



# **RECRUITMENT & SELECTION PROCEDURES**

# CONTENTS

## Section 1

Policy Title

## Section 2

2.1 Policy Statement

2.2 Introduction

2.3 Scope

## Section 3

3.1 Guidance and procedure

3.2 Job Analysis

3.3 Job description/person specification/role profile

3.4 Job evaluation

## Section 4

4.1 Vacancy requisition form

4.2 Internal transfer list/pass list

4.3 Job Centre Plus

4.4 Recruitment agencies

4.5 Advertisements

4.6 Response to advertisement

4.7 Receipt of applications

4.8 Equal opportunities monitoring

## Section 5 Shortlisting

## Section 6 Interview

6.1 Interview letters to shortlisted candidates

6.2 Verification of qualifications and person identity

6.3 Medical history questionnaire

6.4 Pre-employment medical

6.5 The interview panel

6.6 Selection tests

6.7 Interview preparation

6.8 During the interview

- Section 7 Appointment
  - 7.1 Security vetting
  - 7.2 References
  - 7.3 Workers Registration Scheme
  - 7.4 Unsuccessful applicants
  - 7.5 Appeals
- Section 8 Induction
- Section 9 Monitoring Effectiveness
- Section 10 Legislative Compliance Statement
- Section 11 Disclosure

#### APPENDIX 1

Flow Chart

#### APPENDIX 2

Guidance Notes to Interviewees regarding identification

## **Section 1**

Policy Title: Recruitment & Selection Procedures.

## **Section 2**

### **2.1 Policy Statement**

As part of the commitment of the Office of the Nottinghamshire Police and Crime Commissioner to equality of opportunity for all, the organisation is committed to conducting a transparent selection process for all Vacancies that is in line with Best Practice, Employment Law, Anti-Discriminatory Legislation and complies with the provisions of the European Convention of Human rights.

### **2.2 Introduction**

These procedures have been designed to ensure that good employment practice and a professional customer service is promoted throughout the recruitment and selection process and that employment law is adhered to in terms of equal opportunity. These procedures also aim to ensure that the Office of the Police and Crime Commissioner recruit the best people through a fair, flexible, efficient and cost effective process, taking into account our legislative obligations and our commitment to equal opportunities in employment.

### **2.3 Scope**

To provide step-by-step procedures to guide Managers/supervisors through the recruitment and selection process for Office of the Police and Crime Commissioner posts.

The Managers Guide details the role and responsibility of the Manager and what services the Recruitment team and HR Advisors will deliver.

## **Section 3**

### **3.1 Guidance and Procedure**

A process flow outlining the main stages of the recruitment and selection process for the Office of the Police and Crime Commissioner posts is provided (Appendix 1). This process flow outlines the area of activity, areas of responsibility and timescales.

### **3.2 Job Analysis**

When a vacancy occurs an assessment of the job should take place to ascertain if recruitment is actually necessary or whether there is a need to fill

the existing job or a new one (skill-mix).

Issues for consideration are, for example:

- has the job purpose changed?
- have work patterns or new technology altered the job?
- can flexible working arrangements like, for example, part time or job share be considered for the job?
- should it be a temporary job and if so, for how long?

Answers to these questions should help to clarify the requirements of the job and its role within the department and the Office of the Nottinghamshire Police and Crime Commissioner. Information from exit interviews and current staff may assist amendments to the job.

### **3.3 Job description/person specification/role profile**

The Office of the Nottinghamshire Police and Crime Commissioner have a standard format for job descriptions and person specifications (See Hay Process and Managers Guide) and both these documents are prepared by the relevant Manager/supervisor. Where there is an existing and agreed role profile based on the integrated competency framework, then this will be used – see intranet under General Documents/Human Resources/Integrated Competency Framework.

Each job must have a job description and at this stage it should be reviewed for accuracy. This is an ideal time to rethink the duties and responsibilities required for the job. The job description details the purpose, position of the job within the department, tasks and main responsibilities (principal accountabilities) of the job. A good job description is essential for all jobs and can help with induction and training.

The person specification is a key document in defining both the shortlist criteria and interview criteria. It is important that the knowledge, experience, skills, abilities and education/qualifications are related precisely to the needs of the job. This will then help the selection and subsequent interview process to operate in a systematic way, as bias-free as possible.

### **3.4 Job evaluation**

Once a vacancy has occurred and the Manager/supervisor has reviewed the requirements of the job, if the job description or person specification has altered significantly, the job will be subject to the Hay job evaluation process prior to advertising. For existing posts, the relevant Existing Post: Re-grading Application Form and documentation will need to be submitted to the HQ Personnel [E & ER] department, via your HR Advisor, who will also provide guidance on if it is necessary to submit the post for regrading.

For new posts, the relevant New Post: Grading Application Form and documentation will need to be submitted to the HQ Personnel [E & ER] department.

Guidance notes on Hay grading and policy are located on the intranet (Hay Grading Policy and Procedure / Briefing Guide for Divisional Personnel Managers on Hay Evaluation Process Changes / Guidance notes for completion of a business case proposal to introduce or amend posts).

## **4.0 Attracting Applicants**

### **4.1 Vacancy requisition form**

Once the decision to recruit has been made, the Vacancy Requisition Form (see Managers Guide) must be completed fully. This form must be forwarded to the relevant HR Advisor or HQ Personnel [Recruitment] for HQ posts along with the necessary supporting documentation (job description and person specification). The preferred route is via e-mail to the generic Personnel Department e-mail address. [e.g. B Division Personnel; a full list of which appears in the Managers Guide ]

### **4.2 Internal transfer list/pass list**

Once the Personnel department has received the Vacancy Requisition Form, they will check to ascertain whether the vacancy can be sourced from the Internal Transfer List. The purpose of the transfer list is to enable staff to move to different locations within the organisation to undertake work of the same type and grade. The determination of whether jobs are the same type will be made by reference to the person specification and job description. The decision as to whether the jobs are the same type will be the responsibility of the relevant HR Advisor in conjunction with the relevant line managers.

If a candidate eligible to transfer does exist for the vacancy, HQ Personnel [Recruitment] or the HR Advisor will contact the individual(s) by date order on the list. Appointment from the Transfer List is subject to the normal Office of the Police and Crime Commissioner policy on attendance management and no outstanding disciplinary matters/action plans. The start date of the individual internally transferring within the Office of the Police and Crime Commissioner will be mutually agreed between the relevant Managers/supervisors. Internal transfer lists will be updated by the HR Advisor or Central Recruitment teams.

If an Internal Transfer List does not exist for the vacancy, the Personnel/Recruitment department will then ascertain whether the vacancy can be sourced from the Pass List. A pass list protocol detailing the process is contained in the Managers Guide to Recruitment. Candidates who have achieved the minimum criteria (but have not secured a post on this occasion) will be notified in writing after their interview and asked to confirm if they wish to be placed on the Pass List and if so, to indicate the areas they would like to be considered for if such generic posts become available in the following 12 months. Generic posts should be advertised in accordance with the Advertising Guidelines.

If a Pass List does exist for the vacancy, the HR Advisor will contact those candidate(s) and ascertain their current availability. If candidates are still available, they will be subject to the normal Office of the Police and Crime Commissioner policies on attendance management, employer reference, security vetting and medical clearance. Pass lists will be managed centrally by the Assistant Personnel Officer[s] Recruitment at HQ. Thereafter, the relevant employment documentation and contract will be issued by the Divisional Personnel or Recruitment department as appropriate.

### **4.3 Jobcentre Plus**

The Office of the Nottinghamshire Police and Crime Commissioner has an existing partnership with Jobcentre Plus. In order to ensure consistency of this approach across the Office of the Police and Crime Commissioner all vacancies (unless otherwise advised) will be advertised through Jobcentre Plus. The Recruitment teams will be allocated an individual employer direct reference – this will enable them to notify vacancies to Jobcentre Plus Employer Direct service by either phone 0845 6012001, fax 0845 601 2004, e-mail [employerdirect.eme@jobcentreplus.gov.uk](mailto:employerdirect.eme@jobcentreplus.gov.uk) or on line [www.jobcentreplus.gov.uk](http://www.jobcentreplus.gov.uk). Guidance on logging posts will be given to the Divisional Personnel /HQ Recruitment by Jobcentre Plus.

Quarterly review meetings will take place between Jobcentre Plus and the Office of the Nottinghamshire Police and Crime Commissioner to review progress. HQ Personnel [Recruitment] will be responsible for arranging and progressing these quarterly reviews.

### **4.4 Recruitment agencies**

The Office of the Police and Crime Commissioner's preferred supplier for temporary agency workers is Reed, with whom the Office of the Police and Crime Commissioner has a contract. The Manager/supervisor needs to complete a standard Temporary / Permanent Staff Requisition Form (See Managers Guide) to initiate this process and submit to the HR Advisor. The HR Advisor will then keep you updated regarding the progress of agency staff required.

### **4.5 Advertisements**

The advert will be prepared by the HR Advisor according to the advert template (see Managers Guide) and in line with the job description and person specification or role profile submitted with the Vacancy Requisition Form. A bank of existing adverts is held on the j:drive\Bank of Adverts with sub-directories relating to divisions/departments i.e. Division A, B, C, D, HQ Ops & CID & Demand Mgt, HQ (Personnel) and HQ Support (Personnel) and can be viewed/edited by members of the Personnel and Recruitment departments.

This bank of adverts will enable the personnel departments to view existing advertisements that have been placed in the past and assist with compiling future adverts.



The Manager/supervisor will need to decide where to advertise the post (this information is required on the Vacancy Requisition Form) in order to achieve the most effective recruitment outcome in terms of response and cost. Advice on the appropriate media/publication can be received from the HR Advisor. All vacancies will be advertised both internally and externally and as a minimum will be placed on Weekly Orders, the intranet site, the internet site, County Council Vacancy Bulletin and in the local area newspaper e.g. Nottingham Evening Post or Worksop Guardian, unless advised otherwise. Jobs are also logged with Jobcentre Plus as a matter of course, unless advised otherwise. Additionally, where appropriate, a post may need to be advertised in a professional publication to attract the right calibre of applicants.

The job description, person specification or role profile and Vacancy Requisition Form must be received by the HR Advisor by the deadline of **Monday at 4pm** to be advertised the following week. A vacancy will not be processed for advertisement until all documentation is received.

The closing date for all jobs advertised both internal/external is a minimum of two weeks. If at all possible, then the interview date /guidance on when the interviews will be held should also be included.

All advertisements will:

- be in a consistent corporate image
- reflect the job description and competencies within the person specification
- give a brief description of the nature of the work, experience and skills required
- state job title, location, salary range, closing date and process for obtaining further details

External advertisements will include the Office of the Police and Crime Commissioner logo and equal opportunities statement, encouraging applications from all sections of the community and under-represented groups within the organisation. The equal opportunities statement will read “The Office of the Nottinghamshire Police and Crime Commissioner welcomes applications from those wishing to work flexibly. We value diversity and are keen to ensure that our workforce represents the community we serve”.

#### **4.6 Response to advertisement**

Application packs will be offered in different formats and will be available by the intranet, Internet, in Braille (via Nottinghamshire County Council), and via the relevant HR Advisor.

A record is maintained of all application packs sent out directly from the relevant Personnel/Recruitment departments for each vacancy. All packs should be sent out within 2 working days of the request.

For each post an application pack contains:

- a covering standard letter to candidates (J Drive/Recruitment/Application Process)
- standard application form and guidance notes (see Managers Guide)
- job description
- person specification
- job related questionnaire (if applicable)
- post card reply [see receipt of applications]

All applicants will be required to complete an application form. CVs will not be accepted.

#### **4.7 Receipt of applications**

All completed application forms will be sent to the relevant Personnel/Recruitment department where the personnel database will be maintained and updated.

As stated on the standard letter contained within the application packs, applicants who do not receive a communication within 6 weeks of the closing date can assume that their application was unsuccessful. Applicants will have the opportunity to complete a Post Card pro forma advising them formally of this.

#### **4.8 Equal opportunities monitoring**

All applicants will be required to complete the equal opportunities monitoring section of the Application Form providing details of gender, age, ethnic origin, disability, religion (optional). This information will only be used for monitoring purposes and will not be used for shortlisting purposes.

#### **5.0 Shortlisting**

The Personnel/Recruitment department must complete the applications received section of the Equal Opportunities Monitoring Form (J Drive: Recruitment/Application Process/EO). The Recruitment Team/HR Advisor should not forward any applicants' details to the interview panel who obviously do not meet the criteria. The Recruitment Team/HR Advisor should check that the candidates have indicated that they have the specific academic/professional qualifications and driving licence for example required for that post. They will complete a pro forma detailing the decision making process they have employed for each such process. It is the responsibility of The Chair of the interview panel to collect all the application forms from HR Advisor the next working day after the closing date in order to begin shortlisting.

Throughout the shortlisting and interview stages the relevant sections of the Equal Opportunities Monitoring Form must be completed by the

shortlisting/interview panel. Information concerning disability is now contained within the body of the application form. This is to ensure that the shortlisting panel are aware of an individual's disability and can comply with the requirements of non-discriminatory action.

Care with shortlisting improves the prospects of being fair to all applicants. Shortlisting guidelines are available (see Managers Guide).

The shortlisting panel must take the following steps to shortlist for a vacancy:

- assess applicants against the person specification drawn up when the vacancy was advertised.
- the Shortlisting Person Specification Summary Sheet will be completed for each vacancy (see Managers Guide). Each application received will be logged and scored against each criterion.

Shortlisting will be completed within 5 working days of the closing date.

It is not necessary to write to the unsuccessful candidates at the shortlist stage. If a completed post card for an unsuccessful candidate is held it should now be sent.

The Recruitment Team/HR Advisor have a responsibility in ensuring the integrity of the selection processes taking place within their division/department.

## **6.0. Interview**

### **6.1 Interview letters to shortlisted candidates**

The Manager/supervisor will provide the relevant applicant details to the Recruitment Team/HR Advisor to enable them to write to the candidates advising them of the interview arrangements. A standard invite to interview letter is used (J Drive: Recruitment/Application Process/Standard letters). The Recruitment/Divisional Personnel team will be responsible for maintaining and updating the personnel database at all stages of the selection process.

Any shortlisted applicants declaring a criminal conviction must be brought to the attention of the Personnel department prior to interview letters being sent out so a decision as to their suitability for employment can be made.

Should part of the selection process involve testing, for example, practical, role-play, presentation or a team exercise, the interview letter should specify this would be the case. Any test must be validated by the Recruitment team, be free of bias and related to the necessary requirements of the job. Application to use a test must be made on the Vacancy Requisition Form.

### **6.2 Verification of qualifications and person identity**

It is essential that qualifications relevant to the job be verified at the interview by the validation of certificates. Also the identity of every potential employee must be reliably verified prior to offer of appointment.

Under the Asylum and Immigration Act 1996 it is a criminal offence for an employer to employ an individual who does not have the right to work legally in the UK. As of 1<sup>st</sup> May 2004 certain “secure” documentation will be sufficient on their own to protect the employer and senior staff from fines. Refer to Appendix 2 for full list. These include:

- UK passports
- EEA passports and
- National identity cards

Where there is no “secure” document provided by the individual, the Office of the Police and Crime Commissioner must check two documents from another list [refer to Appendix 2] as proof of entitlement to work as follows:

- An official document bearing a NI number, along with birth certificate or a letter from the Home Office, or an Immigration Status document
- A work permit, along with either a passport or a letter from the Home Office, which in either case must confirm that the holder has permission to enter or remain in the UK and take the work permit employment in question.

A standard acknowledgement letter issued to an asylum seeker by the Home Office can no longer be relied upon as a proof of entitlement to work.

The Office of the Police and Crime Commissioner must in all cases see the original of any document and take a photocopy for the applicant’s file.

### **6.3 Medical history questionnaire**

Each applicant who is shortlisted and invited to interview will be requested to complete a Medical History Questionnaire (J Drive: Recruitment/Application Process/OHS). This form will be sent out with the letter inviting the applicant to the interview. The candidate will return the completed Medical History Questionnaire on the interview day and this will then be submitted to the OHU department for assessment.

### **6.4 Pre-employment medical**

If the job requires a pre-employment medical, the applicant will be invited to attend this medical after the interview stage and dates/times will be arranged with OHU.

## **6.5 The interview panel**

Prior to the shortlisting stage of the process the Manager/supervisor recruiting for the post will be responsible for convening the interview panel.

Each panel will consist of at least two members who have passed the Office of the Police and Crime Commissioner's interviewing course. Interview panels will normally include a member of the department recruiting the post. Panels should be balanced / representative, for example, one female member of staff on each interview panel.

A list of suitably trained staff in conducting interviews is maintained by the departmental/divisional personnel recruitment departments and is located on the j:drive\interview panels\revised listing of interview panel. This list is updated in liaison with the Training department. It is the relevant Departmental/Divisional personnel Recruitment department's responsibility to update the training spreadsheet after each interview panel to ensure accurate records are maintained.

The same interview panel must interview all applicants for a particular vacancy, unless there are exceptional circumstances.

Where only one internal applicant has applied for a post, a competency-based assessment against their current PDR (performance development review) may take place instead of an interview. Further advice should be sought from your departmental/divisional personnel or recruitment department.

In circumstances where the full normal selection process is not appropriate, other selection methods will be used, for example, practical assessment of skills for positions like Cleaner, Cook, Canteen Assistant. In these situations, further advice should be sought from your departmental/divisional personnel or recruitment department.

## **6.6 Selection tests**

Selection or work related tests can provide an objective means of assessing an applicant's abilities or skills. The use of work related tests often provide details that would not normally be obtained by interview alone – a selection test gives the candidate the opportunity to demonstrate “what” they are able to do. As previously stated, any test must be validated by the HQ Personnel [Recruitment] department, free of bias and related to the necessary requirements of the job.

If the interview panel consider a selection test would aid the selection decision they should liaise with the HQ Personnel [Recruitment] department (after consultation with their relevant HR Advisor) who hold details of existing validated tests or can assist in the design of an appropriate test. The HQ Personnel [Recruitment] department will ensure a consistent standard is applied throughout the Office of the Police and Crime Commissioner. They will also give consideration to the objectives of such a test, the efficiency of the method selected, the costs

and benefits of such a method. It is important to ensure that people with disabilities are given the right conditions to undertake tests, in line with the Disability Discrimination Act 1995.

Tests should never be used in isolation, or as the sole selection technique. A minimum acceptable pass mark must be identified and verified with the HQ Personnel [Recruitment] department in advance of the interviews.

If selection tests are to be used, it forms part of the selection criteria and all shortlisted applicants must be tested and the same conditions must be applied to applicants, for example:

- instructions given about the test
- nature of the test
- time allocated to complete the test
- test environment
- equipment used

Feedback from tests should be given to all applicants on request, successful as well as unsuccessful, concerning their performance in tests.

## **6.7 Interview preparation**

Applicants will be interviewed within 10 working days of shortlisting being completed.

Guidance notes on Interview Assessment are available (see Managers Guide). If the interview panel require further assistance on preparing for the interview, then advice should be sought from the HR Advisor or HQ Personnel [Recruitment] team.

Questions should be prepared in accordance with the agreed criteria required for the post. In addition, the Chair of the interview should agree with the panel which questions each person will be responsible for asking during interview.

The interview schedule should allow at least a ten-minute interval between each applicant to enable each member of the interview panel to complete the Interview Assessment Form marking section for each candidate (J Drive/Application process/Forms and see Managers Guide).

A member of staff from the recruiting team should be nominated to act as a “host” to collect applicants from Reception, make them welcome, photocopy all the required documentation requested in the interview invitation to the applicant (i.e. qualification certificates and proof of identity) and keep them informed of any delays.

If an applicant has stated that they have a disability, it is important to ensure the facilities meet the requirements of that person and that reasonable adjustments are made.

## 6.8 During the interview

It should be remembered that every interview is a public relations opportunity for the Office of the Police and Crime Commissioner. The interview panel should be introduced to the applicant and the interview plan/style briefly explained. The interview should be flexible but remain within a previously agreed structure. Concentrate on abilities during the interview and only ask about a disability if it has a bearing on the person's ability to work.

The Chair of the panel is responsible for ensuring that the required identity document(s) are checked [Appendix 2] and copied and that the Identification Declaration form (Managers Guide) is signed and dated.

You must carry out the following reasonable steps when checking all the documents presented to you by the applicant:-

- Check any photographs, where available, to ensure that you are satisfied they are consistent with the appearance of your applicant
- Check the dates of birth listed so that you are satisfied these are consistent with the appearance of your applicant
- Check that the expiry dates have not been passed
- Check any United Kingdom Government stamps or endorsements to see if your applicant is able to do the type of work being interviewed for
- If your potential member of staff gives you two documents from list 2 which have different names, you should ask them for a further document to explain the reason for this. The further document could be a marriage certificate, divorce document, deed poll, adoption certificate or statutory declaration.

The following parts of all documents must be copied:-

- The front cover and all of the pages which give your applicants personal details. In particular, you should copy the page with the photograph and the page which shows their signature; and
- Any page containing a United Kingdom Government stamp or endorsement which allows your applicant to do the type of work being interviewed for.

The interview panel must complete the Interview Assessment Form (J Drive/Recruitment/Application Process/Forms also see Managers Guide) and mark/score each candidate in line with the guidance notes on Interview Assessment.

Interviews should not be scheduled before 9.30am or after 4.30pm to allow for child care commitments. Every attempt should be made to keep to the

interview schedule. Where delays occur, the applicants should be informed and an apology given. Applicants should be invited to ask questions.

Every applicant should leave the interview with sufficient information about the job/department/division and the Office of the Police and Crime Commissioner. The Chair of the interview panel should ensure that each applicant knows what will happen after the interview i.e. any further selection procedure, when and how he/she will hear the result.

## **7.0 Appointment**

As previously stated, the HQ Personnel [Recruitment] Team/HR Advisor have a responsibility in ensuring the integrity of the selection processes taking place within their area/division. The HQ Personnel [Recruitment] Team/HR Advisor will also be responsible for ensuring that the personnel database is maintained and updated regarding applicants throughout the various stages of the recruitment and selection process.

Once the successful candidate is identified and following the end of the selection process, the Chair of the interview panel will verbally inform the successful candidate of the conditional offer subject to satisfactory vetting, references and medical clearance. [See Guidance notes for Managers]

When all checks have been assessed as satisfactory, the individual will be formally offered the post in writing and a start date confirmed. HQ Personnel [Recruitment] Team/HR Advisor will co-ordinate the employment references and security vetting, along with the OHU for medical clearance. Standard offer letters will be sent out (J Drive/Recruitment/Application Process/Standard Letters (internal candidate) or (external candidate)). A contract of employment and relevant documentation will then be issued.

All other paperwork (i.e. interview notes, questions, selection test results) for the unsuccessful applicants should be forwarded to the relevant HR Advisor or HQ Personnel [Recruitment] Team. A copy of the Equal Opportunities Monitoring Form (Appendix 9) should be forwarded to the Personnel Manager - Employee Relations & Equality at HQ (Personnel).

HQ Personnel [Recruitment] or the relevant HR Advisor will make all written offers of employment. A personal file will be created and maintained/forwarded by HQ Recruitment or by the relevant Divisional Personnel department. [Whosoever has conducted the recruitment process]

## **7.1 Security vetting**

All appointments are subject to satisfactory security vetting. Full security checks/vetting will be undertaken on all successful applicants and their spouse/cohabitee, family members and close relatives once the Office of the Police and Crime Commissioner has introduced a centralised vetting bureau. Please refer to Security clearance and vetting policy for recruitment for more information.



## 7.2 References

All appointments are subject to references for both internal and external applicants. Standard reference request letters are sent out (J Drive: Recruitment/Application Process/Letters).

External applicants will nominate two referees. These should preferably be two employers and must include their current employer (or most recent, if currently unemployed). Academic establishment or personal references should only be given if the applicant has not been employed or is self employed. The HR Advisor /HQ Personnel [Recruitment] will contact employers for references covering the last three years, even if the candidate has not listed them as referees.

## 7.3 Workers Registration Scheme

Since 1 May 2004 Nationals from Cyprus, **Czech Republic, Estonia, Hungary, Latvia, Lithuania**, Malta, **Poland, Slovakia** and **Slovenia** have been free to work in the United Kingdom.

The Government has set up a new Workers Registration Scheme to monitor the participation in the UK labour market of workers from the eight countries from the above list that appear in bold type.

As an employer t h e O f f i c e of t h e Nottinghamshire Police and Crime Commissioner is required to make sure that a person from one of these eight countries who starts work for the organisation after 1 May registers with the Home Office, unless they are exempt from the requirement to do so. On acceptance into the scheme a copy of the registration document should be forwarded to the DPM and held on the individual's personal file.

Nationals from the eight countries working legally for the organisation prior to 1 May 2004 are not required to register.

## 7.4 Unsuccessful applicants

The HR Advisor/HQ Personnel [Recruitment] will write to all unsuccessful applicants who were interviewed. A standard letter will be sent out (J Drive: Recruitment/Application Process/Letters ).

In accordance with the Data Protection Act, retention of interview papers will only be held for a period of 12 months following the date of when the selection process took place.

Unsuccessful applicants who request feedback should be advised which criteria they have failed to meet. Feedback will be given by the Chair of the interview panel. For internal applicants it is the candidate's responsibility, in conjunction with their line manager, to address developmental needs and any resulting development plan.

## **7.5 Appeals**

In the event that a candidate feels they have been subject to unlawful discrimination or unfair treatment this should be submitted in writing to the Chief Executive.

## **8.0 Induction**

The Manager/supervisor in conjunction with the HR Advisor and Training & Development Co-Ordinator will prepare for the new staff member's arrival and induction.

## **9.0 Monitoring Effectiveness**

These procedures will be reviewed on a timely basis to review its effectiveness and updated to reflect best practice, procedural and legislative changes. The HR Advisor and HQ Recruitment teams have a responsibility in ensuring the integrity of the recruitment and selection processes taking place within their division/department/area. The Personnel Manager Employee Relations & Equalities will undertake a quality audit in the course of the selection process including dip testing and statistical analysis. Regular monitoring will also ensure that equal opportunity policies are being actively pursued.

## **10.0 Legislative Compliance Statement**

This policy document has been drafted in accordance with relevant legislation including:-

- Human Rights Act 1998
- Data Protection Act
- Employment Act 2002
- Disability Discrimination Act 1995
- Race Relations Act 1976
- Sex Discrimination Act 1975
- Health and Safety at Work Act 1974

## **11.0 Disclosure**

There is no restriction on the disclosure of this Policy to the public.



APPENDIX 1

Recruitment Process Flow

Activity	Responsibility	Timescales
<p>If <b>existing post</b>, within 5 working days of resignation, completed requisition form is submitted to Recruitment/HR Advisor</p> <p>If <b>new post</b>, Hay evaluation forms submitted to HQ (Personnel) dept, via the relevant HR Advisor. Once Hay panel convened and decision communicated, completed requisition form is then submitted to Recruitment/Divisional Personnel team within 5 days of receiving notification of the outcome of the Hay panel.</p> <p>Deadline for Recruitment team receiving completed requisition form is Monday 4pm</p>	<p>Line manager</p> <p>Line manager and HR Advisor</p> <p>Line manager</p>	<p>Within 5 working days of resignation letter</p> <p>3 days before County Hall deadline</p>
<p>Check to see if can source vacancy from <b>“transfer list”</b></p>	<p>HQ Recruitment/HR Advisor</p>	<p>Within 2 working days of receiving requisition form</p>
<p>If “transfer list” exists for vacancy, contact employee(s) by date order</p>	<p>HQ Recruitment/HR Advisor</p>	<p>Within 3 working days of receiving requisition form</p>
<p>Offer letter sent out to 1<sup>st</sup> choice employee subject to policy (i.e. attendance management and no outstanding disciplinary matters)</p> <p>Employee, current line manager and Recruitment/ HR Advisor team to agree start date</p>	<p>HQ Recruitment/HR Advisor</p> <p>Line manager and Recruitment/HR Advisor</p>	<p>Within 3 days of contacting employee</p>
<p>Check to see if can source vacancy from <b>“pass list”</b> (successful candidates remain on pass list for 12 month period from date of the selection process)</p>	<p>HQ Recruitment/HR Advisor</p>	<p>Within 2 working days of receiving requisition form</p>
<p>If “pass list” exists for vacancy, contact candidates on current “pass list” to check availability</p>	<p>HQ Recruitment/HR Advisor</p>	<p>Within 3 working days of receiving requisition form</p>
<p>If candidate still available, up-to-date attendance management, employer reference and security checks are undertaken</p> <p>If candidates’ circumstances have changed, candidate to complete and submit an up-to-date medical questionnaire for OHU to assess</p>	<p>HQ Recruitment Team/HR Advisor and HQ CID Special Branch / FIB / HQ CID Fraud / CRO Office</p> <p>OHU</p>	<p>Checks to be completed within 3 weeks of confirming candidates availability and interest (unless unavoidable delays occur with Home Office and Foreign Force checks)</p> <p>Upon receipt of medical questionnaire, assessed within 2 working days (unless additional medical information is required)</p>

Conditional offer letter sent out to 1 <sup>st</sup> choice candidate subject to normal references and checks	HQ Recruitment Team/HR Advisor	Within 3 working days of verbally contacting candidate
Once all pre-employment checks have been assessed as satisfactory, start date agreed	HQ Recruitment Team/HR Advisor	Within 3 working days of notification that all pre-employment checks are satisfied
Contract of employment and relevant documentation issued to candidate	HQ Recruitment Team/HR Advisor	Within 5 working days before start date (if no notice period is given by candidate, to issue contract ASAP)
<b>If no "pass list"</b> for vacancy, advert compiled from job description / person specification / role profile	HQ Recruitment Team/HR Advisor	
Advert is submitted to County Hall / Weekly Orders by Thursday for publication following week in Weekly Orders, County Council Vacancy Bulletin, local area newspaper e.g. NEP	HQ Recruitment Team/HR Advisor	
Advert proof (from County Hall) received Friday to be checked / amended as necessary	County Hall and HQ Recruitment Team/HR Advisor	1 day
Advert published – minimum 2 weeks closing date		2 weeks
Interview selection panel organised	Chair of interview panel	Within 2 weeks of submitting requisition form
Interview questions compiled / selection method organised	Chair of interview panel	Within 2 weeks of submitting requisition form
Application packs sent out to candidates / responses and details of interested applicants logged and updated on NSPIS	HQ Recruitment Team/HR Advisor	Within 2 working days of receiving request for application pack
Chair of interview panel collects all application forms from Personnel/Recruitment dept. Personnel have application forms etc ready to collect for next working day after closing date	Chair of interview panel and HQ Recruitment Team/HR Advisor	Next working day after closing date
Applications reviewed and candidates shortlisted according to job description / person specification	Interview panel	Candidates shortlisted within 5 working days of closing date
Template invite to interview letters sent out to candidates / NSPIS updated	HQ Recruitment Team/HR Advisor	Candidates notified of interview details within 10 working days of shortlisting completed
Interviews conducted – standard interviewing forms completed whilst panel conducting interview and selection process	Interview panel	Within 10 working days of shortlisting completed

Candidates identification documents verified	Panel Chair	Prior to interview being conducted.
Candidate submits medical questionnaire to OHU dept. on interview day	OHU	Upon receipt of medical questionnaire, assessed within 2 working days (unless additional medical information is required)
Interview results passed to Personnel/Recruitment dept	Interview panel	Next working day after interviews undertaken
NSPIS updated	HQ Recruitment Team/HR Advisor	
Successful candidate verbally informed of conditional offer subject to normal references and full checks (including medical checks)	Chair of interview panel	Next working day after interviews undertaken
Employment references, security checks undertaken on successful candidate	HQ Recruitment Team/HR Advisor and HQ CID Special Branch / FIB / HQ CID Fraud / CRO Office	Checks to be completed within 3 weeks of interview (unless unavoidable delays occur with Home Office and Foreign Force checks)
Conditional offer letter sent out to successful candidate subject to normal references and checks (including medical checks)	HQ Recruitment Team/HR Advisor	Within 3 working days of verbally contacting candidate
Once all pre-employment checks have been assessed as satisfactory, start date agreed	HQ Recruitment Team/HR Advisor	Within 3 working days of notification that all pre-employment checks are satisfied
Contract of employment and relevant documentation issued to candidate	HQ Recruitment Team/HR Advisor	Within 5 working days before start date (if no notice period is given by candidate, to issue contract ASAP)
All paperwork relating to candidates shortlisted / interviewed etc held for a period of 12 months	HQ Recruitment Team/HR Advisor	
Regret letters sent to unsuccessful candidates	HQ Recruitment Team/HR Advisor	Within 5 working days of receiving interview results
Respond to candidate's request for feedback on interview / test results	Chair of interview panel	Within 5 working days of receiving request
[If HQ Recruitment has conducted the process need to advise the Departmental Personnel team of start date]	HQ Recruitment Team/HR Advisor	
Prepare for employee's arrival and induction	Line manager / Training & Development Co-Ordinator and Divisional / Departmental Personnel team	

**Guideline: please allow approx 10 weeks for the recruitment process.**

## **APPENDIX 2**

### **Guidance Notes to Interviewees regarding identification**

#### **Home Office Requirement**

Section 8 of the Asylum and Immigration Act 1996 requires all employers in the United Kingdom to make basic document checks on every person they intend to employ. By making these checks, employers can be sure they will not break the law by employing illegal workers.

#### **Documentation to Bring with You**

As a potential member of staff we need to see either 1 document from List 1 below or 2 documents from List 2. These will be checked for authenticity, copied and kept with your application documentation.

##### **List 1**

Any ONE of the documents included below is acceptable as identification:-

- ❖ A passport showing that you are a British citizen, or have a right of abode in the United Kingdom.
- ❖ A document showing that you are a national of a European Economic Area country (see list below) or Switzerland. This must be a national passport or national identity card.
- ❖ A residence permit issued by the Home Office to you as a national from a European Economic Area country or Switzerland.
- ❖ A passport or other document issued by the Home Office which has an endorsement stating that you have a current right of residence in the United Kingdom as a family member of a national from a European Economic Area country or Switzerland who is resident in the United Kingdom
- ❖ A passport or other travel document endorsed to show that you can stay indefinitely in the United Kingdom, or have no time limit on your stay
- ❖ A passport or other travel document endorsed to show that you can stay in the United Kingdom; and that this endorsement allows you to do the type of work that you are being offered if you do not have a work permit
- ❖ An Application Registration Card issued by the Home Office to you as an asylum seeker stating that you are permitted to take employment.

If you are able to provide one of the above there is no need to provide further documentation. However if you are not able to provide a document from List 1 then we will need to see a combination of documents from List 2 below.

## List 2

### Combination 1

- ❖ A document giving your permanent National Insurance (NI) Number and name. This could be a: P45, P60 National Insurance card or a letter from a Government agency.

To accompany the document providing your NI Number we require ONE of the following:-

- ❖ A full birth certificate issued in the United Kingdom, which includes the name of your parents; OR
- ❖ A birth certificate issued in the Channel Islands, the Isle of Man or Ireland; OR
- ❖ A certificate of registration or naturalisation stating that you are a British citizen; OR
- ❖ A letter issued by the Home Office to you which indicates that you, as the person named in it, can stay indefinitely in the United Kingdom, or have no time limit on your stay; OR
- ❖ An Immigration Status Document issued by the Home Office to you with an endorsement indicating that you, as the person named in it, can stay indefinitely in the United Kingdom, or have no time limit on your stay; OR
- ❖ A letter issued by the Home Office to you which indicates that you, as the person named in it, can stay in the United Kingdom, **and** this allows you to do the type of work we are offering; OR
- ❖ An Immigration Status Document issued by the Home Office to you with an endorsement indicating that you, as the person named in it, can stay in the United Kingdom, **and** this allows you to do the type of work we are offering.

### Combination 2

- ❖ A work permit or other approval to take employment that has been issued by Work Permits UK

To accompany the work permit we require ONE of the following:-



- ❖ A passport or other travel document endorsed to show that you are able to stay in the United Kingdom and can take the work permit employment in question; OR
- ❖ A letter issued by the Home Office to you confirming that you, as the person named in it, are able to stay in the United Kingdom and can take the work permit employment in question

### **European Economic Area Countries**

Austria	Belgium	Cyprus
Czech Republic	Denmark	Estonia
Finland	France	Germany
Greece	Hungary	Iceland
Ireland	Italy	Latvia
Liechtenstein	Lithuania	Luxembourg
Malta	Netherlands	Norway
Poland	Portugal	Slovakia
Slovenia	Spain	Sweden
Switzerland	United Kingdom	