North East Derbyshire District Council

Council

11 July 2016

Recruitment & Selection Policy and Guidance Documents

Report of Councillor N Barker, Portfolio Holder with Responsibility for Human Resources, Training and Member Development

This report is public

Purpose of the Report

- To ask Council to approve the attached draft Joint Recruitment and Selection policy and guidance documents.

1   Report Details

1.1   The joint policy and guidance documents have already been considered and supported by Strategic Alliance Management Team and the Council Joint Consultation Group.

1.2   Attached at **Appendix 1** is the draft Recruitment and Selection policy and at **Appendix 2** are the guidance documents and templates, for consideration by Council.

1.3   The joint policy and guidance documents will apply across North East Derbyshire District Council and Bolsover District Council.

2   Conclusions and Reasons for Recommendation

2.1   The policy and guidance documents are new and not based on the Council's existing policies. The intention is to provide a generic policy based on good practice with local requirements added. The key difference for North East Derbyshire District Council is the requirement to use a scoring system at interviews to confirm objectivity in decision making on who to appoint.

4   Alternative Options and Reasons for Rejection

4.1   None arising directly from this report.

5   Implications

5.1   **Finance and Risk Implications**

5.1.1 Not applicable at this stage.

5.2   **Legal Implications including Data Protection**

5.2.1 Full account has been taken of relevant legislation and case law, as well as the ACAS Code of Practice on recruitment and selection.

5.3   **Human Resources Implications**

5.3.1 This will facilitate consistency of approach by joint senior managers.

6   Recommendations

6.1   That Council approve the draft Recruitment and Selection Policy and Guidance attached.

7   Decision Information

Is the decision a Key Decision? (A Key Decision is an executive decision which results in income or expenditure to the Council of £50,000 or more or which has a significant impact on two or more District wards)	N/A
Is the decision subject to Call-In? (Only Key Decisions are subject to Call-In)	N/A
District Wards Affected	N/A
Links to Corporate Plan priorities or Policy Framework	

8   <u>Document Information</u>

Appendix No	Title
1 2	Draft Recruitment and Selection Policy Recruitment and Selection Guidance 2016
Background Papers (These are unpublished works which have been relied on to a material extent when preparing the report. They must be listed in the section below. If the report is going to Cabinet (NEDDC) or Executive (BDC) you must provide copies of the background papers)	

Report Author	Contact Number
Peter Wilmot – HR Manager	(01246) 217137

AGIN 10 (COUNCIL 0711) Recruitment & Selection Policy/AJD

Recruitment and Selection Policy

1st April 2016

Bolsover District Council

North East Derbyshire District Council

We speak your language

Polish
Mówimy Twoim językiem

French
Nous parlons votre langue

Spanish
Hablamos su idioma

Slovak
Rozprávame Vaším jazykom

Chinese
我们会说你的语言

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CONTROL SHEET FOR RECRUITMENT AND SELECTION POLICY

Policy Details	Comments / Confirmation (To be updated as the document progresses)
Policy title	**Recruitment and Selection Policy**
Current status – i.e. first draft, version 2 or final version	Draft 19
Policy author	Peter Wilmot
Location of policy – i.e. L-drive, shared drive	Intranet
Member route for approval	
Cabinet Member (if applicable)	Councillor Ann Syrett and Councillor Nigel Barker
Equality Impact Assessment approval date	TBA
Partnership involvement (if applicable)	
Final policy approval route i.e. Executive/ Council /Planning Committee	UECC/JCG – Council
Date policy approved	
Date policy due for review (maximum three years)	
Date policy forwarded to Strategy and Performance (to include on Intranet and Internet if applicable to the public)	

1.   Introduction

1.1   The success of the Council is dependent on the quality, performance and commitment of its employees led by its Strategic Alliance Management Team (SAMT). The Council's aim is to attract and retain the highest quality people to meet its objectives and deliver services of the highest standard. The purpose of this policy is to ensure all employees involved in recruitment and selection are aware of all the procedures involved to enable them to undertake their responsibilities fairly and correctly.

2.   Principles

2.1   The Council intends that, through its recruitment and selection policy the best applicant is recruited and selected regardless of sex, race, religion or belief, disability, marriage and civil partnership, pregnancy and maternity status, age, transgender or sexual orientation.

2.2   The Council will ensure that no job applicant receives less favourable treatment than any other throughout the recruitment and selection process and that candidates are selected using appropriate and relevant methods and criteria. All employees directly involved with recruitment will have received recruitment and selection training by the Council or where there is a representative on the interview who is not an employee of the Council verification will be sought as to their competence.

2.3   The Council is committed to retaining and developing existing employees and to providing them with the opportunity to develop their long term careers with the Council. Existing employees will be encouraged to apply for promotion vacancies wherever possible.

2.4   Recruiting managers should seek advice from the Human Resource service on recruitment and selection throughout the process to ensure a consistent approach across the Council.

2.5   All Chief Officer posts will be subject to elected member approval and where necessary full Council approval.

3.   Establishing a Vacancy

3.1   When a position becomes vacant, the line manager will review the continuing need for the post and if so, whether the Job Description/Person Specification need amending or updating. If changes are made to the job description or if it is a new post, a job evaluation should take place prior to advertising to ensure the grade is appropriate.

It is at this stage that the post may be identified as a potential saving or trigger a review within the respective Service.

3.2   Vacancies will be advertised only after approval has been received from the Chief Executive, Executive Directors and the Assistant Director of HR and Payroll.

4.   Apprenticeships

4.1   From 2017 the government has introduced a levy for all organisations whose pay bill is over £3 million and in addition for those public sector organisations that employ over 250 employees, a 2.3% workforce target will be introduced which will require the Council to ensure 2.3% of its employees are undertaking an Apprenticeship.

4.2   This may require the organisation to identify posts when they become vacant as possible apprenticeships to advertise.

Job Descriptions

4.3   Job Descriptions should be reviewed to ensure that the job purpose and responsibilities reflect the role accurately. Managers need to be aware that if the job description requires significant change there is likely to be job evaluation implications. Care must be taken to avoid any discriminatory requirements, and consideration should be given to terminology used to ensure that no minority group is excluded.

Person Specification

4.4   This describes what is required to undertake the role. It should specify essential and desirable criteria and every item in the person specification must be:
*   relevant for the effective performance of the job as set out in the job description;
*   assessable by interview, employment checks, application form, tests or another objective means;
*   legal and compliant with the Council's policies and procedures.

5. Politically Restricted Posts

5.1   Where a post is designated as politically restricted in accordance with prevailing legislation, this should be made clear on the advertisement and all recruitment documentation. The full list of the Council's politically restricted posts is available on the intranet.

6.   Finding suitable candidates

6.1   Subject to posts being ring-fenced for employees at risk all vacancies will be advertised internally as a minimum.

6.2   The relevant manager in consultation with the Human Resources Service will select the external media based on market knowledge, the basis of previous success,

equality considerations and cost. The recruiting manager will also be responsible for the drafting of adverts.

6.3   The Council may choose to engage an Executive Search Company for very senior or specialist posts or to enhance the scope of the search and to help attain improved diversity at senior levels.

7.   Application Forms and Information

7.1   The Council offers prospective job candidates the facility of applying for vacancies online and downloading any associated documents from the Council's website. Alternative formats or officer support is available to disabled applicants with specific communication needs on request. Application forms will be sent out if requested via email or post.

7.2   An equal opportunities monitoring form will be sent with all job application packs. It is important that these forms are filed separately from application forms, and must only be used for the collection of equal opportunities data for monitoring purposes. All applications will be monitored by gender, ethnic background, age, disability, sexual orientation and religion or belief.

7.3   All applications will be kept securely on file for at least six months and will then be destroyed as confidential waste.

8.   Short-listing Applications

8.1   All applicants will be short-listed from criteria which have been established using the job description and person specification. All applicants who meet the **essential criteria** will progress to the next stage of the process. At least two trained officers will be involved in the whole of the short-listing process, one of whom should be the recruiting manager.

8.2   Recruiting Managers are responsible for clearly noting any reasons for rejection.

9.   Job Share

9.1   Job sharing is defined as the voluntary sharing of an established post by two people, either through the creation of a vacancy, or by an existing postholder expressing the wish to participate in a job share arrangement. The normal recruitment and selection policy applies. Further details can be found in the Job Share Policy on the intranet.

9.2   Any requests from candidates to work on a job share basis must be considered positively, and applicants should be advised if an impact on service delivery makes such arrangements impractical.

<u>Relatives of Council Members or Officers.</u>

9.3   A candidate applying for any appointment with the Council who knows that they are related to, or has a close personal relationship with, any Member of the Council or officer of the Council shall, when making an application, disclose that relationship on the application form. A candidate who fails to disclose such a relationship may be disqualified for the appointment or following appointment this will be considered as misconduct and may render the employee liable to dismissal.

<u>Canvassing</u>

9.4   The canvassing of Members or officers of the Council directly or indirectly for any appointment with the Council shall disqualify the candidate concerned for that appointment.

9.5   Canvassing on a candidate's behalf will make that candidate liable for disqualification or following the appointment be considered as misconduct and may render the employee liable to dismissal.

10.   The Interview Panel

10.1   Each interview panel will consist of at least two trained officers, and the same panel should carry out all of the interviews. The Panel may invite suitably trained representatives from partner organisations to attend provided it is verified that they are competent to contribute to the process.

10.2   Any panel member who has a conflict of interest, (e.g. who knows or is related to the candidate), must declare this to their line manager and the Human Resources Service who will make a decision as to whether it is appropriate for that person to remain on the panel.

10.3   The panel will develop interview questions against the person specification to ensure the same basic questions are consistent for all candidates.

10.4   Selection methods will normally be a minimum of short listing from the application form and a panel interview. However the Council in some circumstances may use testing where there are large numbers of shortlisted candidates, to reduce numbers to a manageable level. A scoring system will be used for all selection interviews. Recruiting Managers are responsible for providing clear notes on each candidate interview.

Please remember that the information given orally to a candidate at the interview or offer stage of the recruitment process may form the basis of the contract of employment.

<u>Interviewing Disabled Applicants</u>

10.5   In pursuing obligations under the Equality Act 2010, the Council will assess all applicants' merits as they would be after any reasonable adjustments had been made. Therefore, all applicants invited to interview will be asked the question if there are any adjustments required. Recruiting officers should seek advice from Human Resources Service on this. Under no circumstances must a response to the question be used to discriminate against the candidate. A record should be kept of any request for adjustments and reasons for any decision made.

11.   Selection Tests

11.1   Selection tests will be used if it is felt necessary to test areas of skill, knowledge or aptitude that cannot be easily assessed by information given on the application form or during the interview. Advice on the most appropriate tests or other selection activities that can be used to enhance a selection interview process can be obtained from Human Resources Service.

12.   Informing Candidates of the Outcome

12.1   The recruiting manager will inform the Successful candidates orally as soon as possible after the completion of the selection process. Unsuccessful candidates should be contacted by the manager either orally or in writing (email).

12.2   Written offers of employment will be **con**ditional upon the relevant pre-employment checks. If the information received in these checks is unsatisfactory or borderline, the Human Resources Service will discuss this with the line manager/Joint Assistant Director or Executive Director.

<u>References</u>

12.3   All applications should contain the names and addresses of two referees, who should normally be the applicant's most recent employers and who are in a position of responsibility relative to the applicant, ie line manager etc. This is still the case for internal candidates if they are applying for a job within a different department. In the case of an applicant who has been out of a job for a long time (eg long term unemployment following redundancy, a career break because of family commitments etc), an employment reference should still be sought where possible, although a character reference may suffice dependent upon the circumstances. School leavers may provide references from casual employment, and from school teachers etc. Applicants will not be appointed until two satisfactory references are received. (However, when recruiting apprentices the receipt of only one reference is required.)

12.4   In the event of non receipt of a reference, or receipt of an unsatisfactory reference, the Human Resources Service will discuss this with the recruiting manager.

<u>Document checks</u>

12.5 Successful candidates are expected to produce relevant original documents to the Human Resources and Payroll section as proof of identify and qualifications when they commence employment or during the employment checking stage. If it is discovered at a later stage that any information provided is false on any documents including the application form, this will usually lead to dismissal.

12.6 In the event that an unsatisfactory check is received, a HR representative will discuss this with the relevant manager. This may result in the offer of employment being withdrawn.

<u>Asylum and Immigration Checks</u>

12.7 Provisions in the Immigration, Asylum and Nationality Act 2006, which came into force on 29 February 2008, make it a criminal offence to employ a person who does not have the right to work in the UK.

12.8 Prospective employees will be asked to provide the necessary documentation required to comply with the Act and Home Office guidance.

<u>Qualification Check</u>

12.9 If qualifications are an essential part of the job, then verification of qualifications must be made before an offer of appointment. This must be done by the line manager and or a representative of HR and Payroll Service who must see original certificates. A copy of the certificates should be taken to place on the individual's personal file.

<u>Pre-employment medical checks</u>

12.10 Successful candidates will be offered the post subject to satisfactory completion of an occupational health assessment questionnaire prior to commencing work with the Council. It is the responsibility of the line manager/HR and Payroll Service to ensure that medical clearance is received prior to a formal offer of appointment. A successful applicant may be invited to attend a medical with the authority's Occupational Health Adviser as part of this process.

<u>Disclosure and Barring Checks</u>

12.11 If the post involves access to children or vulnerable adults, then a disclosure application must be made via the Disclosure and Barring Service. This applies to all employees, volunteers and work placement students.

<u>BPSS Checks</u>

12.12 Baseline Personal Security Standard (BPSS) 'unspent conviction' checks are undertaken on new starters and on users of Public Services Network Services.

13. Induction

13.1 Every new employee must attend the mandatory training which includes Data Protection, Freedom of Information, Equality and Diversity and Customer Service. This is organised by the Customer Service and Improvement section. This should ideally be completed within three months of starting with the Council, and is in addition to local induction which is arranged by the line manager and supported by a series of checklists.

14. Probation

14.1 A probationary period of six months will be applied to all employees new to Local Government. Details are covered in the Probationary Policy on the intranet.

15. Retention of Information

15.1 Records relating to the recruitment and selection process will be retained by The Council for at least six months, and in accordance with the Data Protection Act 1998. Recruiting managers must forward all related recruitment documentation to the HR and Payroll Service after the recruitment process has been completed. Following the six month period it will be destroyed confidentially.

15.2 Short listing and recruitment records can be released as a result of a Subject Access Request under the Data Protection Act provisions.

16. Review and Monitoring

16.1 Equal opportunities statistics and data will be recorded, monitored and reported on a regular basis in accordance with the relevant equalities policy.

16.2 The policy will be reviewed on a regular basis to ensure it is consistent with legislation and best practice.

17. Complaints

17.1 If an unsuccessful external candidate wishes to make a complaint this should be dealt with as outlined in the Council's Compliments/Comments and Complaints policy. If an internal candidate has a complaint he/she is entitled to either raise this informally or to raise it via the Council's Grievance Policy.

Appendix 2

Recruitment and Selection Guidance 2016

Introduction

This document provides additional guidance and template documents to complement the Council's Recruitment and Selection Policy.

Job Description

Clarifies for everyone the requirements of the job and provides a basis for drawing up the person specification. It will also set performance expectations. A job description template is included at appendix 1.

Person Specification

Describes what is needed to undertake the role, A Person Specification is included as appendix 2 It should specify essential and if appropriate desirable criteria such as:

- knowledge and qualifications
- experience
- skills
- Other requirements

Every item in the person specification must be:

- relevant and required for the effective performance of the job as set out in the job description;
- assessable by interview, employment checks, application form, tests or another objective means;
- legal and compliant with the Council's policies and procedures.

Areas to avoid in person specifications include:

- age related requirements (unless it is legally required);
- unnecessary qualifications;
- length of experience needed unless it is possible to justify why that amount is required;
- physical requirements, apart from the necessity of the person being fit for the post applied for.

Vacancy Approval Process

To advertise a vacancy, the manager will complete the online 'Request to Recruit to Vacancy' form, which is available via the intranet and a sample version is included as appendix 3. This will be submitted it to the Assistant Director of HR and Payroll who will then consult and seek approval from the Executive Directors.

Shortlisting

The Shortlisting Panel of at least two officers will assess whether candidates meet the criteria as set out on the person specification with a view to drawing up a shortlist of candidates for the next phase of evaluation and completing the Recruitment Shortlisting form included at appendix 4.

Interview Invitations

Invitation letters to candidates can be sent out either by the recruiting department if they have the resources to arrange this or alternatively the HR and Payroll service can provide this service at the department's request. It is important however that sufficient notice is provided if the HR and Payroll service is being requested to undertake this role, bearing in mind the candidate will also require notice themselves of the interview time and date.

Interviews

Used to assess the skills, experience and general background of job applicants in order to make a decision on which candidate is the most suitable for a particular job.

Questions should be structured to explore facts, and interviewers should take care not to make decisions based on assumptions about applicants linked to their own subjective views and opinions.

Interviewers should ask the same questions to all applicants. This approach ensures consistency and fairness. However interviewers can ask supplementary questions to seek clarification or further information or if there is a query on the application.

Interview Guidelines

- Make sure the practicalities are handled to set a candidate at ease before the interview starts – welcome them, show them where the toilets are and ask if they would like a drink. Most importantly, make sure the interview will not be interrupted by visitors or telephone calls.

- Interviews must be conducted by more than one person to avoid unintended or unconscious bias.

- Candidates should be given the same opportunity to demonstrate they are the most suitable person for the role, and to ask questions of the interviewers.

- Understand that it is common for both candidates and interviewers to be nervous.

- Score the candidates' responses to questions as per the guidance at appendix 5

- Avoid asking for personal information or personal views irrelevant to the job

- Avoid asking for medical or health information

- How an interview is handled can vary, but can typically involve:

Conducting the interview

1. Thank the candidate for coming, give them time to sit down and get their application materials in place and then make any introductions
2. Briefly outline information about the role and the Council and that the panel will be taking notes, then move to the first question
3. Keep to the allocated time frame and ensure there is time to ask all the questions. Allow for some flexibility in the time candidates are given to answer questions – for example, by rephrasing a question if they answered it poorly the first time, or to ask for further examples in an answer to a question if there's time at the end of the interview
4. Confirm the last question has been asked, check the candidate is familiar with the terms and conditions of the job and ask if they have any questions
5. Inform the candidate what will happen next and when they can expect to hear about the outcome of the interview.

Effective questioning techniques

- Design questions to check facts, obtain relevant information about each applicant's background, test achievement and assess aptitude and potential.
- Ask specific questions on matters such as the applicant's work experience, qualifications, skills, abilities, ambitions and strengths/weaknesses.
- Ask open questions, i.e. those beginning with "what", "which", "why", "how", "where", "when" and "who", rather than closed questions inviting only a "yes" or "no" answer.
- Ask questions that require the applicant to give examples of real situations that they have experienced, for example: "Tell me about a time when you had to have a difficult conversation with a member of your staff. How did you handle it?"
- Ask factual questions about past experience and behaviour and refrain from making assumptions.

Interview notes

It is essential for managers conducting recruitment interviews to keep notes of the interview and afterwards to make a record of the rationale behind the selection decision, i.e. to note the key reasons or reason why the successful candidate was selected and the other shortlisted candidates rejected. Reasons for this are:

- To provide feedback if required
- To mitigate against the risk of an employment tribunal claim from any candidates.

Managers should be aware that any record created about an individual and placed in a structured file (or input to a computer) will give rise to individual rights under the Data Protection Act 1998. Specifically job applicants will have the right, upon written request, to be given a copy of their own file. Interview notes should therefore be compiled with this in mind.

Pre- Employment Checks

Once the HR and Payroll service have received the notification of appointment and supporting recruitment documentation following the completion of the selection process they will ensure all the pre-employment checks are conducted including the employment and non employment related references. The reference pro-formas are attached at appendix 6 and 7 respectively.

Template Job Description

Job title	
Reports to	
Direct reports	
Grade	
Salary range	

Job purpose

(Provide a brief description of the general nature of the position; an overview of why the job exists; and what the job is to accomplish.)

Duties and responsibilities

1.

2.

3.

4.

5.

6.

7.

8.

9.

Working conditions

(If the job requires a person to work in special working conditions this should be stated in the job description. Special working conditions cover a range of circumstances from regular evening and weekend work, shift work, working outdoors, working with challenging clients, and so forth.)

Physical requirements

(If the job is physically demanding, this should be stated in the job description. A physically demanding job is one where the incumbent is required to stand for extended periods of time, lift heavy objects on a regular basis, do repetitive tasks with few breaks, and so forth.)

Corporate Duties and Responsibilities

To familiarise yourself with the principles of, and key Council documents and policies relating to:

- Health and Safety at Work.
- Equality and Diversity.
- Data Protection (Employees must at all times abide by the principles of the Data Protection Act 1998 and guidance provided by the Council in the form of policies and procedures).
- Customer Service.
- Community Safety (Section 17 of the Crime and Disorder Act requires the Authority and individual employees to consider how community safety can be improved when the functions of the Authority are exercised).
- Safeguarding Vulnerable Adults
- Child Protection Policy.
- Risk Management.

This job description sets out a summary of the key features of the role. It is not intended to be exhaustive and will be subject to review (on an annual basis).

Any other duties commensurate with the grade as determined by management.

Any job description provided to you by the Council will not form part of your contract of employment.

Approved by:	
Date approved:	
Reviewed:	

PERSON SPECIFICATION

Post Title:		Section:	
Directorate:			
Knowledge (Essential)	**AM**	**(Desirable)**	**AM**
• Knowledge of • Understanding of	a, i & c	• Knowledge of	a & i
Qualifications		•	
• Xxx qualification		• Working towards xxx qualifications	
Experience			
• Experience of • Experience of •	a & i	• Experience of • Experience of	a & i
Skills			
• *** skills • *** skills • *** skills • ** skills	a & i		a & i
Other Requirements:			
• Ability to • Ability to •	a & i	• Ability to	a & i

Key to Assessment Methods (AM); (a) application form, (i) interview, (p) presentation, certificate check

(c) (o) others

Equality Act 2010
The ways in which a disabled person meets the criteria for a post must be assessed as they would be after any reasonable adjustments required had been made. In accordance with the Equality Act, candidates will be asked if they have any specific requirements relating to the selections process.

Schedule 9 Part 1.1(1) of the Equality Act also permits targeted recruitment on grounds of Genuine Occupational Requirement.

Approved by:	
Date approved:	
Reviewed:	

Bolsover District Council & North East Derbyshire District Council
Request to Recruit to Vacancy (all posts)
Section One: To be completed by the Manager

1.Line /Service Manager Submitting Request:	
2. Post to be Advertised:	
3. Service:	
4.Post No:	
5.Grade:	
6.Hours per Week:	
7.Contract Type:	
8.Reason for request:	
9.Specific Advertising Media:	
10. Cost Centre:	
11. Checked budget in place to fund vacancy:	

Section Two: To be completed by HR & Payroll only
Signed Authorisation

Chief Executive Officer:	Date:
Executive Director Transformation:	Date:
Executive Director Operations:	Date:
Assistant Director HR & Payroll:	Date:

Recruitment Short-listing Form

This form must be completed by the appropriate line manager. It should be kept along with all relevant recruitment documentation relating to the post.

Post Title: _____ Post Ref: _____ Date of Short-listing: _____

Criteria	Candidates:								
Essential Criteria:									
1									
2									
3									
4									
5									
6									
7									
8									

Line Manager Signature: _____ Date: _____

Template and Guidelines for the use of Scoring Systems in Selection Decisions

☐ A well planned and clearly understood scoring system based on an accurate person specification will help ensure effective selection interviews take place and protect the Council.

☐ Good record keeping during the selection process is also essential to ensure selection decisions can be justified.

☐ The question and scoring documentation should be designed and in place prior to commencing any selection process.

☐ All interviewers should be familiar with the system being used to score candidates. It may be useful to ensure that those with less experience of interviewing have the opportunity to discuss how example responses should be scored.

☐ When designing the scoring system for each post, consideration must be given to the weighting of any score against any of the criteria that the interview panel are using to form their selection decision. This involves identifying aspects of the vacancy that are considered to be particularly important and giving them greater weight in terms of the scoring process.

☐ All interviewers should conduct their own scoring and form an independent view.

☐ It is also worth taking the time to think about bias or prejudice when discussing the scores that have been awarded to candidates. Checking that the scores were awarded based solely on the basis of the information that was gathered ensures the process is fair.

☐ When two interviewers have different views, efforts should be made to reach a consensus. If consensus cannot be reached there and then, a break may be useful. All of those on the interview panel should have a right to challenge scores and influence selection decisions.

☐ Interviewers should ensure that notes taken at interviews are written in a professional manner as they can be subject to release to data subjects or used as evidence in any legal challenge.

☐ The final decision needs to be summarised and recorded.

☐ You must record the reasons for not appointing individuals who were unsuccessful in the selection process. Reasons provided need to be objective and the panel should be able to justify any reasons recorded.

Directorate X
Interview for Risk Manager

(DATE)

Candidate: …………………………………………………………….

Interviewer: ……………………………………………………………

Question One

Presentation:

How would you monitor and review Corporate Risk Management?

Notes from presentation:

Presentation Scoring

Category	Score					Weighting
Presentation Skills (including) • Clarity of presentation • Comprehensive content • Delivery Style • IT Ability • Quality	1	2	3	4	5	5
Content and knowledge demonstrated of Risk Management practices and procedures including organisational ability to review and monitor.	1	2	3	4	5	5
Answers to questions from interview panel including depth, knowledge and the ability to work under pressure.	1	2	3	4	5	5
Innovation including pioneering practices and procedure in Risk Management	1	2	3	4	5	5
Total Score						20

Report Scoring

Category	Score					Weighting
How would you monitor and review Risk Management including: • Presentation • IT skills • Layout • Communication of the subject • Constructive argument of subject • Summary	1	2	3	4	5	5
• Content and quality of subject matter • Knowledge • Experience • Innovation • Use of evidence	1	2	3	4	5	5
Total Score						10

Total Score Carried Forward						30

Question Two

How do you keep abreast of current and future Health and Safety Developments?

Question Two Scoring

Category	Score					Weighting
• Regulation Knowledge / Accreditation / Standards	1	2	3	4	5	5
• Corporate Membership	1	2	3	4	5	5
• Training / Seminars / bulletins / Benchmarking / Networking	1	2	3	4	5	5
• Contacts with HSE and other Agencies including Fire Brigade and other Emergency Services	1	2	3	4	5	5
Total Score						20

Notes:

Total Score Carried Forward (Q1&Q2)		50

Question Three

How will you ensure that a Health and Safety and Risk Management Culture is embedded within our organisation?

Question Three Scoring

Category	Score					Weighting
• Training and development activities	1	2	3	4	5	5
• Aids / video footage / DVD / Photographic Examples / Annual Campaigns	1	2	3	4	5	5
• Effective clear and user friendly policy and procedures.	1	2	3	4	5	5
• Testing of individuals knowledge	1	2	3	4	5	5
• Investigation of accidents, Internal Audits and action of recommendations	1	2	3	4	5	5
Total Score						25

Notes:

Total Score Carried Forward (Q1, Q2&Q3)		75

Question Four

The Council carry's out a variety of repair, maintenance and refurbishment programs of work through partnerships and sub-contracts, project values vary between one thousand and twenty million pounds.

Please provide us with an explanation of what contractor control procedures you would expect to see our Company employing and what core processes you would implement.

Question Four Scoring

Category	Score					Weighting
• Management of Insurance and Insurance Levels	1	2	3	4	5	5
• Method statements, site waste management plans and waste transportation licenses	1	2	3	4	5	5
• Risk assessment formulation and framework, including working at height etc.	1	2	3	4	5	5
• Health and safety plan inclusive of guidance for completion	1	2	3	4	5	5
• Register of approved contractors complete with vetting and approval process	1	2	3	4	5	5
Total Score						25

Notes:

Total Score Carried Forward (Q1, Q2, Q3 & Q4)			100

<u>Summary</u>

Questions from candidate?

Notification?

Conclusion

Please note: Scores of less than five on three or more questions is likely to indicate that the candidate does not meet the overall job requirements.

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Comments:




















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Successful =   Yes / No

Unsuccessful =   Yes / No

(please circle above as appropriate)

Signature …………………………………………………..

Date ……………………………………………………

The Council – Reference Request Form

Name of Applicant:

Post of:

Please authenticate this reference by means of either your company stamp or a covering letter on headed paper or ensure it is sent via a legitimate business email address.

Name of referee:

Name of organisation:

Position in company:

Relationship to employee:

Date:

Please give below the dates that the applicant was employed by you:

From:

To:

In what capacity did you employ them?

Was this employment continuous?   Yes [　]   No [　]

If no please give dates and reasons for break.

Was any of this employment relief/casual? Yes [　]   No [　]

What was the applicant's annual salary on leaving?

Please give your opinion of the applicants suitability for the post based on the requirements set out in the enclosed Person Specification. A Job Description is also enclosed for your information.

Please comment on the applicant's general attendance and timekeeping.

Please comment on the applicant's honesty and integrity.

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Please give details of any concerns related to work performance, conduct or behaviour:

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Does the applicant have any live warnings or formal disciplinary action in relation to work performance, conduct or behaviour? If so please specify the nature and outcome of the case(s):

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Does your organisation have a policy of expunging disciplinary records from personal files?

Yes ☐   No ☐

Would you re-employ this person?

Yes ☐   No* ☐

If "No" please state why

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If you wish to make any further comments please do so below:

Please note that the Council operates an open reference policy. This entitles the prospective employee to request a copy of any references provided on their behalf.

I confirm that the content of this reference is accurate to the best of my knowledge, and that I am authorised to provide references on behalf of the organisation (where applicable).

Signed_____   Date_____

May I remind you to authenticate this reference by means of either your company stamp or a covering letter on headed paper or ensure it is sent via a legitimate business email address.

Thank you very much for taking the time to complete this form.

<u>FORM FOR PROVIDING A REFERENCE - (NON-EMPLOYMENT RELATED)</u>

Name of Candidate ....

Post Applied for ....

How long have you known the candidate? ....

In what capacity? ....

Do you know of any reason why we should not employ this person? ....

If so, please specify ....

Have you any observations to make about the candidate which are relevant to the attached job description and which you feel would be useful for us to know?

....

....

....

Did you find this person
Honest:
Punctual:
Reliable:

Any further information or comments that you wish to offer about this person ....

....

....

Name ....

Date ....

Telephone Number ....

<u>Please return to:</u>

By(Date)……………………………………………………