# Recruitment and Selection Policy

**Equality Impact Assessment:** 1st October 2010

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## Related Policies/Guides

(Available on Navigate under Employee Info/Corporate Policies and Procedures)

- HR Guides – Recruitment & Selection Procedure  
  - Part 1 – Identifying and Advertising Vacancies  
  - Part 2 - Shortlisting Application Forms  
  - Part 3 – Interviewing & Selecting the Preferred Candidate
- HR Guide – Creating Role Profiles  
  - Referencing Policy & Procedure  
  - Redeployment Policy & Procedure  
  - Rules of Recruitment Advertising

## Appendices

- Appendix 1: Overview of the Recruitment & Selection Process

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Recruitment & Selection Policy

Version: 3  
Release Date: 31st October 2011
Recruitment & Selection Policy

1. Introduction

The Community Planning Partnership Single Outcome Agreement and individual Service Plans set considerable challenges for North Ayrshire Council, and we recognise that an important part of achieving these challenges is having the right people in the right place at the right time. It is therefore essential that we have effective means of recruiting, selecting and retaining employees with the right skills and attitude to further the Council's aims.

As an equal opportunities employer, it is part of our fundamental philosophy that we recruit and promote solely on the basis of knowledge, experience, qualifications, skills, abilities and aptitude. The recruitment and selection procedures are designed to ensure that all applicants are treated equally and that the most suitable candidate is chosen based on criteria which are relevant to the post.

The Recruitment and Selection Policy is supported by the Recruitment & Selection Procedure. The Procedure is split into three parts which help guide Recruiting Managers through the complete recruitment and selection process.

- Part 1: Identifying and Advertising the Vacancy
- Part 2: Shortleeting Application Forms
- Part 3: Interviewing and Selecting the Preferred Candidate

2. Guiding Principles

All appointments must be made on the basis of merit and be consistent with current employment legislation and the Council's Equality Policy.

2.1 Membership of Recruitment Panel

It is important that the process of shortleeting and interviewing is impartial; therefore, the disclosure of any family, personal relationships or friendships between the person’s shortleeting and interviewing candidates is required. Where such family, personal relationships or friendships exist, it is the responsibility of any employee who is shortleeting candidates or who is interviewing candidates to declare this relationship to their line manager and thereafter, to take no further part in the selection process.

Failure to do so, and to continue to take part in the recruitment process, will be a breach of the procedure and will leave an employee open to disciplinary action.

At least two members of the Recruitment Panel must have attended the North Ayrshire Council Recruitment and Selection Course, and therefore be qualified to shortleet/interview.

The procedures comply with the requirements of the Scottish Schools (Parental Involvement) Act 2006, the Parental Involvement in Headteacher and Depute Headteacher Appointments (Scotland) Regulations 2007 and the associated Scottish Executive Guidance regarding the participation of Parent Councils in the appointment of headteachers and depute headteachers in schools.
Recruitment & Selection Policy

The ‘Recruiting Manager’, referred to throughout the Recruitment and Selection Policy and Procedure, is the person who manages the job and thereby responsible for the recruitment and selection process to fill the job.

2.2 Disabled Applicants – Double Tick Initiative

The Council has a positive approach to employing people with disabilities and is proud to display the “Double Tick” symbol in recognition of its commitment to interviewing all disabled applicants who meet the minimum criteria for each vacancy.

2.3 Safer Recruitment

North Ayrshire Council is committed to safeguarding and protecting the welfare of children, young people and vulnerable adults and expects all employees to share this commitment.

In line with our recruitment procedure, all roles involving contact with children, young people or vulnerable adults will undergo a number of pre-employment background checks including the relevant level of Disclosure Scotland check (basic, standard, enhanced or PVG membership), professional registration check (e.g. SSSC) and the requirement to have three references available at the short listing stage - please refer to the Referencing Policy and Procedure for full details. Teachers are required to have two references available at the interview, and GTCS registration is checked.

2.4 Redeployment

Prior to advertising externally, all vacant posts will be reviewed by employees on the redeployment register. Redeployees will have 5 working days to review and apply for any suitable vacant posts.

If no redeployees apply for the post, or where there are no suitable redeployees, the post will then be advertised as normal. Where a suitable redeployee applies for the post they must be invited to a redeployment placement meeting. Please see the ‘Redeployment Policy and Procedure’ for further information regarding redeployment.

2.5 Pre-Employment Checks

Appointments will not be made without all the pre-employment checks outlined within the Recruitment & Selection procedure being completed to the satisfaction of North Ayrshire Council.

3. Method of Recruitment and Selection

3.1 ’Myjobscotland’ and the ‘Recruitment Portal’

All council vacancies are advertised on the ‘myjobscotland’ website. Applicants are asked to complete and submit an application form online for any posts for which they wish to apply for. Applicants are advised on commencement of the online process that all future correspondence will be via email.

The ‘Recruitment Portal’ is an e-recruitment tool and North Ayrshire Council is part of the national ‘myjobscotland’ website. The North Ayrshire Council micro site allows candidates to
apply on-line, and in turn this allows Human Resources/Recruiting Managers to manage all recruitment functions (applications, shortlisting, interviewing & contracts) through the portal.

Applicants should apply for vacancies online. If an applicant does not have access to the internet at home then they are advised to use their local library. However where this is problematic for the applicant, for example due to a disability, applicants are advised to contact the Resourcing Officer for support and guidance on how to apply.

Applications will not be accepted after the closing date. The submission of a CV supplementary to an incomplete application form or on its own is unacceptable.

Canvassing of employees involved in the selection process, Chief Officers or Elected Members, whether directly or indirectly by any applicant, shall disqualify the applicant from being considered for the post in question.

There are a number of HR Admin Guides available on Navigate, which will assist Services when using the Recruitment Portal.

3.2 Competency Based Recruitment & Selection

Competency Based Recruitment (CBR) is a recruitment technique designed to ensure that successful candidates not only have the relevant experience to undertake the post to which they are appointed, but also demonstrate the behaviours expected of North Ayrshire Council employees (as set out in the Council’s Competency Framework).

Competency Based recruitment involves asking applicants to provide examples of situations where they have demonstrated the behaviours required of a particular competency (as set out in North Ayrshire Council’s Competency Framework). This is in addition to the normal information asked on the application form or questions asked at interview.

Competency Based Recruitment allows Recruiting Managers to make better and more effective recruitment decisions as all candidates provide evidence from their past experience and therefore provide an indication of how they may achieve the objectives of the role being recruited for in the future.

When is Competency Based Recruitment used?

Competency Based Recruitment should always be used during the recruitment process, with the exception of Grade 1 – 4 manual employees and teaching staff. Where the Recruiting Managers feels that Competency Based Recruitment may not be suitable for the post being recruited for then they should discuss this with Human Resources, who may grant an exemption in exceptional circumstances.

Posts which are exempt from Competency Based Recruitment will be recruited using a standard application form and follow up interview. Where Competency Based Recruitment does not apply Recruiting Managers should continue to follow the Recruitment & Selection Policy & Procedure - discounting any actions related to Competency Based Recruitment.

3.3 Other Methods of Recruitment & Selection

There may be occasions where other selection methods may be considered e.g. open days or assessment centres. Alternative methods may be particularly suitable for hard to fill roles, where response rates are low.
There may also be occasions where a panel interview is not enough to assess the candidate’s suitability for the post. In this instance additional elements can be added to the selection process, for example, presentations, ability tests or psychometric testing.

Further information on alternative methods of recruitment should be sought from Human Resources prior to arranging any other methods of selection.

4. Rules of Recruitment Advertising

All external Council vacancies are advertised on the ‘myjobscotland’ website, this process includes automatically uploading the vacancy to the Jobcentre Plus website.

The Council can also utilise internet partners (e.g. S1 Jobs) to advertise jobs. Services should consider the level of coverage their particular post requires. For example posts which attract high volumes of applicants should be restricted to the North Ayrshire Council micro site.

Where the service wishes to advertise in the press this will be placed in a composite signpost advert (i.e. showing only job title, location and salary) in the Herald or local press. The advert will direct prospective candidates to north-ayrshire.myjobscotland.gov.uk for further information. Human Resources will make previous response levels available and will advise against unnecessary advertising in the press. Human Resources will encourage publication of adverts on the myjobscotland website in the first instance, and monitor responses prior to press advertising to ensure that the most cost effective method of advertising is being utilised.

Any requests to place stand-alone job adverts in the Herald or any other external publication will be by exception only and require authorisation by the Head of Service and the Head of HR and Organisational Development. See the ‘Rules of Recruitment Advertising’ for full conditions.

Further advice and guidance on how to market specific posts effectively, and cost efficiently, is available from Human Resources.

5. Monitoring

Monitoring of the recruitment process will allow for future recruitment practices to be better informed. Various reports and statistics are available from the recruitment portal and can be requested by Services to assist with recruitment strategy.

5.1 Equal Opportunities Monitoring

North Ayrshire Council is committed to providing employment opportunities on a fair and equal basis and creating a working environment for all employees that is safe, accessible, and free from harassment or discrimination and which values and respects each individual’s identities and cultures.

To achieve this we need to collect information about protected characteristics such as; age, disability, gender, race, religion or belief and sexual orientation. Monitoring is required by law, however, prospective employees can elect ‘prefer not to say’ on the monitoring screen.

The information obtained about applicants and employees enables us to check:

- Applications are being received from a broad cross-section of people,
People appointed represent a cross-section of people who apply and are suitably qualified,
- Our Recruitment and Selection Procedures and working practices are fair,
- Our policies meet the diverse needs of our employees,
- Our employees reflect the diversity of the community we serve.

6. Complaints Procedure

In accordance with the Council's commitment to equal opportunities a procedure has been developed to deal with complaints connected to the Recruitment and Selection process.

The objective of the procedure is to resolve complaints and to ensure the appointment of the most suitable applicant(s). Financial compensation will not be considered. All persons involved in the recruitment and selection process will be required to co-operate fully with any investigations.

It is hoped that any complaints can be dealt with internally but the procedure is not intended to detract from an individual's right to pursue an application to an Employment Tribunal.

Submitting a Complaint (Stage 1)

Complaints must be lodged in writing with the Head of HR and Organisational Development/Corporate Director (Education & Skills) in the first instance as soon as possible following a selection decision, but no later than 14 days of receiving notification of the Council's recruitment decision.

The Head of HR and Organisational Development/Corporate Director (Education & Skills) or nominated senior officer will acknowledge receipt of the complaint within 3 working days and will nominate an Officer within Human Resources to carry out an independent investigation.

Investigation (Stage 2)

The investigating officer will carry out the investigation within 10 working days and will write to the applicant immediately on completion of the investigation to inform them of their findings.

Appeal (Stage 3)

Should the applicant be dissatisfied with the findings an appeal may be submitted within 14 days of being notified of the outcome of Stage 2. The procedure is as follows:

External Applicants

Applicants not employed by North Ayrshire Council at the time of application, must write to the Head of HR and Organisational Development who will try to resolve the matter and write to the applicant confirming the outcome within 10 working days of receipt of this letter. This is the final stage in the Council’s complaints procedure for external applicants.

Internal Applicants

Internal applicants should write to the Head of HR and Organisational Development/Corporate Director (Education & Skills) confirming their appeal against the findings as Stage 2.
complaint may then be treated as a grievance commencing at Stage 3 of the Grievance Procedure (to be heard by the Appeals Committee of the Council).

**Overview of the Recruitment & Selection Process**

### Stage 1: Identifying & Advertising Vacancies

<table>
<thead>
<tr>
<th>Service Identify and Review the Vacant Post</th>
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<tr>
<td>The post must be reviewed to ensure still required, and make any changes to the post if required.</td>
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<tr>
<th>Service Create/Update the Role Profile for the Vacant Post</th>
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<tbody>
<tr>
<td>The Role Profile document is vital to the success of the recruitment exercise. The Role Profile will be subject to a quality assurance check as part of the advert approval process to ensure quality and legislative compliance. Where changes are required the Service will be contacted to make these changes.</td>
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<tr>
<th>Service Submit Advert Request</th>
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<tr>
<td>Services can request the job is advertised through the online authorisation process using the Recruitment Portal or using a paper Advert Request Form. Both processes require authorisation from relevant Service and Human Resources Managers to ensure that the post can be advertised.</td>
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<table>
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<tr>
<th>Quality Assurance Check completed by Human Resources</th>
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<tbody>
<tr>
<td>Human Resources will check that the Role Profile submitted meets the required standards; the post/budget is available. Please note the Role Profile will <strong>not be</strong> placed on myjobscotland until approved by Human Resources.</td>
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<tr>
<th>Job is Advertised on Recruitment Portal (and Press - if applicable)</th>
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### Stage 2: Shortleeting Application Forms

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<tr>
<th>Applicants Apply for Vacant Post</th>
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<tr>
<td>Applicants can apply for posts online via the myjobscotland website</td>
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<tr>
<th>Service Select Shortleeting Panel</th>
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<tr>
<td>The shortleeting panel must be agreed by at least 2 members of the interviewing panel, one of whom must be fully conversant with the job requirements.</td>
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<tr>
<th>Shortleeting Panel Review Application Forms</th>
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<tr>
<td>All applications should then be measured against the essential/desirable criteria and competency behaviours.</td>
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<tr>
<th>Agree the Shortleeting of Applicants for Interview</th>
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<tr>
<td>The Shortleeting panel should review the scores and agree the most appropriate applicants to interview. Service should arrange appropriate venue and dates. Invites to interview will then be sent via the recruitment portal.</td>
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### Stage 3: Interviewing & Selecting the Preferred Candidate

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<tr>
<th>Interview Panel meet to Prepare for the Interviews</th>
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<tr>
<td>The panel should meet to develop questions and decide who will ask them.</td>
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<tr>
<th>Conduct Interviews</th>
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<tr>
<td>Interviewers should complete the Interview Assessment Sheets after each interview.</td>
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<tr>
<th>Select and Advise the Preferred Candidate</th>
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<tr>
<td>The Recruiting manager can advise the preferred candidate that they are the preferred candidate, subject to pre-employment checks. Service complete Appointment Request Form to advise Human Resources. Return Interview Assessment Forms to HR</td>
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<tr>
<th>Advise Unsuccessful Candidates</th>
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<tr>
<td>The Service can advise the unsuccessful candidates of the outcome as soon as the preferred candidate has been advised. Upon formal acceptance of the post by the preferred candidate, regrets will be sent to the unsuccessful, interviewed candidates.</td>
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<th>Commence Employment</th>
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<tr>
<td>The Service should complete the ‘Confirmation of Employment Form’ once the employee commences duty and forward to HR.</td>
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