

East Dunbartonshire Council

**Recruitment and Selection
Policy & Procedures**

September 2008

Recruitment and Selection Policy

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1 INTRODUCTION & COMMITMENT

1.1 Overview

East Dunbartonshire Council has a diverse and vibrant workforce. The Council seeks a workforce which is reflective of the local community within which it serves. Council employees work in an organisation committed to the delivery of high quality services which meet the needs of Council customers and communities. The Corporate Development Plan sets out the Council responsibilities for delivering this vision through implementing the 6 corporate objectives:

- Safer Communities
- Enhancing Learning & Enterprise
- Sustainable Communities
- Delivering for Children & Young People
- Improving Health & Wellbeing
- Investing in Improvement

It is recognised that these objectives will be achieved through the effort and contribution of everyone who works for the Council.

This policy outlines the procedures and practices which will ensure that candidates are afforded the opportunity to demonstrate their abilities, competencies and individual attributes in a welcoming environment.

1.2 Scope of the Policy

This policy covers all employees including Single Status employees, Chief Officers, Craft and Teachers and demonstrates best practice in relation to Recruitment and Selection.

1.3 Aims of the Policy

The policy outlines the procedures to ensure that East Dunbartonshire Council operates a fair, transparent and effective system for recruitment and selection.

This policy will provide a framework that will work to:

- Eliminate unlawful discrimination in recruitment and selection.
- Take account of the resources required for effective recruitment and selection.
- Promote a culture of open and transparent recruitment and selection.
- Ensure compliance with the relevant legislation and organisational agreements.
- Ensure that panel members involved in appointments will make selection decisions based on objective criteria which considers qualifications, competencies, skills, knowledge and experience.

The Council is committed to the achievement of high standards in recruitment and selection. We aim to ensure that all appointments are made on the basis of merit and that individuals experience a fair and equitable process.

1.4 Charter of Commitment

The commitment by the Council to job applicants is:

- Individuals will be treated in a polite, friendly and welcoming manner.
- Equalities monitoring will be conducted to ensure a fair and equitable process with screening being carried out to anonymise sensitive information such as age, gender and disability.
- The information that we receive will be treated in confidence and with discretion. Only the relevant HR representative/team and the relevant service will see the application form.
- We will encourage and welcome applications from applicants under the disability symbol. Where the essential criteria is met an interview will be offered to those applying under the disability symbol.
- We will be pleased to make any reasonable adjustments to ensure accessibility at the interview.
- New Deal applicants who meet the essential criteria will be guaranteed an interview.
- We will advise you within reasonable time after the closing date if you have not met the interview criteria. (Normally within 4 weeks)
- We will advise you of meeting the criteria for interview normally within 3 weeks.
- We will advise you if you have been successful or unsuccessful at the interview stage as soon as practically possible.

2 RECRUITMENT AND SELECTION: THE BACKGROUND

2.1 Declaration of Interests & Canvassing

The canvassing of Elected Members, members of the recruitment panel or employees of the Council by a candidate will lead to them being disqualified from the process.

Relationships or interests between a panel members and a candidate should be disclosed to the lead officer of the recruitment panel who will then contact the relevant Head of Service or Head of Customer Relations & Organisational Development. An assessment will be made as to whether it is appropriate for the employee to continue as part of the panel.

Any false information given at the interview stage could lead to disqualification from the recruitment process, the withdrawal of an offer of appointment or dismissal from the organisation if a fraudulent declaration is discovered after the individual has taken up their post.

2.2 Politically Restricted Posts

The Local Government and Housing Act 1989 & Local Governance (Scotland) Act 2004 designate posts which are considered to be politically restricted and outline the categories of these posts. In broad terms senior management posts or other sensitive posts such as those with regular contact with the media, are considered to be politically restricted. The duties that are deemed politically restricted include:

- Those involving the provision of advice, on a regular basis, to the Council or any Committee or Sub-Committee of the authority or to any joint committee which the council are represented.
- Those involving contact with the media. (someone who speaks on behalf of the authority to journalists on a regular basis)

A list of politically restricted posts is available from CR & OD Team together with guidance on the limitations applied to these posts.

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3 RESPONSIBILITIES

3.1 Elected Members

Elected Members will have responsibility for Chief Officer appointments through membership of the Policy & Resources Sub-Committee.

3.2 Heads of Service

Heads of Service have responsibility for ensuring that employees within their service involved in Recruitment and Selection are adequately trained in the process. It is also their responsibility to ensure that safe recruitment procedures are understood and implemented for paid and unpaid work undertaken.

3.3 Managers

Managers have a responsibility for ensuring that they and their employees have been trained in Recruitment and Selection procedures. Managers will also ensure that employees within their team are aware of this policy through existing communication channels.

3.4 Selection Panel Members

Panel Members should familiarise themselves on the content of this policy and undertake Recruitment and Selection Training. At least one member of a Recruitment and Selection panel should have undergone the relevant training. It is the duty of the Recruitment and Selection panel to ensure that they have a consistent, professional and friendly approach throughout the procedures.

Further guidance is outlined in [Appendix 5](#) for Recruitment and Selection panels to refer to.

3.5 Customer Relations & Organisational Development Team

HR Team within CR&OD will provide consistent guidance and advice. The HR Team within CR&OD will be responsible for monitoring equality in the recruitment and selection process and will ensure that the policy is reviewed in line with changes to legislation. Learning & Development will be taken forward in line with the policy and supporting information and guidance provided.

3.6 Employees

Employees should familiarise themselves with the framework outlined in this policy and ensure that they have a clear understanding of the Recruitment and Selection procedures in operation within the Council.

4 PREPARATION OF ROLE PROFILES

East Dunbartonshire Council has reviewed procedures and the use of role profiles for all posts will be developed. The role [profile and person specification proforma](#) must be completed in line with the requirements of the post.

4.1 Compiling Role Profiles

All role profiles should follow the format outlined in [Appendix 3](#). This should contain the relevant information to give potential applicants a full overview of the expectations within this role.

4.2 Person Specification

This should outline the requirements of the post. This will include qualifications, experience, personal attributes and any other relevant information that would be essential or desirable for applicants to possess.

4.3 Essential Requirements

These are the absolute minimum requirements for someone to fulfil the post. These should be relevant to the post and will be the main benchmark used within the short-listing and interview process.

Recruitment and Selection Policy

4.4 Desirable Requirements

The desirable requirements are the things that would be of benefit to an individual within the post. These should not be referred to in making short-listing decisions unless the volume and quality of applications necessitates this. Both essential and desirable requirements should be made clear within the advertising of posts.

On completing the requirements within the person specification, essential and desirable requirements this should not be changed for any reason once the selection process has commenced.

4.5 Genuine Occupational Requirements/Qualification

Generally it is unlawful to specify that you require someone of a particular sex, race, religion or belief or sexual orientation to fill a post. The law does however recognise that there may be exceptional circumstances when because of the essential nature of the job, or particular duties, a genuine occupational qualification (GOQ) or genuine occupational requirement (GOR) may apply.

When a post with a GOR is due to be vacated, a review should be made as to whether this is still valid. The GOR must be made clear when advertising a post. No appointment should be made unless a candidate satisfies all essential criteria. When the role profile and person specification are finalised there must be no alterations made at any point in the recruitment and selection process as this may indirectly have excluded some individuals from applying.

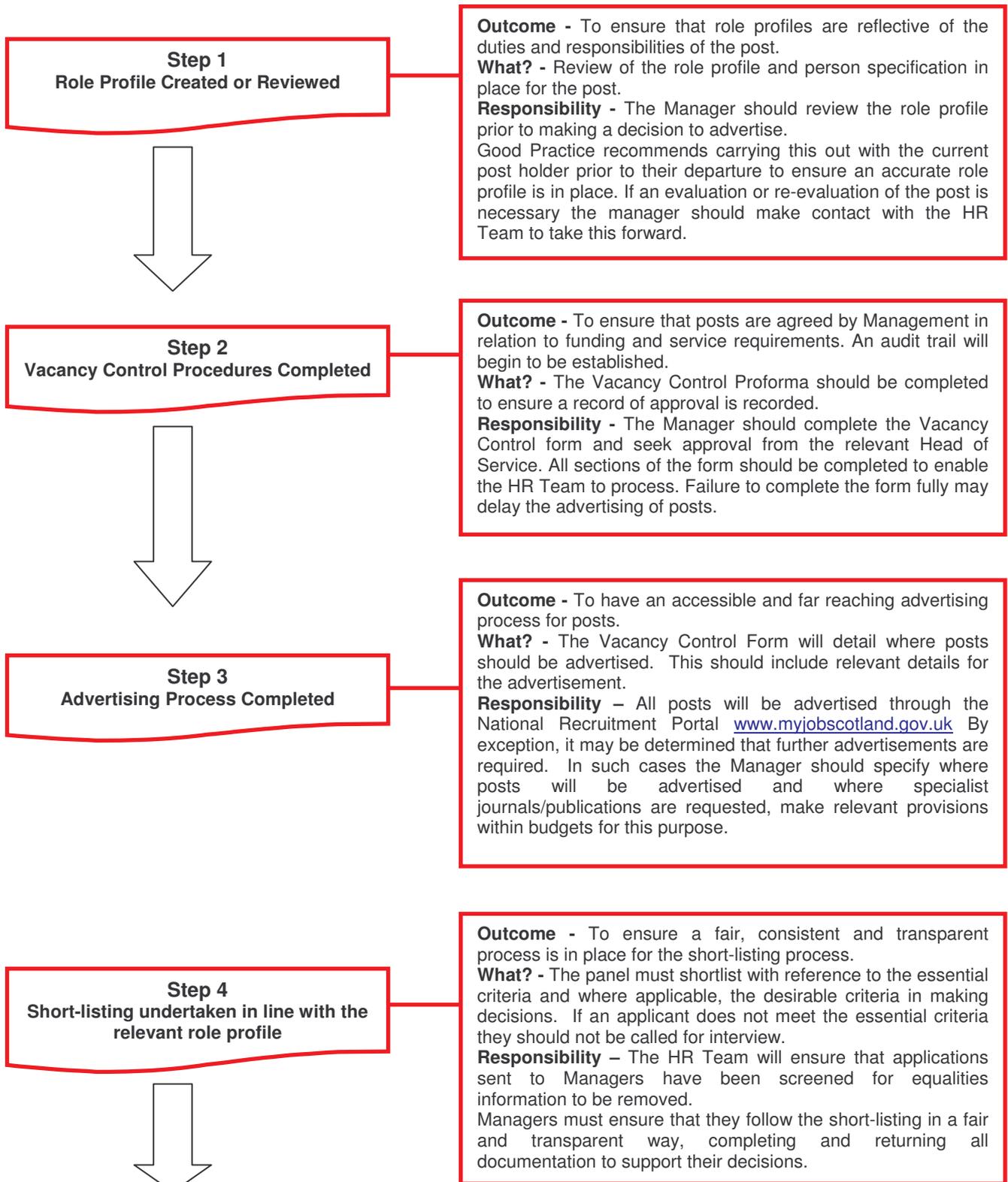
Example

Appointing someone to provide face-to-face advice to female victims of domestic abuse. In this situation it may be appropriate to advertise specifically for a woman.

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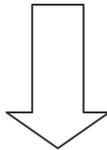
5 RECRUITMENT AND SELECTION: THE PROCESS

RECRUITMENT AND SELECTION: STEPPING STONES TO SUCCESS!



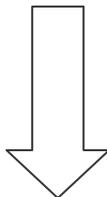
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Step 5
Assessment methods defined by reference to role profile



Outcome - The use of assessment methods relevant to the role profile and requirements for the post.
What? - Assessment methods should be developed to encourage candidates to demonstrate their skills, abilities and knowledge for the post.
Responsibility - The recruitment panel will be responsible for the development of the assessment methods. Additional support with the development of assessment techniques is available on request from the HR Team. These should be reviewed each time a post is being filled. The assessment of candidates should be conducted in a consistent and fair way.

Step 6
Preparation undertaken by the panel for the interview process



Outcome - To ensure that candidates experience a recruitment process which will promote East Dunbartonshire Council as an employer of choice.
What? - The recruitment panel should ensure that the interviews run smoothly and that candidates are given equal time to present themselves.
Responsibility - The recruitment panel should ensure that they have prepared questions which are relevant to the post, are expressed in an understandable way and that candidates are asked the same questions.

Step 7
Appointment made:
 - Completed HR2 Form forwarded to HR
 - Safe recruitment checks carried out.
 - Induction preparation

Outcome - To ensure that new employees feel welcome at East Dunbartonshire Council from the outset and have a structured programme of induction.
What? - The successful candidate should be informed that their offer of employment is subject to the information outlined in the Appointed Candidates Checklist. There should be a structured programme of induction with the relevant preparations such as workspace, Health & Safety considerations, email accounts and telephone extensions etc set up prior to the employee starting.
Responsibility – HR Team will process the successful candidates through receiving a completed HR2 form which will be forwarded by the relevant departments. A Contract of Employment will be generated by the HR Team on receiving the relevant paperwork. There will be paperwork enclosed with contract such as payroll, pension and other related forms which should be forwarded to the relevant departments on the first day. Managers should ensure that they/their department complete and forward the HR2 form. The relevant preparations for the employee's induction process should be made and managers should ensure that they have more contact with the employee in their first few weeks to ensure that they feel part of the organisation.

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5.1 Vacancy Control Process

Good management practice requires that the creation of new posts and the filling of vacancies is planned, actively controlled and monitored. The Vacancy Control (VC) Process enables the Corporate Management Team (CMT) and the Head of Customer Relations & Organisational Development to authorise, control and monitor the recruitment to posts within the Council. This process should be followed for all vacancies.

If a new post is created a report should be prepared and a report taken initially to the CMT then to the Policy & Resources Committee for approval. If a post is being reviewed, approval should be sought from the Head of Service and taken to the Corporate Management Team.

In addition to the VC process, reference should be made to the Recruitment of Head and Deputy Head Teachers. This is contained within Procedure Manual 2/02 which can be found on [The Hub](#) and should be referred to for all vacancies of this level.

5.2 Advertising

Posts will be advertised via the Customer Relations & Organisational Development Team and will be processed upon the receipt of the completed and approved Vacancy Control proforma with supporting information (role profile etc).

East Dunbartonshire Council will use both online recruitment and paper based applications to encourage prospective applicants seeking employment. The methods of applying will be 'equality proofed' and will work to eliminate bias and ensure a fair, accessible and consistent process for all applicants.

East Dunbartonshire Council is committed to attracting as wide a range of individuals as possible and as such takes steps to advertise vacancies in a variety of media. This includes working with organisations that have strong links with minority groups to promote East Dunbartonshire Council as an employer of choice.

5.3 Applications

The Council will make effective use of the online recruitment facilities which will be used to collect equalities profiles in an anonymous way for the purposes of monitoring.

The Council recognises the need to ensure that application processes are accessible to all internal and prospective employees and will continually review progress to ensure that these measures are effective.

The HR Team will implement procedures which ensure that the recruitment panels only receive information relevant to the interview process.

The Council is working to create a culture within which applicants are confident to disclose equality details in the knowledge that these will not be disclosed to the short-listing or recruitment panel.

5.4 Corporate Parenting - Sustainable Communities and Delivering for Children & Young People

As the largest employer in East Dunbartonshire and in support of our corporate objectives, the Council is committed to its obligations as a corporate parent.

With our Community Planning partners, the Council will offer Looked After children and young people and care leavers support into employment through various means, including work experience placements; building capacity such as interview skills, training and support with developing applications.

In accordance with equalities legislation, the Council will not offer preferential appointments but will seek to fully utilise the potential to exposed young people who are Looked After or care leavers to the range of employment options available to them and the skills they need to successfully secure an appointment.

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5.5 Disability Symbol

The Council supports the commitments under the Disability Symbol. The Disability Symbol is a recognition given to employers by Job Centre Plus to employers who agree to take action to meet 5 commitments to individuals the employment, retention, training and career development of disabled employees. Under the symbol all candidates that meet the essential criteria for as post will be guaranteed an interview where they have chosen to apply under the initiative.

5.6 New Deal Initiative

The Council is part of a Local Employer Partnership which involves the Council working with Job Centre Plus to unlock the talent available in the local community. As part of this initiative the Council is committed to working with candidates under the New Deal to guarantee interviews where applications are made and candidates meet the 'essential' criteria. The Council will work with partner organisations to ensure that potential applicants, who are harder to reach through traditional recruitment methods, have opportunities highlighted to them.

5.7 Short-listing Process

Those responsible for short-listing, (generally those who will conduct the interview), should carry out the process objectively and consistently, comparing each application against the essential and desirable criteria contained within the person specification and role profile.

Short-listing decisions must be based on the relevant facts as presented on the application form. The [short-listing grid](#) must be used to record the short-listing process. This will record the assessment of the applicants against essential and desirable criteria.

6 METHODS OF ASSESSMENT & INTERVIEW INFORMATION

6.1 Interviews

The Council's interview panels are normally the first face to face contact for an interviewee. It is expected that interview panels will have a professional and objective approach when conducting interviews.

It is essential that where more information is required, comparable questions are asked of each applicant being interviewed. The substance of the questions should not vary according to factors such as the age, disability, gender, race, religion or sexual orientation of the applicant.

Questions should be expressed in a simple way and not make use of jargon which may cause the candidate confusion. Questions asked of candidates will be open and will not be leading,

6.2 Practical Assessment

Where it is considered appropriate to use selection testing techniques, such as tests, in-tray exercises, presentations etc must be valid and relevant to the nature and level of duties of the post to be filled.

6.3 Adjustments in the Interview Setting

The panel should consider the accessibility of the location for interviews. Individuals may require adjustments to be made in advance or on the day of the interview. If any panel requires advice on making adjustments to the selection process please contact HR Team for advice. Such adjustments may include sign language interpretation.

6.4 Travel Expenses

Reasonable expenses incurred by a candidate invited to attend for interview shall be reimbursed. Candidates who require air travel must seek authorisation prior to making bookings. Reimbursement will only be made for travel within the UK. Candidates who travel by car will be reimbursed at the Council's public transport mileage rate. Evidence of travel will be required and fuel receipts should be provided for any mileage claims. The Council will retain the receipts for audit purposes.

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6.5 Successful Candidates

Candidates should be notified by telephone of their success in a post within a reasonable time of making a decision. The candidate should be made aware that all offers of employment are subject to satisfactory references, and where appropriate, disclosure checks and/or qualifications checks.

6.6 Feedback

Following an interview, unsuccessful applicants may ask for information about why they did not get the job. All enquiries should be directed to the lead officer of the recruitment panel. A mutually convenient time should be arranged for a discussion to take place either by telephone or a meeting in person. Feedback to unsuccessful candidates should be provided sensitively and carefully. The lead officer of the recruitment panel should note the main points discussed particularly if the candidate disagrees with the assessment of the panel. Information about other candidates' applications should not be given in any feedback.

7 RECRUITMENT OF EMPLOYEES

7.1 Appointed Candidates

All new employees will have the opportunity to attend a corporate induction which should take place as soon as possible but no later than 3 months after taking up their post. The line manager must carry out a local induction which will allow for the employee to fit into the work environment with ease, ensuring all health & safety considerations have been addressed.

When appointing a successful candidate to a post there are certain essential checks that must be made to ensure that the individual is eligible and suitably qualified to be employed by the Council.

Appointed Candidates Checklist

- Pre-employment medical questionnaire
- Criminal Convictions form
- Disclosure
- References
- Proof of qualifications
- Proof of earnings (where appropriate)
- Proof of eligibility to work in the UK:
 - Birth certificate
 - Passport
 - Other forms ([See Appendix 1](#))
- Continuous Service evidence (where appropriate)

7.2 Permanent Employees

A contract of employment will be issued to employees and will be of a substantive nature. Employees will have the employment rights, benefits and policies which reflect employment legislation and good practice.

7.3 Temporary Employees

Temporary employees will be issued with a contract of employment which will detail the employment rights, benefits and policies which reflect current employment legislation and good practice. The contract will indicate the temporary nature of the employment, the duration and any specific termination criteria.

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7.4 Casual Employees

Casual employees will be called upon in line with service requirements but will not secure employment rights and benefits of permanent/temporary employees.

7.5 Term Time Employees

Employees will be paid on a pro rata basis and this will be based on contracted number of weeks per year. Payments will be made on a weekly or 4-weekly cycle. Annual leave periods will be based around school closure times and leave may not usually be taken during term time.

7.6 Fixed Term Employees

Employees will be covered by a contract of employment and this will outline the duration of employment. Following conclusion of the completion of this period, the Council will be under no obligation to provide further employment.

7.7 Modern Apprenticeships

East Dunbartonshire Council currently offers modern apprenticeship programmes. The Council will work with partner authorities to ensure that a consistent approach across all local authorities. The successful candidates for modern apprenticeships will be offered a two year temporary contract at the start of their placement.

In accordance with other Modern Apprentice Programmes, the Apprentice will be paid a percentage of the single status Clerical Assistant grade (currently Grade 4), as follows:

- Year 1 = 50%
- Year 2 = 75%

The Modern Apprentices will be able to apply for any East Dunbartonshire Council vacancies towards the end of the programme. The Council is committed to working closely with the Modern Apprentices throughout their programme to maximise their opportunity for securing a permanent role within the Council.

7.8 Craft Apprenticeships

East Dunbartonshire Council also offers modern apprenticeship programmes in relation to Craft & Building & Civil Engineering. The Council will work with partner authorities to ensure that a consistent approach across all local authorities. In relation to apprentice rates of pay, the agreed percentages are as follows:

	Year	% of full rate
Apprentice Crafts (previously titled Craftsmen)	1	50%
	2	70%
	3	80%
	4	85%
Building & Civil Engineering Apprentices	1	50%
	2	60%
	3	70%
	4	89.5%
On completion of Skills Test		95%

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7.9 Contract of Employment

Individuals employed for one month or more will be entitled to be given, a written statement of the main particulars within 2 months of commencing employment. A Written Statement will be sent to employees and will confirm the following:

- Name of employer & employee
- Date of Appointment
- Period of expected employment if not permanent or end date if fixed term.
- Job title
- Place of Work
- Pay & Grading
- Hours of Work
- Holiday entitlement
- Entitlement to sick leave & if applicable, sick pay.
- Notice entitlements for both employer and employee.
- Pension & pension schemes.
- Any incorporated schemes or policies.

7.10 Reference Requests

At least 2 satisfactory references will be required on making an appointment. References should not be sought unless a candidate has given their permission on the application form. The [Reference Request Proforma](#) will be used to ensure that references requested follow a consistent and standard format. Where a reference is received and is unsatisfactory or gives minimum information, the Council reserves the right to request a third reference where necessary. More guidance is outlined in [Appendix 11](#).

7.11 Appointment on Non Standard Conditions

In exceptional circumstances, Heads of Service may authorise appointments on terms and conditions beyond the standard conditions package increase the salary start point that beyond the basic entitlement.

The Authorisation for Commencement of Employment on Non Standard Conditions Proforma in [Appendix 6](#) must be completed in all instances with supporting evidence included where appropriate. This includes internal promotion, new appointments and any accelerated salary points in secondments, acting up posts. This process aims to prevent and eliminate discrimination.

8 SAFE RECRUITMENT FOR ALL

East Dunbartonshire Council is committed to ensuring the protection and safeguarding of children and vulnerable groups within our care. This requires a structured, robust and consistent framework for recruitment and selection of all individuals undertaking work for East Dunbartonshire Council.

Individuals who work within East Dunbartonshire Council's children and adult registered care services who will be expected to provide a level of care to such groups will be subject to not only the standard checks, but also to other checks relevant to the post.

8.1 Disclosure

The Council is committed to Disclosure checking of newly appointed and existing employees. Ongoing exercises will be taken to ensure that regular checks are made on existing employees to ensure compliance with our obligations.

In accordance with provisions of Part V of the Police Act 1997 and the Rehabilitation of Offenders Act 1974 (Exclusions & Exceptions)(Scotland) Order 2003, the successful applicant for a vacancy which falls within the scope of the Exceptions Order will be subject to a check with Disclosure Scotland. The type of disclosure will be determined by the nature of the post and the Council will meet the cost of these applications.

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Disclosure Scotland operates a special application process for individuals who are transgender to assist in ensuring discretion is afforded to individuals who do not wish their previous gender (and names) to be disclosed to the Council. More information can be found at:

<http://www.disclosurescotland.co.uk/FAQ50x.htm>

8.2 Protection of Vulnerable Groups (Scotland) Act 2007

A comprehensive programme will be introduced by the Scottish Government to deliver the outcomes of the Protection of Vulnerable Groups (Scotland) Act 2007. The Protection of Vulnerable Groups (PVG) (Scotland) Act will deliver a robust vetting and barring scheme that will safeguard children and protected adults by ensuring people who may harm them are not employed in caring positions.

The scheme will help reduce bureaucracy as it will no longer be necessary to undergo long and complicated disclosure process each time a person changes posts. The new scheme will have a memory which will update automatically as circumstances change. The new electronic system that will be continually updated will be introduced making it easier to identify people who are or those who become unsuitable to work with vulnerable groups.

The Council will take account of the vetting barring scheme which will be developed throughout 2008 and will take the relevant steps to ensure ongoing safe recruitment practices.

8.3 Criminal Convictions Declaration

The Council will consider applications from an individual with a criminal record on their merit, only taking into account those convictions relevant to the post applied for. Where an individual's conviction may have a bearing on, or debar them from employment with the Council, full consultation will be required with the Head of Human Resources & Organisational Development.

All candidates for interview for Chief Officer Posts and posts covered by single status and Craft posts will be required to complete the Council's Criminal Conviction Declaration form, designed in accordance with the Rehabilitation of Offenders Act 1974 (Exclusions & Exceptions) Order 2003 as amended.

The Criminal Conviction Declaration Form should be issued only to candidates who are invited to interview. The form should be considered by the interview panel **immediately before the interview** in order that any clarification required may be sought from the interviewee.

8.4 Immigration

The Immigration (Employment of Adults Subject to Immigration Control)(Maximum Penalty) Order 2007 increased the maximum penalty for unknowingly employing someone subject to immigration control to £10,000. For employers who knowingly employ illegal workers, the fines will be unlimited and there is a possibility of a prison sentence. Under section 15 of the Immigration, Asylum and Nationality Act 2006, a list of defences will be considered.

It is **essential that all candidates provide identification** at the interview stage or prior to being offered employment. It is the responsibility of the lead officer of the interview panel to make the relevant checks and all copies of identification should be forwarded to the relevant section of the HR Team.

9 MONITORING

9.1 Applications

All candidates applying to East Dunbartonshire Council will be asked to complete an Equal Opportunities Form. The HR Team within CR&OD will monitor the equalities information returned with application forms and this will not be divulged to recruitment panels. This information will be used to ensure that East Dunbartonshire Council is encouraging and receiving applications from a wide range of applicants. This information will be used to inform actions to address areas of under-representation.

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9.2 Interviewees

In the selection process being completed, the relevant monitoring will take place to ensure that the processes and procedures within Recruitment and Selection are transparent and monitored to ensure equality of opportunity. This will involve an analysis of the equality profiles and numbers of applicants selected for interview.

9.3 Successful Candidates

All employees will be asked to complete an Equal Opportunities Monitoring Form and this information may be requested by other areas, where it is felt necessary.

9.4 Paperwork

Throughout the process of Recruitment and Selection there should be justifiable reasons for all decisions made. Applicants and interviewees have the right to request feedback and it is the responsibility of the panel to ensure accurate and detailed feedback.

All paperwork relating to the Recruitment and Selection process must be returned to the Human Resource & Organisational Development Teams and not held for longer than necessary. The information will be held for a period of 6 months.

10 OTHER RELATED POLICIES

10.1 Suitable Alternative Employment Policy

The Council has a Suitable Alternative Employment Policy which aims to provide a fair and consistent consideration of employees who are no longer capable of fulfilling their contractual duties.

10.2 Principles of Change Strategy

The purpose of this strategy is to develop successful processes for the management of change which will mitigate the impact on employees and the organisation.

10.3 Secondment

The Council has a Secondment Scheme which details the criteria and procedures for applying for Secondment. Individuals interested in applying for secondment should refer to the Scheme and contact the Human Resource & Organisational Development team with any enquiries.

10.4 Equalities Policies

The Council outlines its commitments to ensuring equalities and diversity in employment and in services. These commitments are mainstreamed throughout the policies and will be the focus of all subsequent reviews of policy. The CR&OD team will work in partnership with services across the Council to ensure that policies are aligned to the corporate objectives.

The CR&OD team will deliver practical training to support this policy and will ensure that equality of opportunity is reinforced throughout the sessions.

All of the above policies and other Customer Relations & Organisational Development policies and procedures can be found on [The Hub](#).

This policy will be reviewed in line with:

- Legislative Change.
- Revisions in safe recruitment procedures.
- Other external factors.
- Feedback on the effectiveness of the policy
- Requests for review by Elected Members, Trade Unions and/or Management.

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10.5 Appendix 1: Immigration, Asylum and Nationality Act 2006

Changes came into effect on 29 February 2008 which replaces the previous offence under section 8 of the Asylum and Immigration Act 1996. Employers will still be liable for prosecution under the 1996 Act where illegal immigrants were employed between 27 January 1997 and 28 February 2008.

Section 15 of the 2006 Act outlines the 'excuse' against liability for payment of a civil penalty for employing an illegal immigrant. The excuse can be established by checking and copying certain original documents before they start working with the Council. Documentation can be provided in the following ways:

LIST A

- 1) A passport showing that the holder is a British citizen or, has the right of abode in the UK.
- 2) A passport or national identity card showing that the holder is a national of the EEA or Switzerland.
- 3) Residence permit, registration certificate or document stating the current right of residence in the UK for a national from an EEA country or Switzerland issued by the Home Office or Border and Immigration Agency.
- 4) A permanent residence card issued by the Home Office to the family member of a national of EEA country or Switzerland by the Home Office or Border and Immigration Agency.
- 5) A biometric immigration document issued by the Border Immigration Agency to the holder indicating exemption from immigration control, the right to stay indefinitely, the right of abode in the UK or no time limit on their stay in the UK.
- 6) A passport or other document indicating that the holder is allowed to stay in the UK indefinitely.

OR

An official document giving the person's permanent NI number and their name by a Government agency or previous employer.

WITH

- 1) An Immigration Status Document issued by the Home Office or Border Immigration Agency indicating indefinite or no time limit on staying in the UK.
- 2) Full birth certificate or adoption certificate issued in the UK which includes at least one of the holders parents name(s)
- 3) Full birth certificate or adoption certificate issued in the Channel Islands, Isle of Man or Ireland.
- 4) Certificate of registration or naturalisation as a British citizen.
- 5) A letter issued by the Home Office or Border Immigration Agency indicating indefinite stay in the UK.

LIST B

Documents provided on this list should be checked at least once every 12 months until they provide specified document(s) indicating their eligibility to remain in the UK. An applicant must produce 2 documents noted below in the required combinations.

- 1) A document giving the person's permanent NI number and name.

WITH

- 2) In addition to checking and copying the document with the NI number, a check will be made and copy taken of one of the following:
 - A full birth certificate issued in the UK which includes the names of the holder's parents.
 - A birth certificate issued in the Channel Islands, Isle of Man or Ireland.
 - Certificate of registration or naturalisation stating that the holder is a British Citizen.
 - Letter issued by the Home Office indicating that the person named in it can stay indefinitely in the UK, or had no time limit on their stay.
 - Immigration Status Document issued by the Home Office with endorsement indicating that a person named in it can stay indefinitely in the UK or has no time limit on their stay.
 - A letter issued by the Home Office which indicates that the person named in it can stay in the UK and allows them to do the type of work in question.

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- An Immigration status document issued by the Home Office with an endorsement indicating that the person named on it can stay in the UK, and this allows them to do the type of work in question.

EEA Nationals can work in the UK without restriction:

Austria*	Belgium*	Cyprus*	Denmark*	Finland*	France*
Germany*	Greece*	Iceland	Ireland*	Italy*	Liechtenstein
Luxembourg*	Malta*	Netherlands*	Norway	Portugal*	
Spain*	Sweden*	UK*			

Accession Countries

A8 Countries: Free to work in the UK, checks should be done to ensure registration with the Border and Immigration Agency.

Czech Republic	Lithuania	Estonia	Hungary
Latvia	Poland	Slovakia	Slovenia

A2 Countries: Only able to work in the UK if they hold a valid accession worker authorisation document or if they are exempt from authorisation.
Bulgaria & Romania

Documents which cannot be used for this purpose

The following documents will not provide a statutory excuse under Section 15 of the 2006 Act:

- A Home Office Standard Acknowledgement Letter or Immigration Service Letter (IS96W) which states that an asylum seeker can work in the UK. Contact the Border and Immigration Agency on 0151 237 6375 for more information.
- A temporary National Insurance number beginning with TN, or any number which ends with the letters E to Z inclusive.
- A permanent National Insurance number when presented in isolation.
- A driving license issued by the Driver and Vehicle Licensing Agency.
- A bill issued by a financial institution or a utility company.
- A passport describing the holder as a British Dependent Territories citizen which states that the holder has a connection with Gibraltar.
- A short (abbreviated) birth certificate issued in the UK which does not have the details of at least one of the holder's parents,
- A licence provided by the Security Industry Authority
- A document check by the Criminal Records Bureau
- A card or certificate issued by the Inland Revenue under the Construction Industry Scheme.

Further guidance is available within the [Prevention of Illegal Working - Summary Guidance for Employers](#) produced by the Home Office and Border & Immigration Agency.

10.6 Appendix 2 - Recruitment of Headteacher & Deputy Headteacher

The Scottish Schools (Parental Involvement) Act 2006 outlines the role of the Parent Council in the recruitment of headteacher or deputy headteacher. This is of crucial importance to the school and its community and involvement should therefore extend throughout the recruitment process. This could involve the initial drawing up of the job specification, sifting arrangements and sitting on the interview panel. More information can be found in the [guidance](#) for the Scottish Schools (Parental Involvement) Act 2005.

Procedure Manual No. 2/02 outlines the relevant considerations for the 'Appointment of Senior Promoted Employees in Primary, Secondary and Secondary Schools'. This Procedure Manual outlines the information required in relation to job descriptions and job adverts, short-listing procedures and other relevant considerations in the recruitment and selection procedures. These can be found on [The Hub](#) within the Education Service Policies and Procedures section.

11 RECRUITMENT AND SELECTION : THE PAPERWORK

- **Role Profile & Person Specification**
- **Vacancy Control Proforma**
- **Guidance for Recruitment and Selection Panels in interviews**
- **Appointment on Non Standard Conditions**
- **Short-listing Matrix**
- **Candidate Summary in Short-Listing**
- **Panel Interview and Scoring Proforma**
- **Competence Questioning Proforma**
- **Reference Request Guidance & Proforma**

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Appendix 3: Role Profile Proforma

Role Details

Job Title		Service	
Directorate		Reporting to	
Grade & Salary Range		Hours	
Location			

Role Purpose

- The purpose of the post and how this relates to the relevant service.
- This should outline the key aspects of the post and partnership working that will be expected.

Role Accountabilities & Key Activities

- The key responsibilities of the post and the accountabilities that the post will have.
- Working relationships across the Council with other services, public or clients.

Context & Key Relationships

- Internal and external relationships to be developed in the post.
- Day to day working practices
- Occasional activities that will be undertaken.

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Personal Specification –

Personal Specification	Essential	Desirable
KNOWLEDGE		
SKILLS		
EXPERIENCE (Occupational – Minimum Experience)	This should be the knowledge base of the individual and should not have any minimum periods of time included.	
EDUCATION/ TRAINING (Educational – Minimum Qualifications)	This can include qualifications and any relevant membership of a professional body.	
PERSONAL QUALITIES		
Circumstances: (Ability to meet demands such as Shift work etc)		
If this post is not suitable for Job Sharing/Disabled Person, Please state reasons		
Please state what conviction you consider relevant to this post and why.		

Appendix 5: Guidance for Recruitment and Selection Panels in Interviews

Preparation for the Interviews

- Following the selection process recruitment panel should agree the questions to be asked of all interviewees.
- The Recruitment Panel should refer to the [Competency Scoring Matrix](#) prior to beginning interviews.
- Decide which members of the recruitment panel will ask each question.
- It is good practice for a member of the recruitment panel to meet the interviewee and introduce themselves and put them at ease.
- The lead officer of the panel should check the 'Criminal Convictions Declaration Form' prior to candidates coming into the formal interview. This will allow for any questions to be asked where the facts are unclear.

During Interviews

- Introduce the recruitment panel with their name and job title.
- Ensure that the candidate is at ease before beginning the interview.
- It is good practice for the person asking the question to focus on the feedback while the other members take notes.
- When taking notes it is essential that these are as full and detailed as possible. These notes may be used in feedback to candidates if they request this following the interview.
- Questions should follow the agreed format. Where further questioning is necessary this should be consistent across all candidates.
- Recruitment panels must never ask questions relating to an individuals marital status, ethnic background etc.

Following Interviews

- The first choice of candidate should be offered employment before any other candidates are contacted.
- In all offers of employment made, it is essential that the successful candidate is made aware that any offer of employment will be subject to the following:

Appointed Candidates Checklist

- Pre-employment medical questionnaire
- Criminal Convictions form
- Disclosure
- References
- Proof of qualifications
- Proof of earnings (where appropriate)
- Proof of eligibility to work in the UK:
 - Birth certificate
 - Passport
 - Other forms ([See Appendix 1](#))
- Continuous Service evidence (where appropriate)

Complete the relevant paperwork and begin preparation for induction both corporate and local.

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Appendix 6: Appointment on Non Standard Conditions Proforma

Authorisation for Commencement of Employment on Non Standard Conditions

This form should be used in exceptional circumstances only and be submitted to your Head of Service

Applicants Details		
Full Name:		
Department:		Location:
Post Title:	Post Ref:	Employment Status:
Anticipated Start Date:	Line Manager:	

Salary Details	
Range for Post	
Spinal Column Point To be Appointed on	
Reason for Variance From Lowest Point <i>(Proof Required for a Salary Match)</i>	
Annual Leave Details	
Number of Days to be Allocated	
Reason for Variation	

I request the above named commences employment on the conditions detailed above.

Signed..... Designation Date.....

I do / do not authorise the employee to commence employment on the conditions detailed
(Delete as appropriate)

Signed..... (Head of Service) Date

**Once authorised, fully completed forms along with appointment paperwork should be submitted to HR Team within Customer Relations & Organisational Development.
The appointment paperwork will only be processed when this signed form is received.**

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Appendix 7: Competency Scoring Matrix: Applicant Assessment for Short-listing								
Personal Specification	Essential		Candidate 1	Candidate 2	Candidate 3	Candidate 4	Candidate 5	Candidate 6
KNOWLEDGE								
SKILLS								
EXPERIENCE (Occupational – Minimum Experience)								
EDUCATION/ TRAINING (Educational – Minimum Qualifications)								
PERSONAL QUALITIES								
SPECIAL APTITUDE								

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Appendix 8: Short-listing Assessment Summary

ROLE TITLE

Candidate Summary - Short-listing

SHORT-LISTING ASSESSMENT SUMMARY	
Candidate:	
Date of Review:	
Reviewers:	

Assessment Criteria

	Meets Essential	Meets Desirable
1. Knowledge		
2. Skills		
3. Experience (occupational min)		
4. Education & Training		
5. Personal Qualities		
6. Special Aptitude		

Recommendation:	
------------------------	--

Summary Comments Supporting Recommendation

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Appendix 9

PANEL INTERVIEW & SCORING SUMMARY	
Candidate's Name:	
Date of Interview:	

Presentation Question/Assessment if applicable:

Scoring of Presentation/Assessment if applicable

Presentation Scoring Matrix	Rating
General Quality of Presentation/Assessment (Use of technology; visual impact; clarity; articulation; personal demeanour, body language, engaging with the audience, etc)	/30
Content (Relevance of responses to question set; all elements covered; Directorate; Council and National Level context discussed, etc.)	/70
Total	/100

Summary Comments on Presentation

Interview Questions & Scoring

Competence	Question	Question Asked By	Rating
Competencies identified for the post	1. Key questions identified relating to competency		
	2.		
	3.		
	4.		
	5.		
	6.		

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Competence	Question	Question Asked By	Rating
	7.		
	8.		
	9.		
	10.		
	11.		
	12.		
	13.		
	14.		
	15.		
	16.		
Total			/

Summary Comments Supporting Recommendation

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Appendix 10

QUESTIONS COMPETENCE:

Question 1: Insert question here and outline feedback below
One form to be used per competency

<u>COMPETENCY</u>	
Competency definition.	
Positive Indicators:	Negative Indicators:
Rating Scale (circle the appropriate number)	
Significantly above the required standard - The candidate demonstrated all or most of the positive indicators related to the competency with no evidence linked to negative indicators. Very strong evidence provided. No obvious development needs.	8
Meets required standard - Demonstrated more positive indicators than negative ones, or the general quality of evidence was acceptable, but not strong enough to push into the top category. Any negative indicators evidenced do not raise concerns regarding ability to perform in the role and could be addressed through relatively basic advice or developmental activity.	5
Below the required standard - The candidate demonstrated more negative indicators than positive ones, or individual pieces of evidence gave cause for concern. Development needs are such that the individual would need quite a lot of support to be effective in the role.	3
No evidence, or significantly below the required standard - The candidate demonstrated a significant number of negative indicators with few, if any positive ones. Development needs are such that it would not be realistic to attempt to address them in the role.	1
Evidence:	
Rating:	

Appendix 11: Reference Request Information

Guidance on the use of references

Procedure for obtaining references

- All applicants will be required to provide two referees, one of which should be their current employer (where they are in employment). Referees should be someone with current/recent experience of the applicant in a work situation whether paid or unpaid.
- In instances where applicants have had a long term gap in employment or do not have a previous employer there may be difficulties in providing references. In these instances, the candidate should provide an individual who can act as a referee such as a training adviser, school teacher or any other relevant individual with the capacity to provide a reference.
- For internal appointments, the recruitment panel may take up one reference where the employee's conduct is demonstrated.
- The Application Form will allow for candidates to indicate whether they are happy for references to be contacted prior to or following the interview process.
- All referees will be asked to complete the standard proforma (see page 31) in recognition of the subjective nature and the need to ensure a consistent approach. Referees will be provided with the standard letter, the reference request proforma and a copy of the role profile & person specification. References will ask for information relevant to confirming the applicant's suitability for the post.

Additional references may be requested where:

- The candidate worked for their current employer for a short period of time.
- The referee refused to provide a reference or the information is minimal.
- The candidate has no recent work history.

Providing a Reference

Managers may be asked to provide a reference for a current or former employee. In providing references Managers should ensure a fair, accurate and honest report is prepared. References should not include negative comments.

Where comments are requested on disciplinary conduct issues the Manager should contact Human Resources & Organisational Development in all cases.

Some Managers may not feel comfortable in providing a reference in individual cases. There is no requirement to provide a detailed and in-depth report. In some situations may require only the basic information to be provided:

- Dates of Employment
- Description of the Post held in the Council.
- Salary/Spinal Column Point
- Reason for Leaving

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INSERT APPROPRIATE HEADER FOR SERVICE
Insert appropriate address for service

Our Ref: Insert appropriate reference

Telephone: (Insert)
Fax: (Insert)

Date

Private & Confidential

Dear

REFERENCE: Insert Name

The above named person has applied for the post detailed in the enclosed role profile. I would be grateful if you could complete the attached 'Reference Request Proforma' with as much information as possible.

I would appreciate an early reply to this request and if it is possible preferably by fax. The direct line fax number is (Insert).

If you have any enquiries regarding this matter please do not hesitate to contact (insert appropriate person and contact information.)

Please accept my thanks in anticipation of your assistance with this matter.

Yours sincerely

(INSERT NAME)
(INSERT DESIGNATION)

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Reference Request Proforma

Name:				
Post Title & Reference No:				
How long have you known the candidate and in what capacity?				
Length of time:	years	months		
Capacity	Employee	Former Employee		
	Friend Other: (please specify)			
<p>Please refer to the role profile and based on your knowledge of the applicant provide an indication of how you feel that the candidate will perform in their role.</p> <p>NOTE: If you have not had experience of the individual in a work capacity please provide any information in the 'Additional Comments' section.</p>				
Competencies	Rating			
	n/a	Satisfactory	Good	Outstanding
Generic skills				
Person Specification				
Additional Comments				
Please comment on any other aspects of the role profile				

Attendance Record: Absences over the last 2 years		
Dates	Reason	Number of days

Describe the candidates general time keeping at work			
Very Poor	Poor	Good	Excellent
Are there any outstanding disciplinary/conduct issues relating to the candidate?			
Yes/No	Details (If yes):		

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Reference Request Proforma

Please specify the main reason for the employee leaving your organisation.

Reason

Career progression		Childcare/Caring Responsibilities	
Further Education		Poor relationship with manager/colleague	
Relocation outwith the area		Unsatisfied with terms & conditions	
Travel Difficulties		Other:	

Name	
Designation	
Date	
Company Stamp	

For Internal Use Only

Reviewed by the Recruitment Panel	Date:
Concerns addressed	Date:
	Overview of concerns & any explanation:
Recorded by Workforce Administrator	Date: