CHESHIRE WEST AND CHESTER

SCHOOLS HR

PROMOTING SAFE SCHOOLS

Recruitment and Selection Guidelines

For the appointment of **School Based Staff and Volunteers**

CHESHIRE WEST AND CHESTER COUNCIL

HUMAN RESOURCES

RECRUITMENT PROCEDURE

1.0   Introduction

1.1   The Council is committed to ensuring fair processes in Recruitment and Selection, as these are vital to its successful operation and the community rightly expects our procedures to be inclusive and transparent. High standards are required from those who have responsibility for recruitment, and appropriate training and guidance will be given to enable them to gain the skills and knowledge required. Recruitment is one of the most important decisions a manager makes and it is crucial to make sure it is the right decision.

1.2   This procedure is derived from the Council's Policy on Recruitment and applies to all Council posts outside schools. For posts that are jointly funded with other partners the same principles should apply. Where the Council is the employer under joint funding arrangements this procedure should be used.

1.3   The principles, outlined in this procedure, underpin the Council's recruitment processes.

2.0   Aims and Objectives

2.1   The Council's aim is to have fair and transparent recruitment and selection policies and practices that encourage applications which reflect the composition of the wider local community and where decisions are made on the basis of merit, without unfair discrimination.

2.2   The Council will use positive action where appropriate to encourage recruitment from applications in under-represented categories. The Council is committed to the Disability Confident Scheme (https://disabilityconfident.campaign.gov.uk/) to encourage and support applications from those with a disability and a 'Mindful Employer' to show that it is positive about people with a mental health condition.

2.3   The Council will strive to ensure that recruitment information practices and decisions are such that they will not deter, prevent or exclude any sections of the community unfairly from applying for, or gaining employment with, the Council.

2.4   The procedure aims to allow managers a degree of flexibility in deciding on the most appropriate recruitment process, to suit the role and circumstances, subject to the overall principles being adhered to.

3.0   Approval of Vacancies

3.1   Hiring Managers should submit all vacancies which will need to be approved by the appropriate SMT before progressing. Details including the job title, grade, number of posts, hours, justification for the role and contract type should be submitted to the appropriate SMT on the Vacancy Approval Form.

3.2   In reaching a decision, SMT's should consider:

- Whether appropriate budget is available
- What is the desired worker style of the post holder, i.e. hybrid flexible, home worker, mobile worker or office based
- If the post is necessary
- Whether the duties of the role could be fulfilled in a different way.
- If there are any other re-structures are taking place across the Council which could provide suitable redeployment candidates

- If the role should be filled or not, and if so, the nature of the contract i.e. temporary, permanent, fixed term etc.
- If the role may be suitable for an apprenticeship

3.3   Following SMT a decision will be provided to the Hiring Manager which will include whether or not the post can be filled and the basis for this i.e. temporary, permanent, fixed term etc.

4.0   Preparing to Advertise a Vacancy

4.1   Hiring Managers should ensure that the job that they are planning to advertise has an appropriate and up to date job description and person specification. Every job must have been evaluated by an appropriately trained job evaluator and provided with a unique reference number which will be used to identify the role (contact HR for further guidance).

4.2   Where the vacancy is a new job, a job description and person specification should be written which includes the main details of the job role and requirements for the job. The job description should contain a broad summary of the job role and the person specification should provide details of what qualifications, experience, knowledge and skills are required. The job description and person specification template is detailed in Appendix 1, there is also a guidance note which contains details of how to prepare job descriptions and person specifications.

4.3   Where the vacancy is an existing job the content of the job should be reviewed to ensure that it is accurate and up to date. It is important to check
- for any changes to terminology, service names or qualification changes.
- there are no references requiring candidates to have x number of years' experience.
- the essential and desirable criteria are correctly identified.
- reference is made to the Core Competencies (Teamwork, Honesty, Respect, Innovation, Value for Money and Empowerment), including the level at which the postholder would be expected to work.
- the type of worker that postholder will be has been identified i.e. Hybrid Flexible, Mobile, Home Worker or Office-Based.
- whether the role is subject to a DBS check, and if so at what level the check is required.
- if the role is required to speak to members of the public as a regular and intrinsic part of the role, then the following statement should be included under 'Other Requirements' '***The ability to converse at ease with customers and provide advice in accurate spoken English'***.

4.4   Where the job role is a new job or the content has substantially changed, the Hiring Manager should complete a Job Description Questionnaire so that the job can be either evaluated or re-evaluated. For further information on this process, please see the Job Evaluation Procedure (Job Evaluation Procedure).

5.0   Preparing the Job Advertisement

5.1   All job vacancies are advertised using the BW Unit 4 Recruitment system, which is the Council's online recruitment system. Further guidance on using BW Unit 4 Recruitment can be obtained by accessing the relevant i-learn modules, reviewing the user guidance available through the B4B Communications Hub or from the TSC Sourcing Team. 5.2   In BW Unit 4 Recruitment, the standard information about the Council, THRIVE values and how to apply are included in the job advert

automatically. This means that Hiring Managers will only need to include some brief information describing the duties of the role and then some brief information about the qualifications, skills and experience that will be needed.

You should also attach the job description and person specification to the job, along with any other documents that you may want to share with applicants.

5.2　Once a job vacancy has been prepared on BW Unit 4 Recruitment , the Hiring Manager can request approval for this to be published. This sends the vacancy through to the Recruitment Team who will progress the vacancy through redeployment and posting on the website.

6.0　Redeployment

6.1　Redeployment provides employees whose job is at risk, normally for reasons of either redundancy, or capability, with prior access to job vacancies. For further information, please see the Redeployment Procedure .

6.2　Before publishing the job vacancy on either the internal or external careers sites, all vacancies must be considered for redeployment. All redeployment candidates will be provided with access to the Redeployment job page where they can submit their application for any job vacancy.

6.3　If a candidate decides that they would like to be considered for the role, then they will be able to apply as a candidate through the Redeployment vacancy page. Hiring Managers will see applications from redeployment candidates in their candidate folder and must consider if the candidate meets the essential criteria for the role, or would do with some training and support. If so they should arrange to interview the candidate before progressing the role further.

6.4　Where there are no suitable redeployment candidates, the vacancy will be posted on the internal and external (if required) job board and the Hiring Manager will be notified of this.

7.0　Advertising The Vacancy

7.1　Job vacancies will be posted as soon as the redeployment process is complete. It is important to note that all vacancies must be advertised on the internal careers site.

7.2　Traditionally, all vacancies have been advertised with a closing date which determines when applications will be received until. Closing date for roles can still be used, however, Hiring Managers are encouraged to use this as an opportunity to speed up the process for recruitment and include a statement in their advert as follows:

'We reserve the right to close this vacancy as soon as we have received enough applications for the role, therefore we encourage you to make your application without delay'.

This means that a Hiring Manager can review applications as they are submitted and close a vacancy when sufficient suitable applications have been received.

7.3　Where there is an ongoing need to fill a vacancy, Hiring Managers can leave an advert open indefinitely. Ongoing adverts should be reviewed regularly to ensure

that the need continues to remain and also that candidates for the roles are reviewed, shortlisted and assessed on a regular basis.

7.5   All vacancies which are advertised on the external careers site will automatically appear on www.indeed.co.uk and www.glassdoor.com. All jobs will appear on the Job Centre Plus siteby request..

7.6   Jobs can be posted on to other websites by contacting the Sourcing Team. A contract is in place with Jupiter Advertising and they will post vacancies onto any job sites. They can also provide advice and guidance on identifying the most appropriate media to use. Jobs are not normally placed in printed media unless there is a business case to justify this.

7.7   Where Hiring Managers are experiencing difficulties in recruiting suitably qualified candidates, it may be necessary to use alternative methods. This can include targeting passive candidates by using LinkedIn searches or 'big data'. For more information on these approaches, you should contact your HR Adviser.

7.8   Social media is a cost effective method of advertising vacancies and arrangements can be used to post and promote job vacancies. You can easily share vacancies on various social media. In addition to this Twitter, Facebook and LinkedIn can be an effective method of promoting and targeting vacancies, HR can provide further advice.

8.0   Assessment Methods

8.1   Managers may find it helpful at the initial stage to plan the assessments that will be used to establish if the candidates meet the requirements of the job. A range of methods can be used to assess candidates and each of these methods provides a different insight into the candidates.

8.2   Assessment methods should be appropriate for the role and include a range of tasks to assess the suitability of the candidates and provide an effective method of measuring the differences between the candidates. Hiring Managers should use the person specification to identify the areas that they are seeking to assess and establish how they are going to measure the requirements. When selecting assessment methods, consideration should be given to those applicants who may have a disability and any adjustments which may be needed.

8.2.1   *Assessment Tests* – these are normally tests which are undertaken by candidates to systematically assess candidates ability, aptitude or attainment. Candidates are required to complete a short test which is normally online. This provides an overall score which is normally measured against a norm group (which is dependent upon the type of role).

Personality Profiles - provide an insight into the behaviours of the candidate and can be used to provide information about a candidates style which is especially useful for leadership roles where it helpful to understand how a candidate would respond in particular circumstances.

The Council currently have a corporate contract in place to access these tests and can advise on the most appropriate tests to complete.

Please see Occupational Testing Policy.

8.2.2 ***Assessment Centres*** – these normally incorporate a range of tasks which can be various in nature including practical tests, in-tray exercises, group exercises, presentations, problem-solving exercises, written exercises.

8.2.3 ***Interviews*** – these are most commonly used to assess candidates and provide a method of testing a candidate's knowledge and ability.

8.3 Hiring Managers may find it helpful to schedule the dates for the assessments and include these in the job to ensure that appropriate resources are available for the selection process including rooms, materials and colleagues who can support the process if necessary.

8.4 When making arrangements for the interview panel, Hiring Managers should ensure that there is a gender mix of panel members. Members of the panel should not be involved in an appointment process where they are related to an applicant, or have a close personal relationship outside work with them.

9.0   Shortlisting Candidates

9.1 Hiring Managers should use the Person Specification for the role to shortlist candidates. Using the Essential criteria initially, Hiring Managers should review each application and determine whether or not the candidate has met the essential criteria.

9.2 Where there are a significant number of candidates who meet the essential criteria, you can use the desirable criteria as a further means of shortlisting candidates.

9.3 A matrix to demonstrate how each candidate has met the criteria for the job role can be a helpful tool. Where a candidate has not been shortlisted for the job vacancy, Hiring Managers should be prepared to justify the reasons why the candidate has not been shortlisted for the role and provide feedback should the candidate request this.

9.4 It isn't necessary to wait until the closing date to shortlist candidates andHiring Managers should seek to review applications as they come in or every couple of days. New applications can be found under the Manager Tools, Candidates, My Candidates and can be progressed by selecting the candidate and using the 'Options' menu. This means that as soon as the closing date has passed, the Hiring Manager can contact candidates to schedule assessments or interviews, which is done through BW Unit 4 Recruitment.

9.5 Cheshire West and Chester Council are committed to the 'Disability Confident' scheme. This means that where a candidate discloses they have a disability, the Council have a commitment to interview candidates who meet the minimum criteria for the job.

9.6 Cheshire West and Chester Council have also signed up to the Armed Forces Covenant to support ex-armed services to find employment. This means that we will commit to provide an interview to any ex-armed service staff who meet the essential requirements of the job.

9.7 It is important to check if any of the candidates have previously worked for Cheshire West and Chester Council (or its predecessor authorities) and left with a redundancy payment. In accordance with Council policy, these candidates should not normally be shortlisted.

9.8 Hiring Managers should notify those candidates that have been unsuccessful. This can be done easily by selecting the unsuccessful candidates, selecting options and reject candidate. This sends a notification to the candidate which can be amended if needed.

10. Scheduling Interviews and Assessments

10.1 Interviews and assessments should be scheduled as soon as possible after the closing or unposting date, but ensuring candidates are given sufficient notice to make arrangements to attend.

10.2 Hiring Managers should use BW Unit 4 Recruitment to invite candidates to attend interviews and assessments. This is done by selecting the candidate and then using Options, Progress to change their tracking type.

10.3 BW Unit 4 Recruitment allows Hiring Managers to create an interview schedule and allow candidates to select the most suitable interview time for them. As soon as they have selected a time, this will confirm their slot and send them a confirmation e-mail. A range of standard templates are available to invite candidates in BW Unit 4 Recruitment. If you would like to provide the candidate with specific instructions about their interview e.g. to do a presentation, then you should attach this to the job.

10.4 All candidates invited for interview through BW Unit 4 Recruitment will receive their invite immediately by e-mail so it is important that the information detailed within this is accurate and provides enough information. In the e-mail inviting them to attend, they will be asked to bring along copies of documents which demonstrate their eligibility to work in the UK.

11.0 Safer Recruitment

11.1 Where candidates are being appointed to a role working with Children and Young People, 2 written references should be obtained before the interview process.

11.2 References are obtained by the Sourcing Team using an online questionnaire which is sent to referees.

11.3 References should be reviewed prior to an assessment or interview and any concerns should be discussed with the candidate at their interview.

12.0 Preparing for Interviews and Assessments

12.1 It is important for Hiring Managers to prepare for interviews and assessments. The interview and assessment process provides a candidate with the first real insight to working for Cheshire West and Chester Council and so it is important to make sure they have a good first impression of the organisation.

12.2 Hiring Managers should ensure that they have the appropriate resources in place for the interview and assessment process. Make sure that the room is suitable for the interview or assessment, that it has the necessary space available and is appropriately equipped and accessible (especially where a candidate has requested adjustments), more than one room may be needed if candidates are completing a test as well as attending an interview. Reception should be made aware that candidates are expected and if possible arrange for someone to meet and greet candidates.

12.3 Candidates will have been asked in the e-mail to bring along a copy of a document to confirm that they are eligible to work in the UK. This is normally a UK passport, a birth or adoption certification (alongside a letter from a government agency confirming name and National Insurance number), but could include other documents too which can be checked using the following link to the .gov.uk website (https://www.gov.uk/legal-right-work-uk). It is important to take a copy of the appropriate documents to confirm this eligibility.

12.4 Hiring Managers should prepare interview questions in advance of the interview based on the person specification for the role. An appropriate scoring mechanism should be prepared so that candidates can be measured against each other. Where an assessment centre has been used, an appropriate scoring mechanism should also be used. It may be helpful to weight particular questions or tasks where the performance in this area is particularly important.

12.5 Where candidates are being assessed, it is important to make notes of the candidate's responses. Not only are these a useful reminder of the response to compare candidates but they are also useful to provide candidates with feedback after the interview or assessment and provide evidence to support a decision, should this be challenged by a candidate.

12.6 Following the introduction of the English Speaking Requirement for Public Facing Roles, it is important that where an employee is required to speak to members of the public as a regular and intrinsic part of the job, that this requirement is considered in appointments. For further information, please contact your HR Adviser.

12.7 This can be a two stage process and candidates can have a first and second stage interview and assessment process. It is advisable to notify candidates of this at the beginning, so that they are fully aware of the expectations of them.

13.0 Making a Selection Decision

13.1 Hiring Managers need to review all of the interviews, assessments and scoring to make their selection decision. Consideration should be given to all of the selection tools used and this is where it is helpful to score each exercise to effectively compare candidates. Details of the reason for the selection decision should be retained by the Hiring Manager and added to the job on BW Unit 4 Recruitment.

13.2 An initial offer should be made by the Hiring Manager. This is normally made verbally and is subject to pre-employment checks including references, medical questionnaire and DBS check if applicable.

13.3 Hiring Managers will need to progress the candidate in BW Unit 4 Recruitment by progressing the candidate using a T103 form to 'Create Conditional Offer'.

13.4 It is important to offer all candidates feedback following an interview or assessment process. The outcome of the interview along with information on the candidates performance should be provided as soon as possible after the end of the process.

14.0 Pre-employment Checks

14.1 A range of pre-employment checks are undertaken to provide further confirmation of the candidate's suitability to the role.

14.2 **References** – Two verbal references should be obtained for a candidate following a verbal offer (unless references have already been obtained for the candidate as part of a safer recruitment process). Where possible the referee should put the details in writing to you. See the Reference Policy and Toolkit for more information (iWest Intranet - Policies (HR))

Details of the telephone conversation should be recorded on the Reference Form and used as a prompt for discussions with the referee.

14.3 **Medical Questionnaire** – All candidates will be expected to complete a medical risk assessment form to identify if there is anything which may need to be further considered in appointing the candidate to the role. This may require the candidate to have a telephone discussion or attend an appointment with an Occupational Health Adviser.

14.4 **DBS (Disclosure and Barring Service) Check** – If the role that is being appointed to involves working with vulnerable adults or children, it may be necessary to undertake a DBS check on the candidate before they can be appointed. There are different checks for people working with different groups:

Standard Check
Enhanced DBS Check
Enhanced DBS plus Adults Barred List Check
Enhanced DBS plus Childrens Barred List Check

It is important to seek to obtain the correct level of check for the role, further details of the eligibility checks can be found in the DBS Policy and Guidance (iWest Intranet - Vacancies and recruitment).

The Council uses an electronic system to obtain a DBS check and this should be progressed by firstly raising a Purchase Order Number and then entering details onto the Atlantic Data system. The Sourcing Team can provide further information on this.

14.5 **Driving Licence check** – where an employee is required to drive around the Borough in a Council vehicle as an integral part of their job, their Driving Licence should be checked. This is especially important if the applicant is going to be driving a large goods vehicle

It is advisable to check this using the online system .gov.uk system. The applicant would need to obtain an authorisation code (by requesting this online https://www.gov.uk/view-driving-licence) and provide the last eight characters of their driving licence number.

Hiring Managers should enter this information in to https://www.gov.uk/check-driving-information and this will allow them to view the details of the driving licence and which vehicles the candidate is licensed to drive. A copy of this confirmation, should be saved and sent to the TSC.

14.6 **Professional Membership or Registration Checks** – some job roles may require candidates to have membership or registration of a professional or registration body e.g. Health and Care Professions Council (HCPC) or Law Society. Hiring Managers should obtain confirmation of this membership as part of the pre-employment checks either by checking certificates or by checking an online register.

14.7   Where you have taken copies of documents, please scan these in and return to the TSC. It is important to make sure that all pre-employment checks are completed satisfactorily before arranging a start date. In some circumstances, it may take longer for some checks to be undertaken, e.g. DBS checks can take a number of weeks to be returned, and where this is the case and a start date is arranged, appropriate safeguards should be put in place to minimise any risk.

15.0   Onboarding

15.1   As soon as an offer is made to a candidate, and all pre-employment checks are complete, Hiring Managers will be notified that they can confirm the start date and complete the new starter details on Oracle dashboard.

16.0   Further Training & Guidance

16.1   Further training and guidance is available on recruitment and selection is available from Human Resources hr@cheshirewestandchester.gov.uk 01244 973639

16.2   Further training and support is available on using UNIT4 BW Recruitment from the Sourcing Team (sourcingteam@ecwip.co.uk) or telephoning 01244 972244.

Version	Date Created	Date Approved By TU's
1.0	March 2016	4th May 2016
2.0	November 2016	30th November 2016
3.0	July 2017	25th July 2017
4.0	October 2018	11th February 2019

Appendix 1 – Job Description & Person Specification Template

CHESHIRE WEST & CHESTER COUNCIL

JOB DESCRIPTION

JOB TITLE: [insert job title]

EVALUATION   [reference number allocated by HR]
REFERENCE:

GRADE: [insert job grade details – where job has not yet been evaluated this
                                  should include Indicative Grade]

RESPONSIBLE TO: [job title of role responsible to]

JOB PURPOSE: **[this section should be a short summary of the job role]**

PRINCIPAL RESPONSIBILITIES

1   [This section should include details of the main responsibilities of the job and should include no
         more than 12 separate points]

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NOTE
Notwithstanding the detail in this job description, the job holder will undertake such work as
may be determined by the Manager from time to time, up to or at a level consistent with the
Principal Responsibilities of the job.

This role is a **[insert worker style]** and this means that the role will be **[description of type
of worker]**. Many services and customers span across the Borough and therefore you may
be required to work at any location in Cheshire West and Chester.

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PERSON SPECIFICATION

Qualifications	*[detail here in each section the requirements for the job and include (Essential/Desirable) next to each criteria]*
Experience	
Job Related Knowledge	
Skills and Aptitudes	
Other Requirements	Enhanced DBS [*plus Childrens/Adults Barred List*] The ability to converse at ease with customers and provide advice in accurate spoken English
Competencies	Teamwork (Level?) Honesty (Level?) Respect (Level?) Innovation (Level?) Value for Money (Level?) Empowerment (Level?)

Appendix 2 – Shortlisting Matrix

Criteria Candidates																	Total

Appendix 3 - Interview Assessment Form

INTERVIEW ASSESSMENT FORM

Job Title: **Date:**   **Candidate's Name:** ....

Question Scores	0 - Inadequate	1- Adequate	2 – Average	3 – Good	4 – Very good	5 – Excellent

	Question	Who is Asking Question	Weighting	Score	Notes
Q1					
Q2					
Q3					
Q4					
Q5					
Q6					

Name of Interviewer: **Signature of Interviewer:**

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