

# RECRUITMENT AND SELECTION POLICY AND PROCEDURE

**June 2009**

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## Section A - policy

### 1) Policy statement

The Standards Board for England is committed to recruiting and retaining an experienced, effective and flexible workforce who are able to meet the organisation's objectives and deliver a high quality service for our stakeholders. This policy seeks to ensure that the best candidate is chosen for each job vacancy and that the recruitment process is fair and free from discrimination.

### 2) Scope of policy

This policy is designed to assist line managers and the HR department to recruit and select the best candidate for a vacancy. It sets out the Standards Board's internal and external recruitment and selection principles and the procedure for the recruitment of agency staff, fixed-term and permanent employees of the Standards Board.

Recruitment to senior positions within the Standards Board will follow the principles in this policy; however applications may be handled via an external agency. Candidates will apply through an external advertising campaign and will complete the full selection process.

Recruitment to Board member positions will be completed by the Department of Communities and Local Government (CLG).

Where a vacancy as a result of reorganisation / restructure, in the first instance the affected employees would be considered for positions within a ring fenced arrangement. Details of this would be agreed at the time and this policy is not intended to cover this. Although the principles of ensuring a process is fair and free from discrimination would apply.

This policy takes into account:

- The Standards Board's equal opportunities policy and Diversity Equality Scheme;
- Legislation including – the Sex Discrimination Act 1975, the Race Relations Act 1976, the Disability Discrimination Act 1995 and 2005, the Data Protection Act 1998, the Employment Equality (Sexual Orientation) and the Employment Equality (Religion or Belief) Regulations 2003, the Race Relations (Amendment) Act 2000, the Employment Equality (Age) Regulations 2006 and the codes of practice relating to them.
- Advice on good practice from the Equality and Human Rights Commission.

### 3) Our aims and principles

- 3.1)** We aim to ensure that the recruitment and selection process meets our values of being:
- authoritative – having the understanding and knowledge of issues to ensure the information we provide is clear and precise
  - fair – ensure that people receive fair treatment
  - helpful – we are a supportive and cooperative organisation
- 3.2)** When considering a candidate for employment we will not take in to account their gender, ethnic or national origin, disability, sexual orientation, religion, belief or age. Data will only be collected that is relevant to its purposes. Data will be stored securely and destroyed when no longer necessary to keep after 6 months.
- 3.3)** The following must apply for any recruitment episode:
- All recruitment activity will be conducted in a lawful, efficient and cost effective manner and will promote consistent best practice.
  - All recruitment and selection activities must be carried out using the procedure detailed in this policy.
  - The Standards Board recognises that its image when advertising externally is of critical importance therefore consideration will be given to the way it is perceived by potential employees and the public generally.
  - All applicants will be treated in line with the Standards Board's equal opportunities policy and Diversity Equality Scheme.
  - The Standards Board have been awarded 'the Disability Symbol' by Jobcentre Plus in recognition of our commitment to the employment of people with a disability. We are committed to employing people with a disability and will interview all applicants with a disability who meet the minimum criteria for a job vacancy.
  - Reasonable adjustments will be made to reduce any disadvantages faced by people with a disability in making an application in response to an advertisement.
  - Diversity information will be collected in order to monitor the number of applications received from different groups. This information will not be used in the selection process.

- Applicants will be dealt with in a prompt, confidential and professional manner and should be left with a positive view of our recruitment process.
- Our recruitment and selection processes actually do what they are intended to do ie they attract the right target audience to the role and enable effective selection decisions to be made, and they have face validity - they appear sound and appropriate to candidates.
- In most cases, all permanent and fixed term vacancies will be advertised both internally and externally. External recruitment activity should be through press or web advertising initially for permanent vacancies; the use of recruitment agencies is permissible in certain circumstances (see section B of the procedure).
- All candidates will be screened and interviewed using a competency based interview, accompanied by appropriate selection method or tools. This may include group exercises, on-line and/or written ability tests. They will be specifically related to job requirements and should measure the person's actual or inherent ability to do or train for work.
- Psychometric tests may be used to enhance the quality and quantity of information available in selection decisions. The Standards Board is committed to the highest standards of practice in the use of all psychometric tests, in order to maximise the benefit of testing to the organisation and the individual, and to promote fairness and equality of opportunity for all. Whenever a disability prevents a suitably qualified individual from undergoing selection procedures, appropriate alternative arrangement for assessment will be found. Only trained users who hold the relevant qualifications may use and interpret psychometric instruments.
- In order to chair an interview panel, recruiting managers and members of the HR department will be trained on both the recruitment and selection process and diversity in employment.
- All applicants who request feedback will be given written or oral feedback about their performance at each stage of the process.
- All written records of the interviews including candidate application forms and reasons for appointment or non-appointment should be kept by the HR department for six months, unless a longer period can be justified by the human resources manager. Records will be disposed of confidentially and in accordance with the Standards Board's records management policy.

- All successful candidates will be asked to provide documentary evidence of their right to live and work in the European Community, to ensure compliance with Asylum and Immigration Act 1996.
- Where a qualification is an essential requirement for the role, any successful candidate will be asked to submit a copy of the certificate prior to any unconditional offer of employment being made.
- Where requested, interview expenses will be paid in accordance with the expenses policy.

## Section B - procedure

### 1) Introduction

- 1.1) All recruitment and selection should be carried out in accordance with the following steps and the principles detailed above.
- 1.2) The head of department must agree that there is a need to fill a vacancy or the requirement for an agency employee. Authority to recruit must be given prior to advertising (see section 6 below). The recruiting manager is responsible for completing the recruitment authorisation form and seeking the appropriate authorisation (see appendix 1).
- 1.3) A job description should be produced or updated with full details of the position, tasks, reporting line, responsibilities and subordinates (if applicable). The skills, experience, qualifications and competencies of the job holder should be stated in the person specification (see appendix 2 for guidance and sample job description and person specification). Please refer to the competency dictionary for a guide to the Standards Board's competencies.
- 1.4) Job advertisements will be based on the job description and person specification and include the disability symbol and refer to our commitment to equal opportunities (appendix 3).

### 2) Roles and responsibilities

Once the head of department has authorised the recruitment, the recruiting manager is responsible for all decisions throughout the process. Advice and guidance will be provided from the HR department. Appropriate training will be provided for those who are involved in recruitment activity.

### 3) Response handling provider

- 3.1) In order to support the recruitment process, the human resources department we work with a partner organisation that provides a response handling function and the technology to support this through an on-line solution. The contract for this service is delivered through a service level agreement, which is managed by the HR department. The response handler is responsible for:
  - drafting advert based on job brief
  - media advice, booking and placement of any advertisement
  - passing on media discounts
  - preparation of application packs (on-line and paper based)

- preparation of on-line application form
- response handling online and via telephone
- receiving applications
- pre-screening and completing preliminary short-listing (which could include on-line testing)
- timetabling of interviews
- inviting candidates to interviews
- informing candidates of outcome of application
- taking up references for successful candidates

**3.2)** Candidates are encouraged to apply on-line and are able to do so via a dedicated microsite [www.sbcareers.co.uk](http://www.sbcareers.co.uk). The site is operated by the response handler. Applicants can also apply by telephone; paper copies of application packs are despatched by the response handler via the 1<sup>st</sup> class post within one working day of candidate's request.

#### **4) Preferred supplier list**

**4.1)** We operate a preferred supplier list of recruitment agencies (appendix 5). This arrangement complements our external recruitment and can be used for the recruitment both permanent (if the external advertising campaign was unsuccessful) and temporary agency staff. The service provided by agencies is regularly reviewed by the HR department and the contracts are re-tendered every two years. One of the key elements of the tendering and eventual contract to look at diversity. For example, the tendering assessment includes showing evidence of how they promote diversity and once a contract is established monitoring of diversity statistics.

**4.2)** Where there is a requirement for temporary staff, the HR department will contact the relevant employment agency in line with the Standards Board's preferred supplier list. This will normally be in addition to contacting the Jobcentre. Dependent on the length and nature of the assignment, a selection or work based interview may be completed. Candidates that apply via an employment agency or the Job Centre will be required to provide information on equal opportunities, any criminal convictions NOT regarded as being spent under the Rehabilitation of Offenders Act 1974 and information on whether or not they have been politically active in the last 3 years. Candidate will also be asked if any special arrangements need to be made for their interview. If the employment agency/Jobcentre is unable to supply, then the HR department may consider approaching other agencies outside of this agreement.

## 5) Recruitment preparation and authorisation

- 5.1) When recruiting to an existing post, prior to advertising, the recruiting managers need to consider the following:
- The department's need to recruit to the post and continue the post in exactly the same manner.
  - Whether the job changed from what was originally envisaged?
  - Are the existing job title, role specification and person specification appropriate for the post?
  - Does any change in responsibility require a re-evaluation of band/salary range?

These will be determined in consultation with the HR department.

- 5.2) When recruiting to a new post, which could result from a restructure or additional workload, the recruiting manager will need to consider the following:

- Is there appropriate authority to create a new post?
- Has an appropriate job description and specification been agreed?
- Has the post been appropriately graded and the salary benchmarked?
- Has the budget been secured for this post?

- 5.3) In both cases, the completed recruitment authorisation form will need to be signed off by the head of department and the human resources manager. For band 5 positions the chief executive must sign off the authorisation form (appendix 1).

In most cases both permanent and fixed term vacancies will be advertised both externally and internally. We aim to create an environment where existing employees can develop within the organisation, have a clear career path and can be retained. Existing employees are encouraged to apply for posts. In line with our principles and commitment to equal opportunities all candidates must be treated fairly.

- 5.4) Where an employee has been recruited through an external advertising campaign and is on a fixed term contract with the Standards Board (for example, was initially employed to cover a short term vacancy that has become permanent), consideration will be given to moving the employee directly into the role without the requirement for a full recruitment process should the need arise. The employee will need to meet the following eligibility criteria:

- meet the person specification and competency requirements of the role
- passed their fixed term probation

Where the employee does not meet the eligibility criteria they will need to go through a full recruitment process, which will involve an external advertising campaign.

If the employee has been recruited through an agency and is on a fixed term contract with the Standards Board, and the role becomes permanent there is the requirement for a full recruitment process, which will involve an external advertising campaign.

- 5.5)** Where a member of agency staff has been selected to complete a short term project or to cover a post i.e. maternity or long term sickness absence, consideration will be given to moving them on to a Standards Board fixed term contract without a full recruitment process (external advertising). The member of agency staff will need to meet the person specification and competency requirements of the role. If this post is then made permanent any agency staff appointed on the fixed term contract will need to apply through an external advertising campaign.

Where a temporary project or short term cover for a vacant post is identified, consideration will be given to appoint internally on a secondment basis. If not successful, then the appropriate recruitment agencies and/ or the Jobcentre may be considered. In this instance a selection or work based interview may be completed.

- 5.6)** The advertisement will be drafted by our recruitment partner using the job description which may also include a recruitment brief (appropriate for senior or complex roles) from the recruiting manager. The advert will summarise the main requirements of the job, key attributes of the ideal candidate and the minimum requirements for the role. The aim of the advertisement and the information pack is to be factual and attract suitable applicants. They should be clear, concise and avoid jargon and include a closing date. Any advertisement and information given will comply with the style guide and visual identity. See appendix 3 for sample advert.

- 5.7)** The placement of an advert is influenced by the type of post, value for money, the need to attract applicants from all groups and the potential market for candidates. The manager and the HR department will agree the most appropriate media for placement. The HR department will then be responsible for liaising with the recruitment partner who will place the advert.

- 5.8) In most cases, job adverts will be placed with the Jobcentre and all Jobcentre candidates will be considered in line with the criteria set for the vacancy.
- 5.9) Applicants are required to answer two competency based questions (determined by the recruiting manager and the HR department), complete a supporting statement (both are word limited) and submit a CV.
- 5.10) The HR department will research and review annual publications (for example Equality Britain) to assess the best form of advertising to attract a widest range of candidates.

## 6) Shortlisting for interview

- 6.1) The response handler receives completed applications from prospective candidates. All shortlisting criteria will be agreed with the response handler before recruitment activity commences as part of the planning process. The response handler is responsible for carrying out an initial sift of the applications and will sift into A, B and C categories. Category A are suitable for interview, category B are generally considered borderline, may be worth interviewing and category C, do not have competencies/skills/experience required for the role. The appropriate number of copies of all application forms, a sift matrix with brief summary on each candidate are sent by post to the Standards Board.
- 6.2) A set of application forms and the sift matrix is given to each panel member prior to a prearranged sift meeting. A member of the HR department will provide an additional shortlisting sheet which panel members should use to comment on an applicant's suitability (see appendix 4). Panel members are expected to have read the applications and sift matrix prior to the meeting. At the sift meeting the panel will agree which candidates should be invited to interview and agree feedback where appropriate.
- 6.3) The HR department is responsible for liaising with the response handler to ensure that candidates are invited to interview on the day agreed during the recruitment planning process. The HR department will organise the agreed selection tool and necessary equipment and book the room(s).

## 7) Selection at interview

- 7.1) The manager will liaise with the HR department to determine the most appropriate methods of selection. There is a considerable range of selection methods and tools available.
- 7.2) Listed below are some examples:
  - competency based interviews (for all posts)

- group exercises
- written skills test or aptitude tests
- psychometric tests
- assessment/selection centres
- presentations

- 7.3)** The choice of the selection method or tool used should be dependent upon the level and needs of the job, the cost implications of the recruitment, the operational objectives of the organisation and the skills available to validate such tools. Most importantly, all recruitment and selection systems used must be fair, consistent and valid and that there is demonstrable rationale for the selection tool used. Based on the role and person specification for the job, the HR department will advise the recruiting manager on the most appropriate selection method or tool that will be used. As a general guide to best practice, the selection decisions should always be based on a range of data to help improve the validity of the selection process.
- 7.4)** It is essential that interviews are well structured to ensure that appropriate, consistent information is collected and it is a positive experience for the candidate. More than one level of interviews may be used (this will be determined by the level of the job or the number of candidates to be interviewed). See appendix 6 for guidance for interview panel members.
- 7.5)** When recruiting to posts band 4 and below, the interview panel should include the recruiting manager (band 3 or above) and a member of the HR department if no other member of the recruiting department is able to join the interview panel. When recruiting to band 5 posts, the interview panel should include the Chief Executive and at least one Board member. The human resources manager may also be involved in the interviews. Appointments to be made for the role of Chief Executive will be interviewed by the Board.
- 7.6)** In most cases, the interview panels should be chaired by the manager of the vacancy, where possible a member of the HR department will support the panel.
- 7.7)** All interviews should use competency based questions focused on the competencies for the role and person specification. The HR department will work with the manager to design the questions.
- 7.8)** Competency questions are designed to encourage the candidate to use specific past experiences to demonstrate that they have the competencies required for the role. This in turn provides the panel

with higher quality information from which to make their selection decisions.

- 7.9)** On average the interview will explore five to six of the competency areas defined in the job description using one or two questions for each competency. The HR department will provide each panel member with a suggest question proforma on which the panel members will be required to make notes on and rate the candidate's response in each competency area. See appendix 7
- 7.10)** Each interviewer should identify the questions they will ask candidates beforehand. All candidates should be questioned about the same matters, although it is not necessary to ask precisely the same questions. Supplementary questions are reasonable to ask on the contents of the candidate's application and when exploring areas of concern or as a follow-up to an answer provided.
- 7.11)** Candidates should be given the opportunity at the end of the interview to ask questions about the job, the organisation and conditions of service. The interview chair should inform the candidate of the timescale of the recruitment process and how they will be informed of the outcome.

## **8) Selection method and tools**

- 8.1)** The selection methods or tools that are chosen by the recruiting manager and the human resources department should be the most valid and cost effective taking into account the level and type of vacancy and the capabilities that is to be measured. Online solutions will be considered.
- 8.2)** Psychometric and aptitude tests (SHL) could be used as part of the recruitment and selection process. They are administered by a fully qualified SHL administrator (in-house or externally sourced from our recruitment partners) to ensure that the procedures and administration are fully standardised for all candidates. The selected test will be relevant to the role being recruited to and this will be determined by the HR department in-conjunction with the recruiting manager.
- 8.3)** The Standards Board also use other methods and tools which are determined by the recruiting manager and the HR department. These will be work based exercises that are relevant to the vacancy and will have a standardised marking system, usually a scale of one to five; one being poor and five being excellent. In some cases a model answer will be used to benchmark against if appropriate.

## 9) Candidate pools

- 9.1) In certain circumstances as the business needs requires, the Standards Board may feel it necessary to run a recruitment campaign to create a candidate pool. The decision to recruit into a candidate pool will usually arise if at the time of recruitment there are no permanent vacancies available, but it is anticipated that vacancies will arise in the near future. The manager and human resources will determine the scope and action required for the campaign.

## 10) Post interview process

- 10.1) In most cases, the HR department will provide feedback to candidates who have attended for interview, unless the recruiting manager prefers to do it. This should be done as soon as possible and at the latest within four days after the request for feedback. Internal candidates will receive verbal feedback and the manager may need to consult with the candidate's manager. Feedback to external candidates will be available and will usually be given directly to the candidate or to the agency where used.
- 10.2) All candidates must be notified as soon as a decision is reached whether they have been successful or not. This will usually be undertaken by the recruitment partner/response handler.
- 10.3) An initial offer letter, request for details of referees and a medical questionnaire will be sent by the HR department to the successful candidate.
- 10.4) The HR department will be responsible for negotiating a start date, salary and to coordinate the new employee's induction, in line with the Standards Board's policies and practice.

## 11) Pre employment clearances

- 11.1) Offers are made subject to two satisfactory written references. Both references should be from previous employers (one being from the current or most recent employer). Some candidates may not be in a position to provide such referees e.g. those who have just come out of full time education. In this case, we would request an academic reference.
- 11.2) Candidates will be asked to produce original certificates as evidence of any qualifications or professional memberships where these are essential requirements for the job. Where appropriate, the offer will be subject to a certificate being produced.
- 11.3) All offers are made subject to satisfactory medical clearance. Successful candidates will be required to complete a health questionnaire and, if required, attend an occupational health

interview. The purpose of this procedure is to assess whether or not individuals are capable of carrying out the role, in terms of their health, and to identify any actions, which may be required to ensure their health and safety at work.

- 11.4)** There will be no internal communication regarding the appointment until the Standards Board has received reference and medical clearance.

## **12) Eligibility for work**

- 12.1)** The Asylum and Immigration Act 1996 makes it an offence to employ anyone who does not have permission to be in, or work in, the UK. To avoid assumptions it is the HR department's responsibility to ask all appointees for evidence of eligibility to work in the UK. Therefore all new starters are asked to present their passport or a national identity card or passport that shows that the individual can stay in the UK and are allowed to undertake work.
- 12.2)** If the Standards Board have exhausted the European Economic Area (EEA) employment market a person may be appointed whose nationality is of a non-EEA country. In this instance a work permit may be required. If so, the HR department will complete an application for a work permit.

## **13) References**

- Equal Opportunities Policy
- Diversity Equality Scheme
- The Standards Board's Competency Dictionary
- Expenses policy

## Appendices

## **Appendix 1 – Recruitment authorisation form**

See attached

# Recruitment authorisation form

This form should be completed for all roles and must be approved by the Head of Department and the HR Manager. A job description must be submitted with this form.



Job title:

## Practical issues

Budget confirmed with Finance

Desk space confirmed with Office Services Manager

PC confirmed with IT Manager

## Timetable

The following timetable should be put together with a member of the HR department to ensure it fits with other recruitment activity. The timetable may be subject to change but should be used as a plan to work to.

Intended date of advertisement

Intended closing date

Sift meetings

Interview/assessment dates

Interview panel

Anticipated start date

## Authorisation

This request must be approved and signed off by the Head of the Department and the recruitment process and available budget is to be agreed by the Client Services Manager.

**Head of Department Authorisation:**

..... (signed and dated)

**Human Resources Manager:**

..... (signed and dated)

## **Appendix 2 – Example job description**

See attached

# FINANCE ASSISTANT

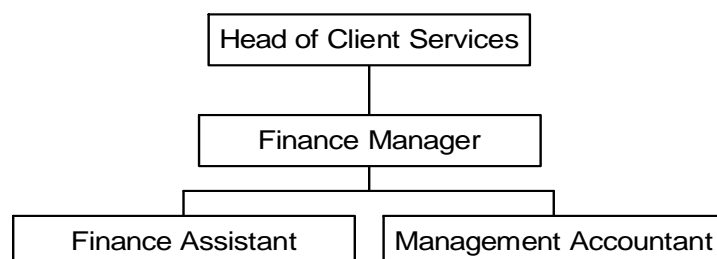
## Job description/person specification

Department name: Client services

## Purpose/ objective:

The department is primarily responsible for providing a wide range of support services: Finance, Information Systems, Administration and Human Resources, enabling the organisation to operate smoothly and effectively, and to achieve a high standard of service delivery to the local government environment.

## Department Structure:



## Job Title: Finance Assistant

## Overall purpose:

Working as the Finance Assistant in a small team you will be responsible for providing a support service to the rest of the team. You will be primarily working together with the management accountant to assist the smooth running of accounts payable.

## Main responsibilities:

- 1 Maintain the purchase order system through Sage financial package.
- 2 Code and input invoices into the accounting system and ensure authorisation of invoices.
- 3 Deal with employee expense claims.
- 4 Manage the recovery from staff of personal expenditure e.g. mobiles, catering.
- 5 Deal with supplier enquiries.
- 6 Responsible for ensuring the smooth running of the purchase order system - reviewing, maintaining, and filing, in liaison with the Finance Officer.
- 7 Coordination of inwards and outwards invoice correspondence:
  - Entering received invoices into spreadsheet;
  - Stamping and sending out invoices to internal Departments for coding and authorisation;
  - Marking returned invoices into spreadsheet;
  - Forwarding spreadsheet onto Finance Officer for processing.
  - Filing of all processed invoices.
- 8 Creating and entering new suppliers into Sage.
- 9 Complete the Salaries and Board Expense Reconciliation
- 10 Assist with other department duties as and when required.

## Resources managed

### Human

None

### Financial

None

## Person specification:

- 1) Accounts payable experience is essential.
- 2) Working towards a recognised accounting qualification at an intermediate level.
- 3) Experience of Sage Line 100 accounts package (including the purchase order module) is desirable.
- 4) A good understanding of Excel.
- 5) Able to demonstrate a good understanding of all accounts payable duties.
- 6) Good verbal and written communication skills.
- 7) Able to work on own initiative.
- 8) Strong administrative and organisation skills.
- 9) Strong interpersonal skills.

## Competencies:

### **Planning and organising**

Although the role holder's workload is likely to be influenced from more senior employees, they will be responsible for developing clear and realistic plans to ensure that their work is completed within specified deadlines, and organising their own and others time to ensure tasks are achieved.

### **Concern for quality**

The role holder's attention to detail and accuracy will be extremely important when producing standard documents or information for and on behalf of their team members. They will also be responsible for maintaining appropriate departmental systems.

### **Teamwork**

Role holders at this level will work collaboratively with colleagues in their own and other departments, responding positively to requests for information and assistance. They will also be expected to support other members of the SBE administrative team when they are experiencing difficulties.

### **Initiative and ownership**

Where appropriate, the role holder should make helpful suggestions to get things done, rather than waiting to be told. Role holders will take ownership of those tasks assigned to them by team members.

### **Customer focus**

Role holders will be responsive to the demands of others, including members of their own team, from other departments and external customers. The role holder will be responsible for ensuring that 'customer' details are recorded accurately, ensuring that queries are passed to an appropriate team member and that they are responded to within a satisfactory time period.

### **Change orientation**

Priorities and focus will shift regularly for role holders at this level and they will be expected to juggle a number of tasks and be able to adapt quickly to changes in requirements.

## Additional Information

## Salary and Benefits

- starting salary £xx,xxx - £xx,xxx per annum
- an annual leave allowance of 32.5 days per annum
- eligibility to apply for flexible working options
- final salary pension scheme
- interest-free season ticket loan for travel
- childcare vouchers
- confidential employee assistance programme
- corporate gym membership

## Appendix 2a – Guidance on drafting job descriptions

When designing a job description the following points should be considered.

### **Organisational context**

- What does the department do?
- Does it have external links?
- What is the background of the department? Has it reorganised? Is it expanding or changing?
- Describe the culture of the department.
- Where does this role fit into the department?

### **Reporting relationships**

- What are the reporting relationships?
- Who will manage the individual? What is their management style?
- Are there team members to be supervised? What type of management do they need?

### **Job content**

- What is the service/product of the role?
- Who does the role serve?
- How does the role help to deliver objectives?
- What is the scope of responsibility?
- What are the key activities/tasks/duties?

### **Plans for the role**

- What are the succession plans for the role?
- What is the scope, if any, for developing/expanding the role?
- What are the likely career opportunities?
- What are the training and development opportunities?

## **Performance standards**

- What would success look like in this role?
- What are the expectations of the role?
- What are the specific objectives?
- Does the new individual need to 'hit the ground running' or can they grow into the role?

## **Competencies**

- What job family is the role in?
- What band is the role in?
- Assign appropriate competencies to the role, using the Standards Board's pay and grading document.
- Use the assigned competencies to design selection assessments, including SHL tests, practical tests and interview questions.
- All interviews should be competency based, requiring candidates to use specific examples of their past experiences to demonstrate that they have the required competencies for the role.

## Appendix 2b – Guidance on drafting person specifications

When designing a person specification the following points should be considered:

- What qualifications, if any, are required?
- What knowledge, skills, abilities, experience are needed?
- The criteria should be measurable and justifiable
- Does it give regard to the provisions of equal opportunities legislation?
- Is it realistic and appropriate and leaves no scope for unfair and discriminatory bias?
- Is the language used precise, clear and jargon free?

The advantages of a clearly defined person specification are that it:

- Reduces subjectivity and bias and promotes objectivity
- Clarifies what the Standards Board is looking for from candidates, resulting in more successful appointments
- Provides clear information from which the advertisement can be written or the supplier briefed
- Helps to identify interview questions and areas to be explored.

## Appendix 3 – Example job advertisement text

### **Maintaining high standards**

#### **Business and Quality Manager**

£xx,xxx - £xx,xxx pro rata – Manchester City Centre

#### **Job share position working 3 set days per week**

The Standards Board for England plays a unique role in building confidence in local democracy. Working closely with local authorities across the country, we define, promote and maintain the highest standards of conduct among local government members.

We are looking for a business and quality manager to join our investigations team to manage the production of reports and statistics, aid in the corporate planning process, track the department budget, manage and motivate the administration team and take the lead on quality management whilst assisting in the allocation of casework both internally and through external contractors.

This is a varied role for which an ability to think strategically combined with a high level of attention to detail is necessary. You will be able to analyse and interpret complex data and develop QMS processes along with having the confidence and interpersonal skills to ensure that employees work to them. In addition you will be a highly organised individual able to monitor casework carried out by the team and external providers along with experience of line management.

We offer comprehensive benefits, including an annual leave allowance of 32.5 days and a final salary pension scheme.

The Standards Board operates a fair and open recruitment process and is committed to being an equal opportunities employer.

For further information and to apply, please visit [www.sbecareers.co.uk](http://www.sbecareers.co.uk)

Closing date: xx

Interview date: xx

## Appendix 4 – Example sift spreadsheet

Job Title / Reference Number										
Initials	Name	Disability (Y/N)	Current or last employer / position	Competency 1 (1 - 4)	Competency 2 (1 - 4)	Relevance of quals / skills / experience (1 - 4)	Supporting statement (2 - 8)	Total (5 - 20)	Overall Rating (A/B/C)	Comments (Brief career synopsis highlighting any areas of strength or weakness)

**Competency 1** – Rate evidence provided in response to 1<sup>st</sup> competency based question using a 1 – 4 rating scale

**Competency 2** – Rate evidence provided in response to 2<sup>nd</sup> competency based question using a 1 – 4 rating scale

**Relevance of experience** – Rate relevance of qualifications / skills and experience detailed on candidates CV against the job description using a 1 – 4 rating scale

**Supporting statement** – Rate evidence provided in response to question three of the supporting statement against the qualifications and experience section of the job description using a 1 – 4 rating scale

**Overall Rating** – rate overall application using:

A = Should be interviewed

B = Borderline, may be worth interviewing

C = Does not have competencies/skills/experience required for the role

### Rating Scale

4 = Strong Evidence

3 = Acceptable Evidence

2 = Lacking evidence, some development needed

1 = Clearly lacking required evidence

## Appendix 5 - Preferred supplier list for recruitment agencies

	<b>1<sup>st</sup> Tier</b>	<b>2<sup>nd</sup> Tier</b>
<b>Response Handling</b>	Capita Resourcing	N/A
<b>Legal</b>	Hudson	Law Absolute
<b>Strategy and Guidance</b>	Morgan Hunt	Search
<b>Investigations</b>	Morgan Hunt	Search
<b>Communications</b>	Search	Hudson
<b>HR</b>	Search	Hudson
<b>Finance</b>	Search	Hudson / Hays
<b>IT</b>	Search	Hudson / Hays
<b>Administration</b>	Search	Reed

## Appendix 6 – Guidance for interview panel members

The purpose of the interview is to:

- Provide the interviewer with relevant information beyond that already contained in the application form about the candidate's suitability for appointment.
- Allow the candidate the opportunity to demonstrate their skills, knowledge and abilities against the competencies and specifications.
- Provide the candidate with more information about the job and the Standards Board.

Fair and consistent decision making is not only beneficial to the applicant but to the organisation as well. It will save both parties time and ensure that decisions are made on the basis of evidence rather than impression. This will ensure the best candidate is recruited.

Panel members need to ensure that they do not allow the decision to be influenced by:

- initial impressions
- prejudgements
- other people's views
- wanting to recruit people similar to us

It is also important to ensure that the panel do not:

- Lose concentration as concentration goes in peaks and troughs; we observe for a couple of seconds, predict what will happen next, and switch attention sometimes to our own thoughts and preoccupations, or to external distractions. We only observe a small fraction of what someone else does or says.
- Apply rating errors, when rating behaviour people have a natural conservative tendency to use the mid points of the scale, rather than use the highest and lowest ratings.
- Use contrast error where assessors compare candidates with one another rather than against the job specification and competencies. The job requirements dictate who will be suitable for the role and that it is better not to appoint than to appoint the wrong person for the wrong reasons.

## **Appendix 7 – Competency based interview form**

See attached

[position]

## COMPETENCY BASED INTERVIEW

Panel Member:

Candidate Name:

Date:

Competencies	Rating	Notes
Customer Focus		
Concern for Quality		
Team Working		
Initiative and Ownership		
Planning and Organisation		
Change Orientation		
Test		

**5 = Excellent    4 = Good    3 = Average    2 = Below Average    1 = Poor**

Overall Rating:   
Suitable/Unsuitable