employers you have worked for, provide job title and the period you worked for them. This information may be used to assess whether you meet the experience requirement for the vacancy. Check that the dates are correct and in order. The dates will only be used for checking that the information provided is consistent.
Previous Employment:	
Education and Professional Qualifications:	Give a list of formal and informal qualifications. Information may be necessary here to assess whether you meet the required qualifications for the vacancy. Ensure that nothing has been omitted.
Relevant Experience, Skills, etc:	This is probably the most important part of your application, as you have to make a case here for selection so be concise, well organised and positive. Do not repeat your career history, use only the relevant parts. In considering your experience, remember all your previous work. Consider other relevant experience outside work, such as community/voluntary/leisure. Remember that unpaid work or work at home is often just as valuable and valid as being in a paid job Express any relevant views on the requirements specified in the Job Description in support of your application.
References:	Please give the name of your current or last employer where applicable. It is the Council's policy to approach current and relevant previous employers in the interests of the service concerned. "We must protect the public funds we handle and so we may use the information you have provided on this form to prevent and detect fraud. We may also share this information, for the same purposes, with other organisations, which handle public funds.

FINALLY: Check your Application Form to ensure that all questions have been answered and sign and date the form. **Complete the Equal Opportunities Monitoring Form.** Send them to the address on the Application Form.

WEST LANCASHIRE BOROUGH COUNCIL

EQUAL OPPORTUNITES IN EMPLOYMENT POLICY STATEMENT

West Lancashire Borough Council is committed to a policy of promoting equality of opportunity in recruitment, selection, training, promotion and other conditions of employment, based upon its opposition to any form of discrimination on grounds of race, religion, nationality, sex, age, marital status or physical disability. Within this context the Council is also committed to working towards achieving a diverse workforce which is reflective of the local population at all levels within the organisation.

The Council will ensure that under-representation is addressed within a framework which ensures that individuals are recruited, selected, trained, promoted and otherwise treated on the basis of their aptitude, skills and abilities. All employees will be encouraged to take advantage of facilities to improve their skills and knowledge at work. Reasonable steps will be taken to ensure that all employees are equally valued and treated as individuals. Their personal needs as well as the needs of the organisation will be taken into account. To this end, the Chief Executive, with the assistance of Divisional Managers, will endeavour to ensure that all appropriate Council activities comply with this Policy Statement. All employees should attempt to ensure that in all their actions at work, they do not discriminate in any way against another employee or member of the public.

Should any employee believe that the Council has applied inequitable treatment to him or her within the scope of this Policy, the matter should be raised initially through the Council's grievance procedure.

In order to ensure the effective implementation of this Policy, this statement will be brought to the attention of every employee, a brief statement of the Council's intent will be included in every job advertisement, and the Council's employment practices will be subject to regular review and modified as necessary.

CONFIDENTIAL



WEST LANCASHIRE BOROUGH COUNCIL

APPLICATION FOR EMPLOYMENT



INVESTOR IN PEOPLE

Post Applied For:	Division:
Ref No HR:	

Surname:	Forename(s):
----------	--------------

Address:	Work Telephone No:
Postcode	Home Telephone No:

EMPLOYMENT HISTORY
If this is going to be your first job after leaving school or college, you may like to give details of any holiday, weekend, evening jobs or work experience placements.

PRESENT APPOINTMENT	Employers Name and Address:
Job Title:	
Date Started:	
Weekly Wage/Annual Salary	
Notice Required:	
Brief Outline of Duties:	



APPENDIX B

PREVIOUS EMPLOYMENT MOST RECENT FIRST Post	Employer	From	To
Have you ever been dismissed by any of the above employers? YES <input type="checkbox"/> NO <input type="checkbox"/> If YES you may provide details if you wish.			

EDUCATION School/College	Qualification

PROFESSIONAL QUALIFICATIONS Membership Body	Method of Membership	Title of Qualification

Details of any other specialised training or qualifications not covered in previous sections (e.g. short courses, etc)



APPENDIX B

EXPERIENCE AND PERSONAL SKILLS

Please give details of all your experience, skills and abilities relevant to the post applied for. These should be addressed under the headings as detailed in the person specification e.g. communication, decision-making, team working, leadership creativity, organisation and planning. It is important to include details of any relevant competencies gained through undertaking voluntary work or unpaid duties you have performed, particularly any positions of responsibility held, e.g. parent governor, playschool assistant, committee member, VSO, treasurer of a club, CAB volunteer etc.

Please continue on a separate sheet if necessary



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Are you related to any member of the Council or Senior Officer? YES NO
If YES, give details below.

Canvassing in any form may disqualify you from employment

You are required to state in writing whether you are the parent, grandparent, partner, child, stepchild, adopted child, grandchild, brother, sister, uncle, aunt, nephew or niece of an existing councillor or officer of the Council; or the partner of such persons. If this is the case, no candidate will be appointed without the authority of the relevant Chief Officer or an Officer nominated by him/her

On how many occasions have you been absent due to sickness during the last 2 years of employment?

Occasions Total No. of Days

Have you ever been convicted of a criminal offence? YES NO

Your attention is drawn to the fact that under the Rehabilitation of Offenders Act 1974 you may be entitled to answer 'no' to this question even if you have, in the past, been subjected to criminal proceedings resulting in conviction(s). However, certain types of employment are excluded, under the Rehabilitation Act 1974 (Exemptions) Order 1975, from the protection of the Act. It is therefore, suggested that you take appropriate advice if you are in any doubt as to the correct answer to give.

If yes, details may be required from you in strictest confidence.

References

Name:	Name:
Address:	Address:
Job Title:	Job Title:

Please indicate if your referees may be contacted before interview: YES NO

Where did you see this vacancy advertised?

FURTHER INFORMATION AND DECLARATION

Do you hold a current full UK Driving Licence? YES NO

Would you have the use of a car for work? YES NO

Are you entitled to work in the UK? YES NO

Do you require a work permit? YES NO

I declare to the best of my knowledge and belief, all statements contained in this form are correct and I understand that, should I conceal any material fact, I will, if engaged, be liable to the termination of my contract of service with such notice as may be appropriate.

I understand that an employment offer is subject to satisfactory references and health review.

Signature: _____ Date: _____

The Council reserves the right to reject any applicant without calling the candidate for interview or to reject any candidate after interview.

This form, when completed, should be returned to: **West Lancashire Borough Council,
Human Resources Unit
52 Derby Street, ORMSKIRK, Lancashire L39 2DF**

Receipt of Applications will not be acknowledged unless requested and a stamped addressed envelope supplied

Data Protection Act – In accordance with the Act you should be aware that the personal details submitted on this form will be used for selection and interview procedures and employment records should you be successful.

PROTOCOLS FOR HANDLING VACANCIES – Version 1 (29 November 2005)

1.0 INTERNAL VACANCIES

- 1.1 In certain circumstances, Managers may request a vacancy is open to internal applicants only i.e.
- Where a vacancy has been identified as a secondment opportunity.
 - Where it is known there is a pool of potential applicants already existing in the Council, who have the particular skills / knowledge / experience or qualifications required. This will utilise the skills and knowledge of existing staff, offer development and advancement opportunities for them and provide an important tool for retention of key staff.
 - In situations where employees are at risk of redundancy and a vacancy may be considered as an opportunity for redeployment.
- 1.2 All permanent and temporary staff will be eligible to apply. (It may be necessary to ring fence 'at risk' employees in a redeployment situation).
- These vacancies will **not** be open to agency staff, as they are not employed by the Council. Allowing them to apply for 'internal only' posts may imply a contractual obligation.
- 1.3 **Advertising:** An e-mail will be sent to everyone, notifying them of the vacancy, with a link back to the intranet. Line managers will be asked to ensure that all those without access to e-mail / website are made aware of the vacancy.
- 1.4 Please note: Advertising internally only should never be done as means to filling the post quickly. In the longer term it is essential that the best possible person for the post is appointed and you may miss out on a wider pool of talent. Additionally, it may leave the Council open to criticism or liable for a claim under equal opportunities legislation.

2.0 External Advertisements

- 2.1 Where a vacancy is to be opened up to include agency staff, it should also be placed in the local job centre and / or the JGP site for at least 1 week to ensure equality of opportunity.
- 2.2 All vacancies to be advertised externally should be placed on the JGP website for at least 1 week prior to advertising. (They will also be advertised on the intranet, website and in the local job centres). If there is a poor response after a week, an advert / signpost* will be placed in the relevant publication.
- 2.3 Placement of either a full advert or 'signpost', without initially advertising on JGP, will only be placed in agreement between the HRM and Divisional Manager. A decision will be made taking into account the nature of the job in question i.e. where there is a known skills shortage and it has proved difficult to recruit in the past.
- 2.4 Some professional journals offer minimum sizes for adverts i.e. quarter or half pages. Where this is the case a full advert will be placed to make the most of the space available.
- 2.5 **Talent Pool (Live date to be confirmed):** Where a search of the talent pool has brought up potential applicants, an advert will be placed on JGP and the applicants will be contacted and invited to apply for the post in question. Previously strong applicants, who were not suitable at that particular time can be asked to register their details also, and then invited back in to the recruitment process in the same way.

The same selection procedures will apply to all applicants, whether internal or external.



APPENDIX 10

Date	Name
Ref	DDI
	Ext

Dear

Interview for the post of

With reference to your recent application for the above post, I wish to invite you for interview on

Please report at to A map is enclosed for information.

The selection panel will be:

-
-
-

Please bring with you any qualification certificates referred to in your application.

If you are arriving by car, I would recommend you park your vehicle at a car park located within the Town Centre as there is limited parking available on site. I have enclosed a leaflet showing the location of the car parks in Ormskirk Town Centre.

If you have impaired mobility and would require a disabled parking space or assistance in accessing the building, please do not hesitate in contacting me to make adequate provision.

Like wise, if you have a visual or hearing impairment or other special needs and would benefit from an interpreter or companion during the interview process, this can be accommodated providing you advise me prior to the interview.

I would be grateful if you would contact me on the above telephone if you are unable to attend the interview. Should you require any further details, please do not hesitate to contact me.

Yours sincerely

HUMAN RESOURCES SUPPORT OFFICER



WEST LANCASHIRE BOROUGH COUNCIL

APPENDIX 11

PANEL MEMBER NOTES	
Name of Candidate
Post applied for
Name of Panel member
Date of Interview

Notes:

NB. All notes taken during and after interviews must be returned to the HR Division where they will be stored for 12 months



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APPENDIX 12

WEST LANCASHIRE BOROUGH COUNCIL

CANDIDATE ASSESSMENT FORM	
Name of Candidate
Post applied for
Name of Panel member
Date of Interview

Requirements (from person spec)	Comments	Meets requirements (complete after interviews)			Panel Decision (complete after interviews)
		Yes	No	Not Sure	
<i>Competencies - Skills/Knowledge/Abilities/Experience</i>					
<i>Qualifications / Training</i>					
<i>Work related circumstances</i>					

NB All notes taken during and after interviews must be returned to the HR Division where they will be stored for 12 months.



WEST LANCASHIRE BOROUGH COUNCIL

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APPENDIX 13

CANDIDATE ASSESSMENT RANKING

(Note: This form should only be used in the event that more than one candidate meets all essential criteria)

Name of Candidate

Post applied for

Name of Panel member

Date of Interview

Note: *Ranking must not be applied to requirement on the Person Specification related to qualifications. Ranking may only apply to some or all of the competencies - skills/abilities/knowledge and experience needed to do the job. The panel should agree which of those requirements can be ranked.*

Requirements (from Person Specification)	Panel Members Score (1 -10)
Total score	

Comments (cont. overleaf if necessary)

NB All notes taken during and after interviews must be returned to the HR Division where they will be stored for 12 months.

DISABILITY DISCRIMINATION ACT 1995 and 2005

It is unlawful for an employer to discriminate against a disabled person for a reason which relates to the disabled person's disability in respect of selection arrangements, recruitment, promotion, terms of employment benefits, working conditions and training.

Definition of "disability" and "disabled person" for the purposes of this Act.

- (1) If he/she has a physical or mental impairment which has a substantial and long term adverse effect on their ability to carry out normal day-to-day activities.
- (2) In this Act "disabled person" means a person who has a disability. Discrimination in this Act takes a different form from that of other discrimination legislation.

There is no prohibition of discrimination on ground of disability per se. Instead, direct discrimination on grounds of disability is capable of justification.

The DDA 2005 brought the definition of mental illness into line with other physical impairment and also now covers progressive illness such as cancer, HIV infection, and multiple Sclerosis (MS) from the point of diagnosis.

The Local Government & Housing Act 1989 - Section 7 applies to all Local Authority appointments which stipulates that all appointees should be appointed on merit. Notwithstanding the implications of the 'appointment on merit' principle for Local Government as employers, the D.D.A. permits, and the 2005 Act obliges, Local Authorities to take positive steps to promote the employment of disabled persons.

WHAT ARE WE REQUIRED TO DO?

The D.D.A. 1995 requires an employer to:

- assess people on the basis of their skills, aptitude and ABILITIES not DISABILITIES and;
- to make 'reasonable adjustments' for a disabled person when necessary to prevent substantial disadvantages to a disabled person by:
 - any physical feature of the premises; furniture, lighting, fixtures, equipment and structural aspects of the physical environment.
 - any terms and conditions of employment including pay structure, training, working conditions, selection for redundancy or retirement etc.

WHAT ARE REASONABLE ADJUSTMENTS WHEN DEALING WITH DISABLED EMPLOYEES OR APPLICANTS: -

- ' Re-allocating duties '
- Altering working hours
- Acquiring or modifying equipment
- Moving the location of the job.

NOTE-

An employer will not have to make adjustments that would break Health and Safety or Fire Legislation.

Document Ref: Recruitment and Selection Policy and Procedure
Issue Number: 2
Date: 09/06

Division: Human Resources
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However, if a person in a wheelchair would not be able to use emergency evacuation arrangements i.e. fire escapes, it may be reasonable to relocate that person to an office where that problem would not arise.

Managers responsible for recruitment and selection should be aware of their own, and employees under their direct control, responsibilities in complying with this legislation. If a person breaks the law in the course of their employment, action could be taken against the Council even if you were unaware or did not approve of what he/she had said or done. The only feasible defence would be to demonstrate that you had provided adequate training to prevent them from discriminating against potential employees. The Disability Discrimination Act (Amendment) Regulations 2003 made changes to the burden of proof in Disability Discrimination cases.

FOR FURTHER DETAILS ON THE ACT OR FOR GUIDANCE IN SPECIFIC ISSUES PLEASE CONTACT THE HUMAN RESOURCES DIVISION SECTION.



Reference Request

Private and Confidential



INVESTOR IN PEOPLE

1. REFERENCE IN RESPECT OF:

APPLYING FOR THE POST OF:

2. Reference provided by (Name)

Name & Address of Company / Organisation

Title of Position

Telephone No.

Ext.

Are / were you the applicants Manager / Supervisor?

YES / NO

3. Overall assessment of performance during his / her employment with you:

4. Please comment on the applicant's working relationships with other people:

(i). Managers / Supervisors

(ii). Subordinates

(iii). Colleagues

(iv). Clients / Service Users

5. Is / was the applicant:

(i). Punctual?

(ii). Conscientious?

(iii). Industrious?

(iv). Motivated?

APPENDIX B

6. SICKNESS ABSENCE

On how many occasions was he / she absent during the last two years of employment with you / or during the period of employment (excluding absence for pregnancy and confinement)?

Occasions

How many days in total?

Total Days

Would you say this absence record was above or below average for his /her employment group?

ABOVE / BELOW

Have there been any recurring illnesses? YES / NO

If yes please give details

Have you sought a medical report in connection with his/her employment? If so from whom and what was the reason?

7. Do you know of any reason why we should not employ the applicant in the type of post for which he/she has applied? If so, please specify.



APPENDIX B

8. In reviewing the content of this reference, would you re-employ the applicant in any capacity? If not, why not?

9. Please provide further information or comments about the applicant. In particular, please give your assessment of his/her ability and potential in relation to the job for which he/she has applied. (Please refer to the job description and person specification enclosed). Any other comments on the applicant's character and fitness for this post would also be welcomed.

10. Finally, may I thank you for completing this reference and ask that you sign and date it as well as placing you company stamp in the space.

Signed

Name

Date



APPENDIX B
APPENDIX 16

date

name

Tel no.

reference

PRIVATE AND CONFIDENTIAL

Dear

Reference request for

The above named has been offered the post of and has given your name as a referee.

Or

The above named is being interviewed on (interview date) for the post of and has given your name as a referee.

Please complete and return the enclosed Reference Request Form in the envelope provided as soon as possible.

I have enclosed a Job Description and Person Specification for the post to assist you in considering the candidate's suitability for this position.

If your name has been given as a character reference you do not need to complete the form. However, I would be grateful if you would respond in a letter or general statement indicating your knowledge of the candidate and, in your opinion, their suitability for this post.

Please note that all information received will be treated in the strictest confidence and will not be entered onto computerised records.

However, if appointed, the applicant will have access to their personal file and will be able to read the contents of any references provided.

May I thank you in advance for your co-operation in this matter.

Yours sincerely,

HUMAN RESOURCES SUPPORT OFFICER



THE RECRUITMENT OF EX-OFFENDERS

As an organisation using the Criminal Records Bureau (CRB) Disclosure service to assess applicants' suitability for positions of trust, West Lancashire Borough Council complies fully with the CRB Code of Practice, which is available on request, and undertakes to treat all applicants for positions fairly. It undertakes not to discriminate unfairly against any subject of a Disclosure on the basis of conviction or other information revealed.

West Lancashire is committed to the fair treatment of its staff, potential staff or users of its services, regardless of race, gender religion, sexual orientation, responsibilities for dependants, age, physical / mental disability or offending background.

We actively promote equality of opportunity for all with the right mix of talent, skills and potential and welcome applications from a wide range of candidates, including those with criminal records. We select all candidates for interview based on their skills, qualifications and experience.

A Disclosure is only requested after a risk assessment has indicated that one is both proportionate and relevant to the position concerned. For those positions where a Disclosure is required, all job adverts and recruitment information will contain a statement that a Disclosure will be requested in the event of the individual being offered the position.

Where a Disclosure is to form part of the recruitment process, we encourage all applicants to provide details of their criminal record at an early stage in the application process. We request that this information is sent under separate, confidential cover, to the designated person within West Lancashire Borough Council and we guarantee that this information will only be seen by those who need to see it as part of the recruitment process.

Where applicants are applying for a position that requires an Enhanced Disclosure, they are required to disclose **all** convictions (whether spent or unspent), cautions, reprimands, and final warnings.

We ensure that all those in West Lancashire Borough Council who are involved in the recruitment and selection process have been suitably trained to identify and assess the relevance and circumstances of offences. We also ensure that they have received appropriate guidance and training in the relevant legislation relating to the employment of ex-offenders, e.g. the Rehabilitation of Offenders Act 1974.

At interview, or in a separate discussion we will ensure that an open discussion takes place on the subject of any offences or other matter that might be relevant to the position. Failure to reveal information that is directly relevant to the position sought could lead to withdrawal of an offer of employment.

We make every subject of a CRB Disclosure aware of the existence of the CRB Code of Practice and the Council's policy for the storage, handling, use, retention and disposal of Disclosures and Disclosure information, and make a copy available on request.

We undertake to discuss any matter revealed in a Disclosure with the person seeking the position before withdrawing a condition offer of employment.

This policy will be made available to all Disclosure Applicants at the outset of the Recruitment Process.

Having a criminal record will not necessarily bar you from working with us. This will depend on the nature of the position and the circumstances and background of your offences.



THE STORAGE, HANDLING, USE, RETENTION & DISPOSAL OF DISCLOSURES & DISCLOSURE INFORMATION

As an organisation using the Criminal Records Bureau (CRB) Disclosure service to help assess the suitability of applicants for positions of trust, West Lancashire Borough Council complies fully with the CRB Code of Practice regarding the correct handling, use, storage, retention and disposal of Disclosures and Disclosure information.

Storage & Access

Disclosure information is never kept on an applicants' personnel file and is always kept separately and securely, in lockable, non-portable, storage containers with access strictly controlled and limited to those who are entitled to see it as part of their duties.

Handling

In accordance with section 124 of the Police Act 1997, Disclosure information is only passed to those who are authorised to receive it in the course of their duties. We maintain a record of all those to whom Disclosure or Disclosure of information has been revealed and we recognise that it is a criminal offence to pass this information to anyone who is not entitled to receive it.

Usage

Disclosure information is only used for the specific purpose for which it was requested.

Retention

Only a recruitment (or other relevant) decision has been made, we do not keep information for any longer than is absolutely necessary. This is generally for a period of up to six months, to allow for the consideration and resolution of any disputes or complaints. If, in very exceptional circumstances, it is considered necessary to keep Disclosure information for longer than six months, we will consult the CRB about this and will give full consideration to the Data Protection and Human Rights Act and the individual subject before doing so. Throughout this time, the usual conditions regarding safe storage and strictly controlled access will prevail.

Disposal

Once the retention period has elapsed, we will ensure that any Disclosure information is immediately suitably destroyed by secure means, i.e. by shredding, pulping or burning. While awaiting destruction, the information will not be kept in any insecure receptacle (i.e. waste bin or confidential waste sack). We will not keep any photocopy or other image of the Disclosure or any copy or representation of the contents of a Disclosure. However, notwithstanding the above, we may keep a record of the date of the issue of a Disclosure, the name of the subject, the type of Disclosure requested, the position for which the Disclosure was requested, the unique reference number of the Disclosure and the details of the recruitment decision taken.



WEST LANCASHIRE BOROUGH COUNCIL

Job vacancies to be circulated to Operational Management Board for approval

DIVISION	DESIGNATION	(*See Note 1) DURATION OF POST	(* See Note 2) GRADE & SALARY	SUMMARY OF MAIN DUTIES OF THE POST	REASONS FOR FILLING OF THE POST	IMPLICATIONS IF POST NOT FILLED

* Note 1 Please state whether the post is permanent or temporary. If temporary please state the duration of the post and any additional costs this will incur i.e. if the post is to cover maternity leave or sickness.

*Note 2 The grade shown should be the substantive grade for the post. The salary details should show the maximum basic salary point for the post, plus any additional contractual payments e.g. car allowance lump sum, bonus payment etc

WEST LANCASHIRE BOROUGH COUNCIL

Compliance with Asylum and Immigration Act 1996

In order to prove that you are entitled to work in the UK you may provide one of the following original documents:

- UK passport showing you are a British citizen of the UK and Colonies who has the right of abode in the UK.
- A passport containing a certificate of entitlement issued by or on behalf of the UK Government certifying that you have the right of abode in the UK.
- A passport or national identity card issued by a state that is party to the European Economic Area Agreement, or any other agreement forming part of the Communities Treaties that confers rights of entry to or residence in the UK, describing you as a national of a state that is party to that agreement.
- A UK residence permit issued by a state that is a party to the European Economic Area Agreement, or any other agreement forming part of the Communities Treaties that confirms that you have rights of entry to, or residence in, the UK.
- A passport or other travel document or a residence document issued by the Home Office and endorsed to show that you have a current right of residence in the UK as the family member of a named national of a state that is party to the European Economic Area Agreement, or any other agreement forming part of the Communities Treaties that confers rights of entry to or residence in the UK, and who is resident in the UK.
- A passport or other travel document endorsed to show that you are exempt from immigration control, have indefinite leave to enter or remain in the UK, or have no time limit on your stay.
- A passport or other travel document endorsed to show that you have current leave to enter or remain in the UK and are permitted to take the employment in question, provided that it does not require the issue of a work permit.
- A registration card that indicates that you are entitled to take employment in the UK.

If you are unable to provide one of the above then you may as an alternative produce two documents as detailed at (a) or (b) below:

EITHER

- (a) A document issued by a previous employer, HM Revenue & Customs, the Department for Work and Pensions' Jobcentre Plus, the Employment Service, the Training and Employment Agency (Northern Ireland) or the Northern Ireland Social Security Agency, and which contains your national insurance number.

Plus one of the following

- A birth certificate issued in the UK that specifies the names your parents

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- A birth certificate issued in the Channel Islands, the Isle of Man or Ireland
- A certificate of registration or naturalisation as a British citizen
- A letter issued by the Home Office to the holder that indicates that you have been granted indefinite leave to enter or remain in the UK
- An Immigration Status Document issued by the Home Office, endorsed with a UK Residence Permit, that indicates that you have been granted indefinite leave to enter or remain in the UK
- A letter issued by the Home Office to the holder that indicates that you have subsisting leave to enter or remain in the UK and are entitled to take up the employment in question in the UK
- An Immigration Status Document issued by the Home Office, endorsed with a UK Residence Permit, that indicates that you have been granted limited leave to enter or remain in the UK and are entitled to take the employment in question in the UK

OR Alternatively

- (b) A work permit or other approval for you to take employment issued by Work Permits UK

Plus one of the following

- A passport or other travel document endorsed to show that you have current leave to enter or remain in the UK and are permitted to take the work permit employment in question
- A letter issued by the Home Office confirming that you have current leave to enter or remain in the UK and are permitted to take the work permit employment in question

TRAINING

One of the major competencies required of managers is to be fully trained and conversant with the Council's Recruitment and Selection process. As a consequence every manager will:

- Attend a 2 day Recruitment and Selection course ideally within twelve months of being newly appointed to a managerial post.
- Attend a shorter refresher training course every 2 years thereafter.

Recruitment and Selection Training provides authoritative guidance on developing best practice in this rapidly changing field where new legislation presents particular challenges. It is therefore compulsory for all managers. Details of courses will be published annually in the In House Training Directory which may be accessed via the HR pages on the intranet and managers will be required to ensure that their training is current and up to date.

WEST LANCASHIRE BOROUGH COUNCIL

RELOCATION EXPENSES SCHEME

The Council's arrangements for the reimbursement of removal and settling in expenses are set out below.

1. Payment will only be made to new employees recruited to permanent employment with the Council, who are obliged to move into the Borough as a result of taking up employment with the Council.

2. *In order to qualify for payments under the scheme, the employees existing residence must be more than 20 miles outside the Borough, and his/her new permanent residence must be within the Borough (the Executive Manager Human Resources shall have discretion to waive this rule where exceptional circumstances can be demonstrated).*

3. Requests for reimbursement of expenses are expected, wherever possible, within six months of appointment.

4. *The maximum amount to be paid to an employee under this scheme is £3,267, or £5,445 for a Chief Officer. There is no automatic right to the maximum contribution and reimbursements will only be made where actual expenditure has been incurred, and receipts can be supplied.*

5. Employees have the option to distribute the maximum contribution, as indicated above, under the headings below, up to the maximum amounts as shown;
 - A. *Legal Fees, Estate Agents Fees, Surveyors Fees up to £2,722. **

 - B. *Lodging allowance up to £43.56 per week while the employee is incurring additional expenditure whilst separated from his / her family for a period not exceeding 26 weeks. If after 26 weeks the employee is still in temporary accommodation, this will automatically cease. **

 - C. *A one off payment for the reimbursement of removal expenses, subject to acceptance of the lowest of 3 suitable and independent estimates.*

 - D. *Where an employee is separated from his / her family, payment for home visits on alternative weekends for up to 13 occasions at standard rate rail fare.*

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- E. *A disturbance allowance of up to £816 to cover the costs associated with refurbishing the new property i.e. carpets, curtains etc.**

* The contributions will be proportionally increased for the Chief Officer relocation scheme.

6. Temporary Council housing may be available subject to circumstances, but has to receive formal approval. Due to the local conditions any such accommodation is likely to be made available in the Skelmersdale area.
7. *A form of undertaking will have to be signed prior to the applicant receiving any monies.* This undertaking includes two conditions:
- I. The payment is conditional upon the employee remaining with WLDC for at least three years from commencement of appointment. If their employment with the Council or its successors ceases for any reason whatsoever, the employee would be required to repay the Council as follows:
- First 12 months – Full Repayment
 - Second 12 months – 2 / 3 Repayment
 - Third 12 months – 1 / 3 Repayment
- II. *The payment is conditional upon the employee moving to the Borough within 12 months of the date of appointment. If such a move does not take place, then the applicant will be required to refund to the Council all the allowance that has been received to date. In exceptional circumstances this period can be extended with the prior written approval of the Executive Manager Human Resources. Any employee experiencing difficulty should discuss the matter with the Executive Manager Human Resources before the end of the 12 month period, and be able to, at reasonable intervals submit evidence that he / she has made reasonable efforts to move.*

NOTE: *Allowances stated are updated from 1st April each year in line with the percentage increase pay award for NJC for Local Government Services (last updated April 2006).*

RECRUITMENT AND SELECTION MONITORING CHECKLIST

	Yes/No/Comment
<p>1. Panel</p> <ul style="list-style-type: none">• Who are the panel members? • Have they all been trained in Recruitment and Selection? If so when • Does HR need to attend the interview?• Does Recruitment and Selection training need to be organised? <p>2. Job description</p> <ul style="list-style-type: none">• Updated• Completed• Contains standard clauses <p>3. Person specification. Is it:</p> <ul style="list-style-type: none">• Non discriminatory?• Objective?• Contains only relevant competencies – abilities/skills /knowledge/experience?• Measurable?• Justifiable?• Using appropriate methods of assessment?• Appropriate shortlisting criteria applied? e.g. Not every item assessed by same route <p>4. Advertisement – does it:</p> <ul style="list-style-type: none">• Describe the post?• Include key aspects of job requirement?	

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<ul style="list-style-type: none">• Target under-represented groups if appropriate?• Sell the job positively?• Have a realistic closing date• Ring fenced to internal candidates in appropriate cases <p>5. Shortlisting – are</p> <ul style="list-style-type: none">• Shortlisting forms completed by all panel members?• Candidates shortlisted from person specification only?• Candidates only shortlisted because they meet all the criteria on the specification to be assessed by application form?• Disabled applicants meeting essential criteria shortlisted? <p>6. Administration of the selection process</p> <ul style="list-style-type: none">• Is sufficient notice provided to interviewees of interview• Are all parties contributing to the recruitment process notified in time?• Have at least 1 and preferably 2 panel members received training?• Is a suitable venue booked?• Is the phone re-routed arrangements made to avoid interruptions?• Have arrangements been made for candidates with declared disabilities <p>7. Follow up</p> <p>Send all documentation to Human Resources including:</p> <ul style="list-style-type: none">• Application forms• Shortlisting forms• Interview questions• Exercises and test(s) used• Exercise and test(s) feedback• Panel members assessment forms and notes• Copies of qualification certificates	
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<p>8. Feedback</p> <p>Was feedback offered to:</p> <ul style="list-style-type: none">• Disabled candidates at all stages?• Unsuccessful interviewees?• Internal candidates?• Those other candidates who requested it? <p>9. Appointment Process</p> <p>HR to refer to separate employee checklist</p>	
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