

RECRUITMENT & SELECTION POLICY

Prepared by: Human Resources

Approved by Employment and General Committee:

For review:



CHESTERFIELD
BOROUGH COUNCIL

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SECTION 1: GENERAL GUIDING PRINCIPLES

POLICY STATEMENT

1. The purpose of this recruitment and selection policy is to ensure we recruit:
 - The best possible candidates, on the basis of their relevant merits, to support the delivery of our corporate strategy
 - In an equal and inclusive way that is consistent with employment legislation and good practice
 - Through a process that supports the Council's values
 - Positively promoting Chesterfield Borough Council as an employer of choice in a value-for-money way.
2. Recruiting and selecting the best people is of paramount importance to the continued success of Chesterfield Borough Council. We want to constantly improve our performance as an organisation, to ensure we are doing all we can to protect and promote the interests of the communities we serve. To do this, we recognise we need to recruit from the widest possible talent pool and ensure we have the right balance of skills from our diverse communities.
3. As a good employer we recognise the positive value of diversity, promote equality and challenge unfair discrimination. We aim at all times to recruit the person who is most suited to the job and welcome applications from those currently underrepresented in our workforce: we will not discriminate or tolerate discriminatory behaviour on any grounds in all aspects of recruitment and selection.
4. We are committed to the Equality Act and employing people with a disability. Reasonable adjustments will be made to the recruitment and selection procedure to ensure that no-one is disadvantaged because of their disability. If a disabled person is appointed, reasonable adjustments will be made to the workplace, including premises & equipment, duties, practices or policies, where required. The Equality Act 2010 prohibits discrimination against people with the protected characteristics that are specified in section 4 of the Act.
5. This policy aims to ensure a business focused approach to recruitment, using a range of selection methods. Each recruitment campaign will be designed to identify the best person for the job, in the most time and cost - efficient way, without compromising fairness, confidentiality or the Council's commitment to having a diverse workforce.

SCOPE

6. This policy applies to all internal and external 'officer led' recruitment where candidates are applying to work at Chesterfield Borough Council in roles below Service Director.
7. Recruitment for posts from Service Director upwards are dealt with separately through a member appointments panel. There may be exceptions to the policy where a member has a vested interest in a role below Service Director where they may be involved in the recruitment process, but the decision will still be made at officer level.

PRINCIPLES

8. The Council will seek to recruit the best candidate for the job based on merit. The recruitment and selection process should ensure the identification of the person best suited to the job and the Council based on the fair and objective assessment of candidates against the skills, attributes, knowledge and experience required for the job.
9. The Council will ensure that the recruitment and selection of staff is conducted in a professional, timely and responsive manner and in compliance with current employment legislation.
10. The Council will ensure that recruitment processes support council initiatives to offer opportunities to displaced employees.
11. The Council will provide appropriate training, development and support to those involved in recruitment and selection activities in order to meet this core principle. Any member of staff involved in the selection of staff should satisfy themselves that they are appropriately trained and can comply with the requirements of this policy and procedure. As a minimum requirement any member of staff who takes part in any activity under this policy and procedure must first have completed the e-learning module, read this policy and attended face to face training. This is delivered by HR and is designed to complement the e-learning and allows employees the opportunity to explore more areas in detail.
12. Recruitment and selection is a key public relations exercise and should enhance the reputation of the Council. The Council will treat all candidates

fairly, equitably and efficiently, with respect and courtesy, aiming to ensure that the candidate experience is positive, irrespective of the outcome.

13. The Council will promote best practice in recruitment and selection. It will continuously develop its recruitment and selection practices to allow new ideas and approaches to be incorporated.
14. If a member of staff involved in the recruitment process has a close personal or familial relationship with an applicant, they must declare this as soon as they are aware of the individual's application and avoid any involvement in the recruitment and selection decision-making process.
15. Chesterfield Borough Council will not discriminate in favour of an applicant by virtue of being a relative or other close relationship with a current employee or Elected Member of the Council.
16. All documentation relating to applicants will be treated confidentially in accordance with the Data Protection Act and GDPR. Applicants will have the right to access any documentation held on them in accordance with the Act.
17. All recruitment information will be up to date and use plain language. On request information can be made available in large print, braille, on tape or cd and in different languages in accordance with the Council's Equality, Diversity and Social Inclusion Policy.

LEGAL CONTEXT

18. Recruitment and selection practice must comply with the following Acts:

- Immigration, Asylum and Nationality Act 2006
- Equality Act 2010
- Data Protection Act 2018
- General Data Protection Regulation (2016/679 EU)
- Rehabilitation of Offenders Act 1974

SECTION 2: PROCEDURE

THE ROLE OF HUMAN RESOURCES

19. The Human Resources (HR) function will provide support to managers in exercising their responsibilities in the following areas:
 - The introduction, application and monitoring of this policy, including providing formal and informal training where required

- Ensuring that day to day recruitment processes are non-discriminatory, legally and nationally compliant and efficient including anonymising application forms for recruiting managers;
- Responsible for the provision of advice, guidance and support in recruitment, selection and redeployment
- Providing a front-line recruitment service, including advising on the recruitment process, providing recruitment administration and carrying out pre-employment checks in a timely manner
- Establishing the grading for posts through job evaluation
- Monitoring recruitment at all stages for compliance with the council's equality policy and recruitment commitments
- Inform the manager if there are any issues with pre-employment checks and agree a way forward
- Provide advice and support in the event of a challenge arising from the recruitment and selection process
- Communicate with candidates promptly and effectively throughout the recruitment process.

THE ROLE OF RECRUITING MANAGERS

20. The role of recruiting managers in the recruitment process is to:

- Select candidates of the right calibre by establishing the required standards of qualifications, skills and experience in an updated job description and person specification
- Seeking advice from HR when required
- Gain authorisation to recruit to new or vacant posts
- Comply throughout the recruitment process with current legislation, the Recruitment and Selection policy and best practice
- Give appropriate feedback to both successful and unsuccessful candidates, taking responsibility for their decision
- Provide "reasonable adjustments" to meet the needs of candidates with disabilities as required by the Equality Act 2010
- Comply with the Council's policy on employing people with a criminal record
- Ensure that recruitment methods can attract applicants from diverse sections of the community

- Satisfy the Council's commitment to equalities when making any decisions to shortlist, interview, apply selection tests and to appoint
- Support Council initiatives to offer job opportunities to displaced employees and to candidates with a disability
- Protect the Council from unacceptable or fraudulent candidates and those likely to bring the Council into disrepute.

DISABILITY CONFIDENT EMPLOYER

21. The Disability Confident scheme was launched in November 2016 and supports the government's commitment to having 1 million more disabled people in work by 2027. It was developed by employers and disabled people's representatives to create a movement of change, encouraging employers to think differently about disability and take action to improve how they recruit, retain and develop disabled people.
22. Chesterfield Borough Council is part of the Disability Confident scheme and continuously looks for new techniques and best practice that can help us in making the most of the talents disabled people can bring to the workplace.
23. Through Disability Confident, thousands of employers are:
- challenging attitudes towards disability
 - increasing understanding of disability
 - removing barriers to disabled people and those with long-term health conditions
 - ensuring that disabled people have the opportunities to fulfil their potential and realise their aspirations.
24. Whether an employee has become disabled during their working life, or we are recruiting externally being Disability Confident can help in positively changing attitudes, behaviours and cultures.
25. The Council have agreed to the Disability Confident commitments:
- inclusive and accessible recruitment
 - communicating vacancies
 - offering an interview to disabled people
 - providing reasonable adjustments
 - supporting existing employees
26. As part of this commitment the Council guarantee to interview all applicants who identify themselves as having a disability and meet the essential criteria for the post. HR will advise recruiting managers if this applies to the post they

are recruiting to. If the candidate is not shortlisted HR will discuss this further with the recruiting manager.

27. A disabled person is defined as someone with a physical or mental impairment that has a 'substantial' and 'long-term' effect on their ability to do normal daily activities. (Equality Act 2010)

KEY PHASES

28. There are 3 key phases in recruiting and selecting for a post which include:

I. Preparation:

Review – Assess the post

Update – Update the job design, job description and person specification and band using the competency framework

Approval - seek approval to recruit / fill the vacancy

II. Recruitment & Selection:

Plan - Identify panel and agree dates for key stages of the process

Advertise – Draft advert and select media

Shortlist – Shortlist using the person specification and competency framework

Select – Interview and select/reject candidates

III. Post interview:

Offer and validate - Provisional offer made subject to references, medical and other relevant checks. Validate information and issue contract.

Induction and probation - Effective use of induction and application of probation policy.

Records and monitoring – Ensure Data Protection Act and GDPR are followed.

29. Further advice and guidance is available from the Human Resources team. In addition, aspire learning offers training courses designed to equip members of staff in key aspects of recruitment and selection. This procedure outlines the 3 key phases.

Preparation - Review

30. The recruitment and selection process should not commence until a review of the need for the role against the Council's strategic plans and budget has been completed. Manager's should think about the post that has become

vacant to make sure it is still required to meet organisational needs at a time where all services are subject to review and there is an ongoing drive for continuous improvement and efficiencies. The way jobs are managed and organised is continuously changing.

31. Some key questions for managers to consider are:

- What is the long-term need for the post? Can the duties be delivered another way or distributed between existing employees?
- Should the post be permanent or temporary?
- Are the current working hours/ pattern/ contract still appropriate?
- Does the job design reflect future service/ organisational requirements?
- Are there other corporate initiatives which may influence the recruitment process, e.g. partnership working or relocation of a service?

32. If it is decided a new job, or a radical redesign of the current job is needed you need to discuss this with your HR Business Partner.

Preparation – Update

33. An up to date job description and person specification must be produced for any post that is to be recruited to using the template in Appendix A.

34. The job description should accurately reflect the main purpose, duties and responsibilities of the post. It should also identify if there are any special features of the post.

35. The person specification should state both the essential and desirable criteria in terms of knowledge, skill, abilities, experience and qualifications for the post. All criteria should be directly related to the job and applied equally to all applicants and care should be taken when writing the person specification to ensure that criteria used do not indirectly discriminate against certain groups of applicants.

36. The Council's competency framework should be used to complete the levels in the competency requirement section. The booklet 'Chesterfield Can, We can, I can' can be found on aspire.

37. Posts appointed under green book conditions of service are assessed using the Council's Job Evaluation Scheme to determine the band. If there have been no (or minimal) changes to the job description and person specification

the current band will continue to apply. Any new posts, or where there have been changes which could affect the band of the post, need to be formally assessed using the Job Evaluation Scheme. Please contact your HR Business Partner for advice on how to complete this process.

Preparation – Approval

38. All posts require approval from Vacancy Control Panel (VCP) before they can be advertised. The HR1 e-form, Approval to create/ fill a new post or fill a vacant post, should be completed by the recruiting manager and approved by the relevant Service Director. The e-form can be found on aspire.
39. The business case for filling the post should be clearly stated along with support from the finance lead where savings need to be made and/or Committee approval where new posts lead to an overall increase in costs. Further details on the VCP approval process can be found on aspire.

Recruitment and Selection - Plan

40. It is good practice to plan the timetable for the whole recruitment process at the outset to ensure it is as efficient, cost effective and timely as possible which will assist the recruitment panel and candidates accordingly.
41. Clarify who is to be the recruiting manager and will take responsibility for managing the vacancy. The recruiting manager will need to determine the balance, composition and chair of the selection panel. The Chair of the Panel is appointed to co-ordinate the selection process and ensure it is carried out fairly.
42. The selection panel must have at least 2 members and consist of individuals who have a specific interest in the appointment and should add value to the process.
43. All panels should be representative of gender and should aim to reflect the community served. e.g., no all-male or all-female panels.
44. All employees involved in the selection process must have completed the Council's recruitment and selection blended learning which consists of e-learning and face to face training and have considered their own development needs to ensure they have the underlying knowledge and competencies to carry out good quality recruitment and selection.

45. HR observers and technical advisers should not be part of the decision-making process but may advise panel members where specialist knowledge and advice is required.
46. Where a learner recruiter is involved, as part of management development, there needs to be at least another 2 panel members.
47. Panel members must withdraw from the process if a family member or close friend applies, or if their knowledge of the applicant is such that they cannot maintain objectivity.
48. Good planning should ensure the same people should be involved throughout the entire process. If a substitute is necessary, then they must become familiar with all the applications and receive a thorough brief on the process by the recruiting manager.
49. The recruiting manager must give consideration in advance to any selection tools, prepare them in advance and apply the same process to all candidates. Selection techniques should only be used which relate to the requirements on the person specification and only use techniques which are valid, reliable, fair and unbiased.
50. HR are available for advice on selection techniques, possible methods may include:
 - Skills tests/in tray exercises
 - Group exercises
 - Focus Groups
 - Assessment Centre
 - Formal presentations
 - Practical simulated exercises/case studies
 - Psychometric tests
51. A timeline should be agreed with the selection panel which incorporates the following:
 - Closing date – allow a minimum of 2 weeks
 - Shortlisting date - as soon after the closing date as possible
 - Interview date – allow 5 days notification to shortlisted candidates
52. If the panel decide to undertake virtual recruitment, they should discuss and agree the process with HR in advance of the interviews.

Recruitment and Selection - Advertise

53. Following approval the recruiting manager should complete the HR2 e-form, which can be found on aspire, and provide the text for the advert which should be consistent with the job description and person specification and ensure that recruitment methods can attract applicants from diverse sections of the community we serve. It is best practice for the interview date to be stated in the advert to ensure that candidates are given as much notice as possible.
54. Prior to the advertisement consideration will be given to the post as a redeployment opportunity that maybe suitable for ring-fenced internal applications for example where an employee is at risk or an efficiency is to be made by reducing the establishment. This screening process will be undertaken by HR department.
55. Should a post be identified as a suitable redeployment opportunity the recruiting manager will be informed by HR. The recruiting manager and the redeployee will then discuss the applicant's suitability to the post. If the redeployee is suitable for the post, it will be offered on a 4-week trial basis. Please refer to the Restructuring, Redeployment and Redundancy policy for further information.
56. The post will be advertised internally and externally, following the recommendations from VCP openly through internal publications, local or national media, trade or professional journals or media accessible to minority groups, taking advice as necessary and be cost effective. Managers should ensure that any individuals on maternity leave are made aware of vacancies whilst they are absent from the office through their regular contact.
57. In exceptional circumstances, and with the agreement of HR, the post can be advertised on an internal basis only.
58. In the case of internal adverts and applicants the appointment will be based purely on their merits on the day of the interview following the principles of this policy.

Recruitment and Selection - Shortlist

59. After the closing date, all application forms will be anonymised and forwarded to the recruiting manager for shortlisting who should share them with the selection panel.

60. The selection panel must use the shortlisting form at Appendix B for shortlisting. The panel should agree which of the essential criteria will be used on the shortlisting form. The scoring at Appendix C must be used during the shortlisting process with no variations.
61. All panel members should read every application and make an individual assessment of each applicant's suitability and score them. If candidates score 0 or 1 for any essential criteria they should not be shortlisted.
62. The full panel should then meet to discuss their assessments and reach a final agreement on the applicants who should be included on the shortlist.
63. Panel members need to approach the applications with an open mind so as not to pre-judge or make assumptions about applicants' suitability. Applicants have different ways of presenting what they have to offer.
64. Panel members should not make assumptions that are not universally applied to all candidates nor should they make allowances for identified errors or omissions by known candidates.
65. If the number of candidates that could be shortlisted is not manageable the panel should assess applicants against all of the essential criteria followed by the desirable criteria.
66. Further advice should be sought from HR if the number of shortlisted candidates remains unmanageable.
67. After shortlisting, the recruiting manager should record which candidates are shortlisted and the reasons why unsuccessful candidates have been rejected and submit them on e-form HR3 which can be found on aspire.
68. Shortlisted candidates will be advised by HR, with adequate notice, that they are invited to interview. If additional assessment methods are to be used candidates will be provided with details of the type of exercise/ test to be given and how long the process is likely to take.
69. The recruiting manager should then complete e-form HR4, which can be found on aspire, with interview details – date, venue, timings, tests, candidates etc.

70. The interview panel should be mindful of unconscious bias, personal stereotypes and making assumptions as they can affect our decision-making process. There is a natural tendency to allow one's immediate judgement to be unduly influenced by an unfavourable (horns) or favourable (halo) first impression based on appearances especially in an interview situation.
71. Panels may need to adjust any of the interview or assessment arrangements to remove identified disabling barriers.

Recruitment and Selection – Select

72. The selection panel must use the interview form at Appendix D for the interview. All parties involved in the recruitment process must ensure appropriate competency and values-based questions are asked at interview to ensure the candidate selected is qualified and competent to carry out the role. Appendix E provides further guidance on questioning techniques.
73. The panel should agree in advance what questions are to be asked of the candidates and identify what the ideal answer should be. All interview questions must be based on the person specification to ensure that essential criteria for the role is assessed.
74. The panel should ask consistent questions of each candidate which are designed to test for qualities in the person specification.
75. During the interview the panel should investigate any gaps in the employment history and any unusual or abrupt reasons for leaving an earlier job.
76. The interview checklist at Appendix F should be used by the recruiting manager to ensure that all the necessary actions are carried out at and post interview. Please return this form to HR together with all other documentation required after interview.
77. Notes made in relation to applicants made during the recruitment process must be factual, non-discriminatory and use objective criteria such as their skills and experience. Notes should be kept throughout the recruitment process and all members of the selection panel must keep careful records of the entire process.
78. All members of the selection panel should make an individual assessment of each applicant's responses/ tests and score them using the scoring criteria at Appendix C with no variations. If candidates score 0 or 1 for any response to

a question they should not be appointable as they would not meet the minimum criteria for the role.

79. The full panel should then discuss their scores together and reach an agreed total score for each candidate. The candidate with the highest score should be the candidate who is appointed. If the recruiting manager has any concerns with this process, they should consult HR before they take any further action.

80. The recruiting manager has responsibility for notifying the candidates of the outcome, both successful and unsuccessful, and offer feedback where requested.

Post interview - Offer and validate

81. All offers of appointment are conditional subject to:

- Satisfactory references - minimum of two references to cover the last five years of the employee's working life, one of which **must** be the current or most recent employer
- Medical clearance
- Evidence of the right to work in the UK in line with the Asylum and Immigration Act 1997
- Criminal record check (DBS) at the appropriate level (if required)
- Production of appropriate qualification certificates (if required)
- Additional checks - some posts require additional checks by partnership agencies e.g. Police for CCTV posts

82. The recruiting manager should make the successful candidate a conditional offer subject to the above requirements which apply to the post.

83. All new employees should normally commence at the bottom of the pay band. Where there are exceptional circumstances, the form at Appendix G should be completed and sent to HR.

84. If any of the above criteria are not met or there are concerns HR will contact the recruiting manager to discuss the situation. This may result in the conditional offer being withdrawn.

85. Where the criteria are satisfactorily met the offer can be confirmed, a start date agreed, and a contract will be sent to the candidate.

86. Recruiting managers should protect the Council and service users from unsuitable, dangerous or fraudulent candidates by satisfying themselves about these matters before offering a contract and/or letting them start work.
87. No candidate should be allowed to commence employment until all pre-employment checks have been completed and are satisfactory.

Post interview – Induction and probation

88. The line manager of the new recruit should arrange and plan an effective local induction in line with Council's guidelines and ensure the new employee carries out their e-induction.
89. Avoid over-loading the new employee at this stage as too intensive information giving session or period is likely to be ineffective; prioritise what information you need to provide and when. However, ensure the new employee is clear about work objectives and the expected standard of performance.
90. People learn in different ways so involve other people as an important part of the induction process is getting to know new colleagues and their work environment. Ask the new employee how they best learn and adapt the programme to meet their needs where you can. One size will not fit all; Consider the complexity of the new employee's role and their previous experience and don't make assumptions.
91. All employees new to their role are subject to a 6-month probation period in line with the Council's Probation Policy. All probation reports should be submitted promptly to HR.
92. A probation period is a period of time for an employee to demonstrate their suitability for the role. It enables both the manager and the employee to take into account the individual's overall capability, skills, performance and general conduct in relation to the job in question and assess objectively if they meet the requirements.

Post interview – records and monitoring

93. Accurate record keeping is an essential part of the recruitment process. Panel members should keep all recruitment documentation, both paper and

electronic, obtained during the entire process in line with the Data Protection Act 2018.

94. At the end of the process recruitment documentation should be sent HR for filing and retaining to demonstrate an audit trail of decisions and to enable HR to respond to any requests for information or complaints if they are required to do so.
95. All of the documentation should be kept in a secure place for 6 months and then destroyed as confidential waste.
96. HR will monitor the recruitment process for effectiveness, good practice, compliance to standards and equality of opportunity.
97. Under General Data Protection Regulations an individual has the right to request access to any personal information held about them in a manual or computer based file. This includes shortlisting and interview notes and they could be used against the council in a discrimination claim by an unsuccessful applicant.
98. If a discrimination claim is made against the council the recruiting manager may be required to provide evidence regarding why Candidate A rather than Candidate B was selected for a position. Being able to demonstrate clear reasons for the decision can be critical. All documents could be requested and need to be produced including any notes made by the selection panel.

JOB DESCRIPTION

JOB TITLE:	Insert text
DIRECTORATE:	Insert text
JOB EVALUATION NUMBER:	Insert text
BAND:	Insert text
RESPONSIBLE TO:	Insert text
RESPONSIBLE FOR:	Insert text
MAIN PURPOSE OF POST:	Insert text

DUTIES AND RESPONSIBILITIES:

Duties and responsibilities must be undertaken to comply with Council Policies/procedures.

1.	Insert text
2.	Insert text
3.	Insert text
4.	Insert text
5.	Insert text
6.	Insert text
7.	Insert text
8.	Insert text
9.	Insert text
10.	Insert text
11.	Insert text

GENERAL – TO BE AWARE OF AND IMPLEMENT THE FOLLOWING:

EQUALITIES

The council's Equality and Diversity Policy which sets out the council's commitment to advancing equality and social inclusion while celebrating the diversity within our communities.

CODE OF CONDUCT

All employees of Chesterfield Borough Council must comply with the Employees' Code of Conduct.

HEALTH AND SAFETY

To comply with the Health and Safety at Work etc. Act (1974) and carry out all duties in accordance with the Council's Health and Safety policy.

STAFF DEVELOPMENT

The Council's Performance & Development Review is an integral part of Chesterfield Borough Council's performance management framework as well as a key employee development procedure. You will be required to undertake any training required for the job role.

DATA PROTECTION

All employees must adhere to the requirements of the General Data Protection Regulations (GDPR) and the Data Protection Act 2018 in respect of confidentiality and disclosure of data.

SAFEGUARDING CHILDREN AND VULNERABLE ADULTS

The council has both a moral and legal obligation to ensure a duty of care for children and vulnerable adults across its services. We are committed to ensuring that all children and vulnerable adults are protected and kept safe from harm, and we have a responsibility to safeguard and promote well-being.

SPECIAL FEATURES OF POST

Political Restriction	YES / NO
Vetting Checks e.g Disclosure and Barring Service (DBS)	YES / NO
Flexible approach to time of work, with ability to work evenings and weekends as required by the needs of the service.	YES / NO
You may be required to carry out those duties at your present workplace or at another council venue.	YES / NO

JOB DESCRIPTION

It is the council's intention that this job description is seen as a guide to the main areas and duties for which the job holder is accountable. However, as the work of the council changes the job holder's obligations are also bound to vary and develop, so the job description should be seen as a guide and not as a permanent, definitive and exhaustive statement. This job description is non-contractual.

PERSON SPECIFICATION

JOB TITLE:	Insert text
DIRECTORATE:	Insert text
JOB EVALUATION NUMBER:	Insert text
DATE:	Insert text

KNOWLEDGE / SKILLS / ABILITIES

ESSENTIAL

Essential knowledge, skills, and abilities	Assessment method
	Application Form, Presentation, Scenario based Exercise, Interview, Qualification / Certificates
Insert text	Application Form
Insert text	Application Form
Insert text	Insert text
Insert text	Insert text

DESIRABLE

Desirable knowledge, skills, and abilities	Assessment method
Insert text	Insert text

EXPERIENCE

ESSENTIAL

Essential experience	Assessment method
Insert text	Insert text
Insert text	Insert text
Insert text	Insert text

DESIRABLE

Essential experience	Assessment method
Insert text	Insert text
Insert text	Insert text
Insert text	Insert text

QUALIFICATIONS

ESSENTIAL

Essential qualifications	Assessment method
Insert text	Insert text
Insert text	Insert text

DESIRABLE

Desirable qualifications	Assessment method
Insert text	Insert text
Insert text	Insert text

OTHER REQUIREMENTS

ESSENTIAL

Essential qualifications	Assessment method
To display the council's values and behaviours when carrying out the job role	Application Form, Interview
To perform the job role in accordance with the specified level of the council's Competency Framework	Application Form, Interview
Commitment to self-development, service improvement and organisational effectiveness	Application Form, Interview

COMPETENCY REQUIREMENT

SEEING THE BIG PICTURE

Level: INSERT TEXT

Assessed at: Interview

Seeing the big picture is about having an in-depth understanding and knowledge of how your role fits with and supports the council plan and the wider public needs and the national interest. For all staff, it is about focusing your contribution on the activities which will meet the council goals and deliver the greatest value.

For leaders, it is about scanning the political context and taking account of wider impacts to develop long term implementation strategies that maximise opportunities to add value to the customer and support economic, sustainable growth.

CHANGING AND IMPROVING

Level: INSERT TEXT

Assessed at: Interview

People who are effective in this area take initiative, are innovative and seek out opportunities to create effective change. For all staff, it's about learning from what has worked as well as what has not, being open to change and improvement, and working in 'smarter', more focused ways.

For leaders, this is about creating and encouraging a culture of innovation and allowing people to consider and take informed decisions. Doing this well means continuously seeking out ways to improve policy implementation and build a leaner, more flexible and responsive council. It also means making use of alternative delivery models including digital and partnership approaches wherever possible.

MAKING EFFECTIVE DECISIONS

Level: INSERT TEXT

Assessed at: Interview

Effectiveness in this area is about using sound judgement, evidence and knowledge to arrive at accurate, expert and professional decisions and advice. For all staff it's being careful and thoughtful about the use and protection of council and public information to ensure it is handled securely and with care.

For leaders it's about reaching evidence-based strategies, evaluating options, impacts, risks and solutions and creating a security culture around the handling information. They will aim to maximise return while minimising risk and balancing a range of considerations to provide sustainable outcomes.

LEADING AND COMMUNICATING

Level: INSERT TEXT

Assessed at: Interview

At all levels, effectiveness in this area is about showing our pride and passion for public service, communicating purpose and direction with clarity, integrity, and enthusiasm.

It's about championing difference and external experience and supporting principles of fairness of opportunity for all.

For leaders, it is about being visible, establishing a strong direction and persuasive future vision, managing and engaging with people in a straightforward, truthful, and candid way.

COLLABORATING AND PARTNERING

Level: INSERT TEXT

Assessed at: Interview

People skilled in this area are team players. At all levels, it requires working collaboratively, sharing information appropriately and building supportive, trusting, and professional relationships with colleagues and a wide range of people within and outside the council, whilst having the confidence to challenge assumptions.

For leaders, it's about being approachable, delivering business objectives through creating an inclusive environment, welcoming challenge however uncomfortable.

DEVELOPING SELF AND OTHERS

Level: INSERT TEXT

Assessed at: Interview

Effectiveness in this area is having a strong focus on continuous learning for oneself, others, and the organisation. For all staff, it's being open to learning, about keeping one's own knowledge and skill set current and evolving.

For leaders, it's about investing in the capabilities of our people, to be effective now and in the future as well as giving clear, honest feedback and supporting teams to succeed. It's also about creating a learning and knowledge culture across the organisation to inform future plans and transformational change.

DELIVERING VALUE FOR MONEY

Level: INSERT TEXT

Assessed at: Interview

Delivering value for money involves the efficient, effective and economic use of taxpayers' money in the delivery of public services. For all staff, it means seeking out and implementing solutions which achieve the best mix of quality, and effectiveness for the least outlay. People who do this well base their decisions on evidenced information and follow agreed processes and policies, challenging these appropriately where they appear to prevent good value for money.

For leaders it's about embedding a culture of value for money within their area/function. They work collaboratively across boundaries to ensure that the council maximises its strategic outcomes within the resources available.

MANAGING A QUALITY SERVICE

Level: INSERT TEXT

Assessed at: Interview

Effectiveness in this area is about valuing and modelling professional excellence and expertise to deliver service objectives, taking account of diverse customer needs

and requirements. People who are effective plan, organise and manage their time and activities to deliver a high quality, secure, reliable and efficient service, applying programme, project and risk management approaches to support service delivery.

For leaders, it is about creating an environment to deliver operational excellence and creating the most appropriate and cost-effective delivery models for public services

DELIVERING AT PACE

Level: INSERT TEXT

Assessed at: Interview

Effectiveness in this area means focusing on delivering timely performance with energy and taking responsibility and accountability for quality outcomes. For all staff, it's about working to agreed goals and activities and dealing with challenges in a responsive and constructive way.

For leaders it is about building a performance culture where staff are given space, authority and support to deliver outcomes. It's also about keeping a firm focus on priorities and addressing performance issues resolutely, fairly and promptly.



Job Title:

Panel member:

- Each member of the panel should score each candidate against essential criteria from the person specification criteria for the position.
- The Council is committed to interviewing all applicants declaring a disability who meet the minimum essential criteria for a job vacancy.

Scoring – candidates should be scored as follows:

0	Does not meet the criteria at all	1	Meets the criteria in a limited number of areas	2	Meets the criteria in a minimal number of areas	3	Meets the criteria in some areas	4	Meets the criteria in most respects	5	Meets the criteria in all respects
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Person specification criteria ESSENTIAL	Candidate 1	Candidate 2	Candidate 3	Candidate 4	Candidate 5	Candidate 6	Candidate 7	Candidate 8	Candidate 9	Candidate 10
TOTAL SCORES										

SCORING CRITERIA

The following scoring criteria is to be used during the recruitment and selection of employees:

SCORE	CRITERIA/ EVIDENCE
0	Does not meet the criteria at all Provides no evidence at all
1	Meets the criteria in a limited number of areas Provides evidence across a couple of areas
2	Meets the criteria in a minimal number of areas Provides evidence across some areas
3	Meets the criteria in some areas Provides evidence across a number of areas
4	Meets the criteria in most respects Provides a range of evidence for most areas
5	Meets the criteria in all respects Provides evidence across all areas



Job Title:

Panel member:

- Each member of the panel should score each candidate separately against every question.
- **Scoring** – candidates should be scored as follows:

0	Does not meet the criteria at all	1	Meets the criteria in a limited number of areas	2	Meets the criteria in a minimal number of areas	3	Meets the criteria in some areas	4	Meets the criteria in most respects	5	Meets the criteria in all respects
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	Question	Ideal Answer	Candidate Response	Score
	Settling in Question: How have your past roles prepared you to take on this position?			N/A
1				/5
2				/5
3				/5
4				/5
5				/5
6				/5
7				/5
8				/5
9				/5
10				/5
			TOTAL SCORE	/50

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INTERVIEW QUESTIONS

The interview panel preparing what they are going to ask at an interview and how they are going to ask it is essential to ensure the panel can elicit information from candidates to enable them to make an informed decision.

There are several questioning techniques which can be used during interviews for example, open, closed, behavioural and hypothetical. Alongside these questions can be based around the Council values which all employees follow and are continually assessed against in their annual PDR.

The interview panel must ensure appropriate competency and values based questions are asked at interview to ensure the candidate selected is qualified and competent to carry out the role. All competency interview questions must be based on the person specification to ensure that each of the essential criteria for the role is assessed.

Questioning techniques

The key purpose of a recruitment interview is to assess the skills, experience and general aptitude of job applicants in order to make a decision on which candidate is the best suitable person for the job. Questions should therefore be structured to explore facts, and interviewers should take care not to make decisions based on assumptions about applicants linked to their own subjective views and opinions.

Planned questions must be consistent for all candidates, however clarification and probing questions will vary with each candidate. Leading questions should not be used during an interview as it will give the candidate an advantage.

Open questions

Open questions would use what, why, how, tell me about a time ... which encourages candidate to give information in their own words.

Closed questions

Closed questions will likely result in a yes or no answer which is sometimes needed. For example, have you got this qualification?

The interview panel should not restrict themselves to asking only the agreed questions as there may need to be probing questions that are specific to a particular applicant. Further unplanned questions may be necessary in order to follow up, or probe any relevant matter raised that is not clearly covered. However, the interview panel should not use leading questions. For example, rather than asking 'if you had to deal with inappropriate behaviour

from an employee which policy would you use? You should ask 'what would you do if you had to deal with inappropriate behaviour from an employee' and see how they deal with it.

Behavioural questions

Behavioural questions look at skills and competences the jobholder requires to perform well in the post and asks questions to find out if the candidate possesses these skills or competences. A behavioural question aims to evaluate if the candidate has learnt from past behaviours in specific work situations. Use questions that ask the candidate how they acted in the past in a specific situation rather than how they might behave in this type of situation in the future. For example:

Communication

How do you ensure that you build good rapport with your colleagues? Give an example of when you feel you have done this.

Describe a task or project you have been responsible for communicating to others in the team. How did you ensure that what you were communicating was understood?

Tell me about a time when you have had to give constructive feedback within your team.

Attention to detail

How do you ensure that you get things right first time?

Give me an example where you have made an error but have learnt from this.

What factors do you consider when prioritising your work and how do you ensure you meet deadlines whilst maintaining high quality?

Team Working

Give me an example of a successful team you have been a member of. What made it successful and what did you achieve?

How do you ensure that you share information, ideas and best practice within your team? Can you give an example of when you have successfully done this?

Give me an example of when you have worked as a team to ensure your department meets its overall objectives?

Flexible and adaptable

Give me an example of when you have taken on work or a project outside of your normal role. What did you learn?

Give me an example of when you have been involved in a change in process and how you adopted that change.

In your current role or previous positions, could you give me an example of when you have used your initiative to resolve an unexpected problem?

Personal organisation

How do you keep track of matters requiring your attention?

How do you organise your day? What would be your priorities?

What things do you consider when deciding whether something needs to be escalated to your line manager?

Innovation

Give an example of when you have raised an issue in relation to something you did not agree with or you felt was inefficient.

Tell me about a time when you identified a new, unusual or different approach to addressing a problem or task.

How do you feel a business can ensure innovation is embraced? Where have you seen this done successfully?

Drive for results

Give an example when you feel that you have gone above and beyond expectations.

What is the most difficult, interesting or challenging problem you have solved? How did you approach this and what were the difficulties?

Give me an example of when you have persisted to ensure a task or project was achieved

Hypothetical questions

Hypothetical questions focus on how they would act in certain work situations for example, if you disagreed with a decision that your line manager made, how would you handle it. Not as reliable as behavioural.

Value based questions

The 4 **values** that show how we work are:

- **Customer focused:** delivering great customer service, meeting customer needs
- **Can do:** striving to make a difference by adopting a positive attitude
- **One council, one team:** proud of what we do, working together for the greater good
- **Honesty and respect:** embracing diversity and treating everyone fairly

Questions can be asked around the values of the Council at interview, examples are below:

Customer focused

If you were successful in securing this role, how do you feel that you will be able to make a positive contribution to outcomes for the Council?

- How much of an impact do you think you can have on delivering the service?
- How would you measure your contribution?
- How would you involve your colleagues?

Can you give an example of when you have provided a quality service? How do you measure this?

Describe how in your previous role you have changed practices that will improve service delivery.

- What was the issue/how was it identified?
- How did you gain involvement from all parties?
- How did you reach agreement as to what was required?
- What was the outcome?
- What did you learn?

Can you give us an example of a process you have to follow as part of your role?

- Why is it necessary to follow the procedure/process?
- What impact does that have?
- Are there any occasions where you had to deviate from the normal procedure? – Why?
What was the outcome?

Can you tell me about a time when you identified a problem with the service and how you dealt with this?

- Why did you think it was a problem?
- What did you do?
- Who else did you involve, and why them?
- What was the outcome?

- How did this affect the other members of the team?
- How did this make you feel?
- What did you learn?
- What would you do differently?
- What was your initial feeling/reaction upon seeing the problem/issue?
- If the challenge was to a senior team member how did this make you feel?

Can you tell us about a time when you have used feedback to improve a situation you are currently involved in?

- What approach did you use?
- What were the key issues?
- Any difficulties?
- What did you learn?
- What would you do differently if you were in this situation again?

Can do

Tell me about a time when you have made a positive impact

- What was your contribution?
- How did you know that you had made a positive impact e.g. on customers/colleagues?

Tell me about a time when you have identified a need for change

- What steps did you take once you identified the need?
- How did you follow this up?

Tell me about a time when you have had an idea to improve a service/outcome

- How did you raise your suggestion and with whom?
- How did you feel about suggesting change?
- What impact did you feel the change would have on the work of the Council?
- What did you learn from the process? i.e would you tackle it differently in the future?

Tell me about a time when you have acted on feedback

- What impact did this have on how you acted?
- How did it make you feel?

How would you ensure others comply with procedures/processes? OR

How would you encourage a culture of continuous improvement?

- What approach would you use?
- What are the key issues?
- Any difficulties?

Tell us about a time when you have recommended/suggested or implemented a change/service improvement/development...

- What happened/what was it?
- Who did you involve?
- What approach did you take – Why?
- What challenges did you have to overcome?
- What would you do differently next time?
- What was the impact on everyone?

One council, one team

Give us an example of a work situation where you have involved other teams or agencies

- What were the difficulties?
- What was the outcome?
- What did you learn?
- Has it changed your practice?

Give an example of when you have involved your colleagues or another team in achieving the best outcome to a problem?

- Was there a difference of opinion – if yes, how did you resolve it?
- What was the situation – describe your approach
- What was the outcome?
- Did you receive feedback – if so, how would you use it to approach the situation differently?

Honesty and respect

Can you give me an example of where you did something differently to meet a customer's needs?

- What was different?
- How did it make a difference to the individual?
- What feedback did you receive?

What is your understanding of respect? OR Can you give an example of when you showed respect to someone?

- How did it make you feel?
- How did it make the other person feel?
- How do you think you could show respect in this role?

How have you demonstrated respect for others in a previous role or your personal life?

- What prompted you to this action?
- What was the result?
- How did you feel speaking up at the time?

- How did you feel after?
- Did you get any feedback?

Tell me about a time when you had to give negative feedback to a colleague.

- How did you go about giving the feedback?
- Why was it important that you give the feedback?
- How did you feel giving the feedback?
- How do you think they felt?
- What was the outcome?

A customer with a history of violence is beginning to show aggressive behaviour towards you. How would you deal with this customer?

- What are the important things to consider?
- Why?
- Who else do you think it is appropriate to involve and why?

Can you tell us about a time when you felt that your opinions were not being respected/listened to by your colleagues?

- How did this make you feel?
- What did you do about it?

Why is honesty and respect so important within the workplace?

INTERVIEW CHECKLIST

APPENDIX F

This form is to be used by the recruiting manager to ensure that all the necessary actions are carried out at and post interview. Please return this form to HR together with all other documentation required after interview.

Job Title	Recruiting Manager	Interview Date
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Section 1 - Information to be delivered to/asked of <u>ALL</u> candidates at interview (✓)	
1) Ask all agreed questions	
2) Job Role – explain the job role and ask if they can think of any reason/difficulty they may have in achieving standards required.	
3) Employment History – investigate and clarify any gaps in employment.	
4) Terms & Conditions – state band/point/salary and explain to candidate upon joining the Council, under most circumstances, they would commence on the first point of the pay band.	
5) Pay day – salaries are paid on the 15 th of the month (or on the preceding day if the 15 th falls on a Saturday/Sunday or Bank Holiday). Payment will be made direct into their bank account.	
6) Annual Leave/Bank Holidays – leave will be based on their band and continuous local government service date (if they have any) and will be advised in their contract, plus 9 bank holidays (pro-rata).	
7) Occupational Sick Pay – entitlements are in accordance with continuous local government service date (if they have any)	
8) DBS check – if a DBS check is required, advise candidates of the level required. Further details will be provided by HR.	
9) Pension – all staff, including variable hours, will automatically join the Local Government pension scheme, if eligible. Anyone not eligible for LGPS but eligible for Auto Enrolment (aged 22 or over, under State Pension Age and earnings over current limit) will be enrolled into our Alternative Pension Scheme, which is the National Employment Savings Trust (NEST). Anyone can subsequently opt-out of either scheme.	
10) Probation period – all appointments will be subject to a 6 month probation period	
11) References – ensure candidates have provided full details of references including email and contact numbers (If appointed, missing information could delay the recruitment process) for the past 5 years, continuously, with employment and/or education references.	
12) Questions? – ask all candidates if they have any questions for the panel.	
13) Decision on interview – advise when and who will contact the candidates with the decision of the interview panel. Ask for a contact number you can use.	

Section 2 - Information to be collected from candidates if they have brought it with them to the interview	
14) Verification of Right to Work, ID and Address – original documents to be verified and copied.	
15) Qualifications – check original certificates and take copies, if applicable to post.	
16) Professional Registration – as above. Make sure you have a record of the registration number and expiry date.	
Section 3 - Decision made	
17) Telephone successful candidate to offer the post. State that the provisional offer is subject to satisfactory pre-employment checks. Outline process and next steps.	
18) Contact each unsuccessful candidate with the decision. Provide feedback on the process if requested using objective recruitment information acquired during the process.	
Section 4 - Post interview (same or next day)	
19) Complete HR5 with details of the successful candidate in order for the pre-employment checks to commence.	
20) Complete HR6 when all pre employment checks are confirmed to generate a contract for the successful candidate.	
21) Ensure all required documentation is sent to HR where it is retained for 6 months in a secure place, then destroyed.	

REQUEST TO APPOINT ABOVE THE MINIMUM OF THE PAY BAND**APPENDIX****G**

This form is to be used by the recruiting manager to request a candidate to be offered a salary above the minimum point of the pay band.

Job Title		Recruiting Manager	
Candidate name		Interview Date	
Band		Points range	
Reason for requesting to appoint above the minimum of the pay band			
Recruiting Manager Signature		Date	
Service Director Signature		Date	
Decision	Approved/ Not approved (please delete)	Comments	

Please return this form to HRqueries@chesterfield.gov.uk before the candidate is offered the requested salary.

