



**General Purposes Committee  
3 April 2014**

**Report from the HR Director**

Wards affected:  
ALL

**Recruitment and Selection**

**1.0 Summary**

1.1 Whilst reviewing all of our HR policies and procedures, the opportunity has been taken to update the current recruitment and selection policy, in line with legal changes and best practice. This report provides details of the proposed new recruitment and selection policy which will replace the current policy and the supporting operational arrangements.

**2.0 Recommendations**

2.1 The General Purposes Committee is asked to:

- a. Agree the new Recruitment and Selection Policy and Procedures.
- b. Authorise the Human Resources Director, in consultation with the Leader and then consultation with the relevant trade unions, to make such other changes as may be necessary from time to time to the Recruitment and Selection policy and associated procedures to ensure they remain relevant and 'fit for purpose'.

**3.0 Detail**

3.1 The council regularly reviews its HR policy framework to align its policies and procedures to the organisational objectives, incorporate legislative changes and to reflect current modern HR practice.

3.2 The proposed policy provides greater clarity around best recruitment practice including simplifying the various processes at the different stages to make it more efficient to use. The key changes are:

- Specific recruitment and selection arrangements have been introduced for the recruitment to heads of service posts. Recruitment to these posts must be undertaken in consultation with the HR Director.
- There can be occasions where a large number of applications are received of which a significant proportion meet the person specification criteria. To assist recruitment panels, provision has been made in the policy to either add an additional stage into the process e.g. testing long listed candidates in order to obtain a shortlist or to raise the bar by using additional criteria to determine the candidates whose background and experience demonstrate a closer match to the job requirements in order to produce a manageable shortlist.
- Previously panels were required to convene in order to agree a shortlist. In practice this was not always achievable. It is not essential for panels to meet to agree a longlist or shortlist candidates. However, all panel members must participate in these stages. Wherever possible panels will meet to agree the shortlists providing arranging the meeting does not delay the process. In the event the convening of the panel is difficult the agreed list can be determined through telephone conference calls and by exception email correspondence where a telephone conversation is not possible within the timescales due to other work commitments.
- The make up of panels has been clarified. Panels should be representative in terms of race and sex and comprise an uneven number to facilitate the decision making process. Normally panels are made up of three members although in the case of senior appointments it can be five or more. The chair will have the casting vote.
- The role of the chair has also been clarified. The chair is responsible for record keeping. There should be one set of panel notes. It is for the chair and the panel members to decide how this is best organised.
- In the new policy recruitment panels are required to complete one selection form which all panel members must sign. The purpose of the form will be to show the scoring of the questions against model answers. Previously the questions have been linked to the selection criteria on the scoring form and the criteria have been scored. This overly complicates the process as the questions will have been designed around the criteria. In future the answers to the questions will be scored. This follows best recruitment practice and represents the panel decision. It is important that panels reach a consensus view on which candidates are appointable and to rank them in order.
- On occasions a selection will have been conducted and the same vacancy or a broadly comparable vacancy arises soon after. Provision has been included in the policy that where the same vacancy or broadly comparable vacancy arises within a six month period the panel can go back to the other appointable candidates without a further recruitment process being instigated.
- It is recognised that giving feedback to candidates is resource intensive. In future the policy will specify that verbal feedback will be given to candidates invited for interview. Feedback will not be given to other applicants and never in writing. The exception to this is internal candidates who will be provided with feedback at shortlisting stage where they request it in a one to one supervision with their manager. It is recognised this will assist the individual in their personal development. The line manager will be responsible for organising the feedback.

- There are occasions when the council uses an executive search company as part of the recruitment process. Executive search is usually used for senior appointments and where a post may be difficult to fill. An addendum has been incorporated setting out the procedure to be followed when appointing and using an executive search company. The process sets out best practice when tendering to appoint a recruitment executive search company and the expectations of the service that will be provided dependent on the brief. There is also specific guidance where posts are subject to a Staff Appointments Sub Committee.

3.5 The above clarifications and changes to the recruitment and selection policy are fully compliant with the relevant legislation and best recruitment practice.

3.6 The revised policy will be effective from 1 May 2014.

#### **4.0 Financial Implications**

4.1 There are no financial implications that impact on budgets from the review of the Recruitment and Selection Policy and Procedures.

#### **5.0 Legal Implications**

5.1 The policy and supporting procedures are consistent with the relevant employment and equality legislation and has been reviewed by legal services.

#### **6.0 Diversity Implications**

6.1 The policy is applicable to all staff and provides a consistent approach to recruiting staff ensuring compliance with legal requirements. The policy will be continually monitored to ensure it is implemented fairly and consistently and in the best interest of the local community. It will also be kept under review to ensure it is delivering the council's aspirations for a workforce that reflects the local community. The requirements for reasonable adjustments to be made for disabled applicants are embedded in our practice and are currently being refreshed.

#### **7.0 Staffing/Accommodation Implications**

7.1 There are no other implications in addition to those otherwise set out in the report. Consultation has taken place with the HR Improvement Group and CMT who have endorsed the approach. The trade unions have been consulted on this policy and their feedback has been considered when reviewing the policy.

#### **Background Papers**

Existing Recruitment Policy and Procedure

#### **Contact Officers**

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