

Code of Practice

Recruitment and selection

Contents	Page No.
Introduction	2
The Vacancy	2
Job description	3
Person Specification	3
Advertising the vacancy	7
Applicants	8
Writing an advert	8
Where to advertise	8
Curriculum vitae	9
Shortlisting	9
Informing candidates	11
Writing interview questions	11
The interview	11
Involving Members	13
Additional selection methods	13
Decision making	14
Job offers	15
References	16
Offers to candidates already employed at DBC	16
Appendix 1 - Recruitment and Selection – Policy Statement	17

Code of practice on recruitment and selection

Introduction

1. The effectiveness of the Council's service is largely dependent upon the quality of its employees. One of the most important tasks a manager undertakes is to recruit new employees. Not only is recruitment time consuming, but it is also costly, and managers must ensure that they make investments in new employees with care.
2. This Code of Practice has been developed to help all employees who are involved in recruitment and selection to ensure that the best candidate for the post is appointed. It provides a systematic and objective structure that complies with recognised good Human Resource (HR) practice, and ensures that all applicants are treated fairly in accordance with the Council's Equal Opportunity Policy. The Code must be read in conjunction with the Council's Policy Statement on Recruitment and Selection, which is attached at Appendix 1 and the Council's Safeguarding Policy and Procedure that can be found on SharePoint.
3. Consistent application of this Code throughout the Council will leave all applicants with a positive image of Dacorum Borough Council. All of the documents that are referred to in this code and required to recruit can be found on SharePoint / Employment Handbook / Section 1 – recruitment and selection.
4. The recruitment process, from submitting an Establishment Management Form (EMF) to sending the invite to interview emails, is carried out using the EngageATS website.
5. The Group Manager submits the EMF and HR generate the adverts, send the submitted application forms to the recruiting manager and email prospective candidates the interview emails. Guides on how to use the system are available on SharePoint.
6. This code of practice is compliant with Hertfordshire's Safeguarding Children Board's Safe Recruitment guidance.

The vacancy

7. Once a vacancy occurs, it provides an opportunity to review the post. In reviewing the post, a manager should arrange for an exit interview (SharePoint / Employment Handbook/ section 14) to be conducted with the employee. The view of the current post holder may be important in helping to decide how the job will be performed in the future.

8. Consideration will need to be given to whether the job is necessary and if so whether the job description (JD) and person specification (PS) are accurate. If there have been changes in work practices or technology, this may affect the JD and/or PS and, if the job has changed significantly re-evaluation may be needed. Managers must consider whether the current pool of skills and knowledge in the team is appropriate to current needs and future development. If not, this is an opportunity to restructure the post. An EMF must be completed electronically and authorised for all recruitment including temporary, permanent and fixed term posts.
9. In cases where the job has changed significantly it may have an impact on the grade. HR must be consulted at the earliest opportunity to discuss a re-evaluation. Where the grade of a job changes, this will have a budgetary impact and managers should discuss this with their accountant.

Job description and person specification

10. The JD and PS are essential documents in the recruitment and selection process. Their use enables fair and accurate selection decisions, and, as a result they are essential components of the Council's Equal Opportunities Policy. The JD and PS should always be reviewed/prepared by the recruiting manager prior to advertising any post. If there are a number of employees carrying out a similar role the JD should only be varied following consultation with all job holders. Managers must note the implications of significant changes to JD/PS as set out in point 8 above.

Job description

11. A good understanding of job requirements is fundamental to the successful recruitment and selection of employees. Every job must have a JD, which is a statement of what the jobholder is expected to achieve. It describes the main purpose of the job and lists the principal accountabilities and tasks involved.
12. A JD should include the following elements:

Post Title :	This is a useful marketing tool in attracting applicants. It must be as descriptive of the job as possible and avoid jargon.
Post No:	The post number on the establishment.
Directorate:	The Directorate in which the post is located.
Division:	The Division in which the post is located.
Group:	The Group in which the post is located.

Team:	The Team in which the post is located.
Grade:	The Pay Band of the post.
Allowances:	i.e. standby and callout, car allowance, telephone allowance, shift allowance
Responsible To:	The direct line manager of the post.
Supervising:	The total number of posts directly and indirectly supervised
Date:	The date the JD was created.
Job Summary:	This provides a brief description of why the job exists and what it is there to achieve (no more than 2 or 3 sentences). Corporately agreed wording that are applicable to all posts in the Council are also laid out here.
Specific Responsibilities:	Include here a clear description of duties and responsibilities. It may be helpful to break these down under main headings such as Management, Financial, Administrative etc. This must also include any special responsibilities for health and safety or equal opportunities and indicate significant contacts the post holder will have both inside and outside the Authority.
Generic Responsibilities:	Corporately agreed wording that are applicable to all posts in the Council are also laid out here.

- SharePoint / Employment Handbook section 1 shows a standard JD template. EIS has the JD attached for each post. Changes to the JD on EIS will be carried out by the manager (see point 8). Beware of including absolute detail in a JD e.g. cash value of orders as these may vary over time without affecting the individual's grade. Preparing the JD is an essential part of effective and fair recruitment and selection; therefore adequate time needs to be allocated to its preparation. The JD will be used to draw up the PS.

Person specification

- This is a key document in the recruitment and selection procedure. It provides a profile of the ideal person for the post. Along with the JD, the PS is used to draw up the advertisement, shortlist the candidates and write the interview questions. If the PS is drafted correctly, the whole recruitment process is easier

and more objective. A well-drafted PS will enable interview panels to justify decisions.

15. The questioning of applicants at interview and making a decision should only be based on the requirements of the post as indicated in the JD and PS. The interview panel, when writing questions, must ensure that all essential areas of the person specification will have been assessed/measured by the end of the interview process. Some areas on the PS can be measured solely from the application form. Questions must be asked to cover all those areas that cannot be adequately measured from the application form, or some kind of test applied, i.e., presentation/written exercise. HR can provide advice on this area.
16. In order to avoid discrimination, the PS must be reviewed/updated every time the post becomes vacant. It must only contain criteria that match the real requirements of the job.
17. The PS is provided to candidates with the JD to enable them to identify whether they have the essential skills and attributes to apply for the position.

Writing a person specification

18. To draft a PS, managers should systematically go through the JD and decide upon a range of criteria that relate to the job. These criteria should be grouped under the following headings:
 - Education, Professional Qualifications and Training
 - Skills, Abilities and Special Knowledge
 - Previous Experience
 - Personal Circumstances
 - Genuine Occupational Qualifications
19. Under each heading, the criteria are then sorted into those categories that are considered:

Essential: All shortlisted candidates must have demonstrated that they meet these criteria. All applicants who have a disability who have demonstrated that they meet the essential criteria must be offered an interview. Managers must ensure that these criteria are really essential to undertake the duties, as they may be needed to justify this decision. Inclusion of criteria that are not essential to the post may be indirectly discriminatory e.g. asking for 5 GCSE's for basic clerical work.

Desirable: These criteria are desirable but not essential, they enable managers to reduce the shortlist by selecting the best candidates where there are too many who meet all the essential criteria.

20. All criteria must be able to be measured and/or assessed. This section asks selectors to consider how this can be achieved. For example can the criteria be tested at interview, from the application form, by verification of qualifications, by occupational tests or presentations at interview. If criteria cannot be measured/assessed it must not be included.

Guidance on how to complete a person specification

21. A copy of a PS form can be found on SharePoint / Employment Handbook /Section 1 and is available on EIS for each post and must be updated by the manager (see point 8). Guidance on what to include in each section is provided below.

Education, Professional Qualifications and Training

22. Only ask for essential qualifications, or their equivalent, which can be justified. Consider whether experience or training can be a substitute for formal qualifications and alternative routes to qualifications including NVQ's. Remember to stipulate the level of professional qualification and whether this should be obtained by exam. State any training you require applicants to have already undertaken, and if willingness to undertake further training is a requirement of the post.

Skills, Abilities and Specialist Knowledge

23. Define those skills and abilities critical to the job, or any special knowledge required e.g. keyboard skills, specialist technical skills. Consider intellectual skills such as numeracy, communication, interpersonal skills, negotiation skills, ability to analyse information, data and statistics, problem solving skills, presentation skills, report writing skills, decision making skills, managerial/supervisory skills. Also consider practical skills and abilities including manual dexterity, ability to use equipment and machinery etc.
24. Any specialist knowledge required must be stated, and if possible, specify the level of knowledge required e.g. specialist knowledge of regulations/legislation, systems, techniques, equipment or specialist knowledge of a professional nature.

Previous Experience

25. Experience required should not just be limited to employment history. Other sources such as voluntary work, community work or caring roles may be useful sources of experience and this should be stated where appropriate. You must include any experience that a candidate will require that is relevant to the needs of the job. Try to specify the quality, length or level of experience that is required. As a general rule, 2 years in a particular job or 5 years in a particular

field should be the maximum a job needs. Remember that in many cases knowledge can be an acceptable alternative to experience.

Personal Circumstances

26. Requirements which relate to personal circumstances will need to be specified where they affect the person's ability to perform the job e.g. ability to work unsociable hours, requirement to live in tied accommodation, ability to attend evening meetings, requirement to wear uniform/personal protective equipment. The requirements must be justified and must not discriminate any of the protected characteristics. Personal circumstances that are unrelated to the job must not be included. All requirements need to be specified from the point of view of the job requirements e.g. 'available to work evenings', rather than 'must have adequate childcare arrangements to cover evening meetings' or 'must have access to transport' rather than 'must drive'. If a risk assessment indicates that the postholder should be subject to a DBS or vaccinated against Hepatitis B this must be stated in the Person Specification.

Genuine Occupational Qualification (GOQ)

27. A GOQ applies in cases where being of a particular sex or race is a specific requirement of the job because of the nature of the work to be done. There are very few such cases at DBC and advice should be sought from HR before applying these criteria. Where a GOQ is specified it will always be an essential criterion as per the Equality Act 2010.

Advertising the vacancy

28. All vacancies must be advertised internally and externally at the same time except where:
- redundancies are taking place in the organisation*
 - an employee is seeking redeployment on medical grounds

*Redundancies that apply to permanent employees and temporary employees with more than 2 years continuous service.

29. Advertising is a powerful tool in recruitment. However, if used inappropriately it can be expensive as well as disappointingly unproductive. A good advert is not measured by the number of replies it attracts, but by the number of suitable candidates.
30. The advert should be clear and concise, bringing out the essential elements of the JD and PS. This can serve to discourage would be applicants who lack the experience and qualifications required and make the advert more effective.
31. The recruiting officer is responsible for drafting the advertisement and HR will provide any advice as required. Due to the costs of advertising, the content

should be no more than 100 words. HR will ensure that the following are included in a corporate style and template:

- Directorate
- Job Title
- Post No (this is used as the reference number).
- Pay, Benefits and allowances (Pro rata information must be provided for part-time roles)
- Closing date
- Requirement for DBS if applicable and level of disclosure required (see section 4 of the Employment Handbook).

32. HR will ensure all advertisements carry the DBC logo, the ✓✓ Disability symbol, the DBC Minicom number, the IIP symbol, information regarding the benefits of working for DBC, information regarding how to apply/obtain further information for the post, and the Equal Opportunities Statement. For adverts placed in the national press HR must consider including details about the area of Dacorum.

Applicants

33. All employees are entitled to apply for vacancies, however, DBC employees with 2 years or more service seeking redeployment due to redundancy, or employees seeking redeployment on medical grounds will be given prior consideration before other candidates.

Writing an advert

To write an advert requires the JD, PS and details of pay and benefits. It must be specific, succinct and clear, identifying those features that will have a positive appeal. All requirements must be as stated in the PS. The recruiting officer must ensure that the advertisement reaches HR before the deadline for the relevant publication (deadlines vary and can be obtained from HR).

Where to advertise

34. Advertisements will be placed in the internally and externally concurrently. External adverts will be placed on the Engage ATS Website and in external professional publications, on websites and on social media if deemed appropriate.
35. As it is very expensive to advertise in some national publications, adverts will not normally appear in more than one national publication. External adverts are placed via a recruitment advertising agency who can advise on choice of media, costs, deadlines etc.

36. HR can request records of responses received to previous advertisements/publications in order to analyse how successful these have been.

Curriculum Vitae (CV)

37. It is not the Council's policy to accept CV.'s. To comply with our equalities policy, all candidates must complete both the electronic application form and Equal Opportunities Monitoring form. The application form requires applicants to confirm that their completed form contains correct information, and details the implications of a subsequent discovery that false information has been supplied. CV's are not appropriate and do not usually address the specific requirements of the person specification (or enable the candidate to be given equal consideration with other candidates).

If a CV is submitted and there is time before the closing date, HR will contact the applicant to tell them to complete their application electronically.

HR receives completed application forms electronically. . Once the post has closed HR will email the recruiting manager the application forms.

Shortlisting

38. Shortlisting must take place as soon as possible after the closing date and should be carried out by a minimum of two people from the interview panel, either independently or together. In the event that a member of the interview panel is a relative/friend or known to an applicant, he/she may not be involved in any process related to that applicant. Both employees carrying out shortlisting must be DBC trained in recruitment and selection. Employees must contact HR for training. HR are able to carry out refresher recruitment and selection training upon request.
39. Shortlisting is the process by which the information provided by candidates is measured against the essential and desirable criteria in the PS. It will only be possible to evaluate some of the required criteria from the application form at the shortlisting stage (e.g. qualifications and experience); however other criteria will need to be assessed at interview. Qualifications stated as essential will need to be confirmed at interview by applicants producing original certificates, and this will be stated in the email calling applicants to interview.
40. As a first stage all candidates who meet the essential requirements of the post should be identified. If this method produces an unmanageable shortlist, candidates should be assessed against the desirable criteria to reduce the numbers to a reasonable shortlist.

41. Not all the selection criteria may be of equal importance. Panels may decide to weight the desirable criteria in order of importance in order to shortlist. (There is no need to weight essential criteria.)
42. DBC policies, and our application form, state that we guarantee to interview all applicants with a disability who meet the essential criteria stated in the PS. At the shortlisting stage it is essential that a candidate with a disability is not inadvertently excluded, e.g., when manual dexterity is required, a person with a disability may be able to carry out the work with reasonable adjustments such as adaptations to the job or with specialist equipment. It is essential that HR are consulted to provide information regarding reasonable adjustments.
43. Advice from HR must be sought where there are concerns regarding gaps in employment history.
44. When carrying out shortlisting it is essential that a DBC shortlisting grid (SharePoint / Employment Handbook / Section 1) is used and only criteria that can be measured from the application form should be considered. Written / electronic shortlisting documentation must be kept together with application forms for a period of 6 months after the date of appointment. After this time HR will shred/delete all unsuccessful candidate documentation. If a candidate requests information on why they are not shortlisted, or if a complaint of discrimination with regard to shortlisting or selection following interview is received, HR must be contacted immediately. Panels must not comment to other applicants regarding other candidates.

Reasons for not shortlisting

45. Apart from failure to meet the shortlisting criteria, the following are justifiable reasons for not shortlisting a candidate:

Late application:

Applications received after the closing date are not usually considered, however it is important to consider any reasons for lateness. In addition, if there are very few candidates it may be possible to extend the closing date. The final decision for accepting / rejecting an application form rests with the recruiting manager.

Incomplete application form:

HR should be consulted in cases of incomplete applications in order to ensure that there is not a breach of law relating to discrimination. As the application process is electronic this situation should be rare. Provision of insufficient information can be a reason for not shortlisting.

False information:	False information on an application form will lead to disqualification, and if a candidate is appointed, and it is discovered that false information has been provided during recruitment and selection, this may lead to dismissal.
Canvassing:	Canvassing of Councillors, senior employees, or interview panel members will lead to disqualification.
Previous dismissal:	Employees who have previously been dismissed from the Council on grounds of misconduct or capability must not be re-employed. Panels should check work experience history on application forms thoroughly. HR must be consulted for advice on this area.

Informing candidates

46. Managers must notify HR of the candidates shortlisted for interview using the shortlisting form (SharePoint / Employment handbook / Section 1). This form enables HR to send out emails with all necessary information regarding the interview. It ensures that a number of essential steps are carried out, for example, the requirement to bring statutory documentation to interview.

Writing interview questions

47. The panel must write interview questions for each essential criteria that cannot be measured from the application form, and model answers, using the candidate assessment form (SharePoint / Employment handbook / Section 1). Questions and model answers may also be written for desirable criteria. This will enable fair and consistent assessment of each candidate's answers.
48. Questions may be asked to clarify any areas within the application form. Model answers for any recruitment tests, and the content sought by the panel from any candidate presentation must be agreed prior to interview in order for these areas to be fairly assessed and marked.

The interview

49. The interview and any tests/presentation are the main basis for deciding which candidate best meets the PS. The objective of the interview is:
- To determine each candidate's suitability for the job when measured against the PS.
 - To select the best person for the job and ensure that standards of service remain high.

In addition, a further objective of the interview is to provide candidates with a positive impression of DBC as an employer.

The interview panel should consist of a minimum of two people, one of whom must be trained in recruitment and selection. This Code of Practice cannot cover the many interviewing techniques or give an opportunity to practice them. Attending Recruitment and Selection training / DORIS training will.

50. The members of the interview panel must agree in advance the format of the interview, the questions that will be asked and by whom. A person should be nominated to “chair” the interview by welcoming the candidate(s), introducing the panel members and co-ordinating the interview process.
51. A Candidate Assessment Form (SharePoint / Employment Handbook / Section 1) must be used to record each candidate’s answers at interview. These can then be easily assessed against the agreed model answers of the interview panel.
52. The same questions must be put to all candidates, including internal candidates. Do not assume that internal candidates have a knowledge that external candidates do not. The interview should normally last between 30 and 60 minutes, although this will vary. The same amount of time should be allocated to each candidate so that they all have an equal opportunity to answer the questions.
53. Although the same questions must be put to each candidate, supplementary and follow up questions may be necessary in order for the candidates to successfully demonstrate their skills and abilities. Interviewers should adopt a consistent approach with all candidates, and ensure they ask questions to assess each candidate against all criteria.
54. Apart from initial ‘ice-breaking’ questions, questions irrelevant to the post must not be asked at interview as they could prove to be discriminatory (e.g. asking about family commitments or personal interests where these are unrelated to the job). Where the job involves unsocial or irregular hours, these facts must be presented to all candidates. It is acceptable to ask all candidates whether they have fully understood and can comply with these requirements.
55. Notes must be taken by all panel members, using the Candidate Assessment Form. An objective assessment of each candidate’s answer to each question must be made using the model answers previously agreed. This will enable fair and consistent assessment of each candidate’s answers.

56. In the invite to interview email, all applicants will be asked to bring the documentation to their interview. At the end of the interview; documents should be photocopied, signed and dated to state they are a true copy and the originals returned.

Documentation proving right to work in the UK. Guidance on prevention of illegal working can be found at

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/276790/full-guide.pdf

57. All shortlisted applicants will be sent a Criminal Record Declaration Form. They will be asked to complete this (in the letter calling them for interview) seal it in an envelope and bring to their interview. The envelope will only be opened by the recruiting officer in relation to the successful candidate, prior to making the verbal job offer, and any declared convictions must be discussed with HR. Only convictions relevant to the job should be considered and a DBS Risk Assessment form completed (SharePoint / Employment Handbook / Section 4) All other envelopes for unsuccessful candidates will remain unopened and must be destroyed as confidential waste.
58. The recruiting manager should inform candidates at interview stage of the conditions of service.

Involving Members

59. Officers will normally make appointments to the Council, however, Members will be involved in the following appointments:
- For the Chief Executive and Director posts. The Appointments Sub-Committee, which deals with the appointment of such posts, will comprise a minimum of 5 Members plus the Chief Executive (in the case of Directors posts). The Chair will hold the casting vote.
 - Appointments – Salary over £100k per annum:
The decision on which roles attract salaries over £100k per annum will be initially determined by the Chief Executive, as Head of the Paid Service, and the Leader of the Council, in consultation with HR. The Council’s Cabinet will review the proposed salary package and make a recommendation to Full Council.

Additional selection methods

60. The following are additional methods of selection that can be used to support and compliment the recruitment interview. Shortlisted candidates must be informed about these when called for interview:

Presentation: These are useful when the job involves an element of training, presentation or Committee work. If a presentation is to be used, candidates must be advised of this when invited to interview, with the title of their presentation and

of any other information the panel wish to provide (including background data, reports or statistics where appropriate). Candidates must be informed of the format of the presentation required (i.e., PowerPoint/use of memory stick). Panel members must agree what is to be scored in the presentation i.e. content, style, communication, innovation, in order for all candidates to be fairly scored/assessed in this area.

Written work: Candidates may be set a job-related task, which requires a written answer in report, letter or email format. This will test each candidate's ability to draw from their own experience and knowledge and their ability to communicate effectively in writing. It is a valid test where the post involves a significant amount of report/ letter writing, minute taking etc. Panel members must agree in advance what is to be scored from the exercise, in order for all candidates to be fairly scored/assessed in this area. This may include assessment of such things as content, reasoning, style and format.

Group exercise: This is a technique used to stimulate discussion between candidates on a work-related topic or problem. Panels can use a structured or unstructured group discussion, either with or without a designated leader. This technique provides an opportunity to assess candidates' ability to lead a group, performance as a team member, persuading and influencing skills, ability to express ideas and argue a case. Interpretation of group dynamics is a complex task and assistance should always be sought from HR before using this technique.

61. A combination of tests can be used in order to assess candidates' suitability for posts. HR should be consulted in order to ensure fairness, and compliance with employment law, particularly laws relating to discrimination.

Decision making

62. In order to make the final selection of the successful candidate, the panel will have assessed the answers to each question against their agreed model answer, using the candidate assessment form, to obtain a total score for each candidate. Scores from tests/presentations must be considered. Any candidate scoring 2 or less in any question relating to essential criteria is not appointable. The person who scores the highest overall, i.e. most closely meets the requirements of the PS, should be appointed. At this stage, the appointing officer should consider the successful applicant's Criminal Record Declaration Form.

The appointing officer should discuss any convictions declared with a member of HR and only convictions relevant to the job should be considered. A DBS Risk Assessment form must be completed. (SharePoint/ Employment Handbook / Section 4) It is essential to retain all recruitment and selection documentation for 6 months after the date of appointment, as it may be required as evidence should any candidate seek to challenge the panel's decision (for example, lodging a complaint at employment tribunal).

The recruiting officer must obtain the following documentation from the successful candidate at interview, in order to pass to HR to be placed on the personal file of the successful candidate (if this has not been obtained, then the successful candidate must provide these as a matter of urgency before an offer of employment can be made) :

- Proof of right to work in the UK, guidance on prevention of illegal working can be found at https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/276790/full-guide.pdf
- Copies of original certificates confirming essential qualifications/training
- Criminal record declaration form
- Signed application form
- Short-listing paperwork
- Anticipated start date and salary information

Job offers

63. HR will produce the offer letter and written particulars of employment for the successful candidate and send out emails via Engage ATS to those candidates who were unsuccessful at interview. All candidates must be informed of the decision as quickly as possible after the interviews, and the recruiting officer must offer the post verbally to the successful candidate. The verbal offer should include the post title, salary, any additional benefits, location of the role, post title and name of manager. Information may be sought verbally regarding a likely date of commencement of employment with DBC. It must be explained that this is a conditional offer subject to satisfactory references, medical clearance, and DBS if applicable. If internal candidates have been unsuccessful, they must be offered the opportunity to have feedback, and it is preferable that this is face to face. HR can advise on the provision of feedback. External candidates may be provided with feedback upon request, and this will usually be over the telephone. A clear explanation must be given relating to the model answers which were sought to questions, and the answers that the candidate gave. If more than one candidate is appointable, it is acceptable to designate a reserve or second choice, should the chosen candidate withdraw or refuse the offer. HR can advise on the content of letters to be sent out to reserve/second choice candidates.

64. If the panel is unable to appoint, i.e. the candidates have not met the essential requirements of the PS, the following options are open to them:
- Re-interview those candidates who have met most of the criteria required but where there is concern about a specific area or areas.
 - Re-advertise the post.

In a case where panels are unable to appoint from the first interview they should not go back and interview candidates who were not considered to meet the minimum criteria at the original shortlisting.

References

65. References must be obtained by HR, and approved by the recruiting officer, for all employees before they start work with DBC. They will be kept electronically on the successful candidate's personal file. References must be from the manager of the employee at their current, most recent and/or previous employer. Referees can be appropriate from teachers or lecturers in the case of individuals taking up employment following education; however references should always be taken from previous employers where a reasonable amount of time has been spent in employment and HR will advise upon this. HR will ensure that care is taken not to take up references from current employers until the candidate provides consent to do so.

Offers to candidates already employed at Dacorum Borough Council

66. HR will establish the date of any previous medical clearance carried out for successful candidates who are already employed by the Council (i.e., those in a temporary position), and will consider whether the new employment is significantly different to that previously/currently undertaken, such that medical clearance may be appropriate. If there are concerns regarding the candidate's sickness record, or health, with DBC, medical clearance may be appropriate. HR will consider the implications of the Equality Act.

Recruitment and selection policy statement

- 1 DBC recognises that the effectiveness of the Council's service is largely dependent upon the quality of its employees.
- 2 One of the most important tasks a manager undertakes is to recruit new employees. Recruitment is both time consuming and costly, and if mistakes are made they can have a long lasting impact upon the Council. Managers must ensure they make investments in new employees with care.
- 3 This Policy Statement will be supplemented by a Code of Practice on Recruitment and Selection aimed at ensuring that:

- a) the Council's commitment to being an equal opportunities employer is applied throughout recruitment procedures,
- b) all candidates are treated with respect and are left with a favourable impression of DBC,
- c) no applicant or employee receives less favourable treatment on grounds that are irrelevant to the requirements of the post,
- d) all employees and Members involved in recruitment and selection will receive appropriate training,
- e) a job description and person specification will be prepared prior to any post being advertised,
- f) shortlisting will be based solely on the criteria and skills set out in the person specification and job description. A minimum of two interview panel members will shortlist either independently or together.
- g) a minimum of two people will be involved in interviewing candidates, including the line manager of the vacant post. In the case of Chief Executive and Directors posts, an interview panel comprising of 5 Members and advised by Officers will be convened,
- h) In the event that it is considered necessary to ask candidates to undertake practical tests of skills directly related to the job, e.g. keyboard skills, minute taking, or to carry out a presentation, HR should always be contacted for advice before using tests/presentations.

4 This Policy will apply to all employees and Members of the Council.