

Code of Practice

Recruitment and Selection

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CODE OF PRACTICE ON RECRUITMENT AND SELECTION

INTRODUCTION

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

THE VACANCY

7. Once a vacancy occurs, it provides an opportunity to review the post. In reviewing the position, a manager should arrange for an exit interview (Dennis / Employment Handbook/ section 14) to be conducted with the employee. The view of the current post holder may be important in helping to decide how the job will be performed in the future.
8. Consideration will need to be given to whether the job is necessary and if so whether the job description (JD) and person specification (PS) are accurate. If there have been changes in work practices or technology, this may affect the JD and/or PS and, if the job has changed significantly re-evaluation may be needed. Managers must consider whether the current pool of skills and knowledge in the team is appropriate to current needs and future development. If not, this is an opportunity to restructure the post. An EMF must be completed electronically and authorised for all recruitment including temporary, permanent and fixed term posts.

9. In cases where the job has changed significantly it may have an impact on the grade. HR must be consulted at the earliest opportunity to discuss a re-evaluation. Where the grade of a job changes, this will have a budgetary impact and managers should discuss this with their accountant.

JOB DESCRIPTION AND PERSON SPECIFICATION

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

JOB DESCRIPTION

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

Post Title : This is a useful marketing tool in attracting applicants. It must be as descriptive of the job as possible and avoid jargon.

Post No: The post number on the establishment.

Team: The Team in which the post is located.

Grade: The Pay Band of the post.

Responsible To: The direct line manager of the post.

Supervising: Details of the posts directly and indirectly supervised. This can either be job titles or number of posts.

Date: The date the JD was created.

Introduction Corporately agreed wording that is applicable to all posts.

Specific Responsibilities: Include here a clear description of duties and responsibilities. This should also include any special responsibilities for health and safety or equal opportunities and indicate significant contacts the post holder will have both inside and outside the Authority.

Generic Responsibilities: A link is provided to Corporately agreed wording which is applicable to all posts. This is located on the Council's intranet site.

13. Dennis / Employment Handbook section 1 shows a standard JD template. Beware of including absolute detail in a JD e.g. cash value of orders as these may vary over time without affecting the individual's grade. Preparing the JD is an essential part of effective and fair recruitment and selection; therefore adequate time needs to be allocated to its preparation. The JD will be used to draw up the PS.

PERSON SPECIFICATION

14. This is a key document in the recruitment and selection procedure. It provides a profile of the ideal person for the post. Along with the JD, the PS is used to draw up the advertisement, shortlist the candidates and write the interview questions. If the PS is drafted correctly, the whole recruitment process is easier and more objective. A well-drafted PS will enable interview panels to justify decisions.
15. The questioning of applicants at interview and making a decision should only be based on the requirements of the post as indicated in the JD and PS. The interview panel, when writing questions, must ensure that all essential areas of the person specification will have been assessed/measured by the end of the interview process. Some areas on the PS can be measured solely from the application form. Questions must be asked to cover all those areas that cannot be adequately measured from the application form, or some kind of test applied, i.e., presentation/written exercise. HR can provide advice on this area.
16. In order to avoid discrimination, the PS must be reviewed/updated every time the post becomes vacant. It must only contain criteria that match the real requirements of the job.
17. The PS is provided to candidates with the JD to enable them to identify whether they have the essential skills and attributes to apply for the position.

WRITING A PERSON SPECIFICATION

18. To draft a PS, managers should systematically go through the JD and decide upon a range of criteria that relate to the job. These criteria should be grouped under the following headings:
- Education, Professional Qualifications and Training
 - Skills, Abilities and Special Knowledge
 - Previous Experience
 - Personal Circumstances

19. Under each heading, the criteria are then sorted into those categories that are considered:

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

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

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

GUIDANCE ON HOW TO COMPLETE A PERSON SPECIFICATION

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

Education, Professional Qualifications and Training

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

Skills, Abilities and Specialist Knowledge

23. Define those skills and abilities critical to the job, or any special knowledge required e.g. keyboard skills, specialist technical skills. Consider intellectual skills such as numeracy, communication, interpersonal skills, negotiation skills, ability to analyse information, data and statistics, problem solving skills, presentation skills, report writing skills, decision making skills, managerial/supervisory skills. Also consider practical skills and abilities including manual dexterity, ability to use equipment and machinery etc.

24. Any specialist knowledge required must be stated, and if possible, specify the level of knowledge required e.g. specialist knowledge of regulations/legislation, systems, techniques, equipment or specialist knowledge of a professional nature.

Previous Experience

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

Personal Circumstances

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

The ability to demonstrate behaviours that comply with the Council's High Performance Environment (HPE) is mandatory and can only be assessed at interview stage and therefore appropriate questions can form part of this meeting.

ADVERTISING THE VACANCY

27. In some circumstances, managers may decide to advertise a role up to and including Assistant Director level internally only. This approach would typically be applied when it is considered that the Council has relevant skills/experience within the workforce. This applies to both permanent and temporary roles, i.e. a secondment for a fixed period of time or maternity cover.
28. Advertising is a powerful tool in recruitment. However, if used inappropriately it can be expensive as well as disappointingly unproductive. A good advert is not measured by the number of replies it attracts, but by the number of suitable candidates.
29. The advert should be clear and concise, bringing out the essential elements of the JD and PS. This can serve to discourage would be applicants who lack the experience and qualifications required and make the advert more effective.
30. The recruiting manager is responsible for drafting the advertisement and HR will provide any advice as required. Please use the advert template which can be found on Dennis / Employment Handbook / Section 1 – Recruitment and Selection. Adverts placed in paper publications is discouraged. Online media only should be

used, unless in exceptional circumstances. HR will ensure that the following are included in a corporate style and template:

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

31. HR will ensure all advertisements carry the DBC logo, and the Disability Confident symbol. For adverts placed nationally, HR must consider including details about the area of Dacorum.

APPLICANTS

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

WRITING AN ADVERT

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

WHERE TO ADVERTISE

33. All adverts will be placed on iTrent – Recruitment and appear on the DBC recruitment website. Roles at Team Leader level or below may be advertised internally only. The recruiting manager will advise if this is to be the case on the EMF.

All external adverts will be placed on LinkedIn and other appropriate social media relative to the role. The recruiting manager may liaise with HR regarding other appropriate online job sites and online professional publications. Advertising in paper publications is discouraged.

As it is very expensive to advertise in some national/professional publications, adverts will not normally appear in more than one publication. The recruiting manager must decide as to the cost effectiveness of this approach. HR can liaise with a recruitment advertising agency who can advise on choice of media, costs, deadlines etc. However, on occasion it may be more cost effective to work directly with the appropriate publication.

HR will pay a maximum of £500 towards the total cost of advertising a vacancy. The remaining cost of advertising will need to be paid out of the recruiting manager's budget.

CURRICULUM VITAE (CV)

34. Candidates are now encouraged to submit their CV and complete a covering letter to apply for their chosen role. Candidates are asked to complete the Equal Opportunities Monitoring form as part of their registration on the recruitment website.

Once the post has closed the recruiting manager is able to review all the completed applications together with CVs online. HR is still able to forward the candidate applications, if required.

SHORTLISTING

Shortlisting must take place as soon as possible after the closing date and should be carried out by a minimum of two people from the interview panel, either independently or together. In the event that a member of the interview panel is a relative/friend or known to an applicant, he/she may not be involved in any process related to that applicant. Both employees carrying out the shortlisting must have received appropriate DBC recruitment and selection training.

35. Shortlisting is the process by which the information provided by candidates is measured against the essential and desirable criteria in the PS. It will only be possible to evaluate some of the required criteria from the CV and covering letter at the shortlisting stage (e.g. qualifications and experience); however other criteria will need to be assessed at interview. Qualifications stated as essential will need to be confirmed at interview by applicants producing original certificates, and this will be stated in the email inviting applicants to interview.
36. As a first stage all candidates who meet the essential requirements of the position should be identified. If this method produces an unmanageable shortlist, candidates should be assessed against the desirable criteria to reduce the numbers to a reasonable shortlist.
37. Not all the selection criteria may be of equal importance. Panels may decide to weight the desirable criteria in order of importance in order to shortlist. (There is no need to weight essential criteria.)
38. DBC policies, and our registration process, state that we guarantee to interview all applicants with a disability who meet the essential criteria stated in the PS. At the shortlisting stage it is essential that a candidate with a disability is not inadvertently excluded, e.g., when manual dexterity is required, a person with a disability may be able to carry out the work with reasonable adjustments such as adaptations to the job or with specialist equipment. It is essential that HR is consulted to provide information regarding reasonable adjustments.
39. Advice from HR must be sought where there are concerns regarding gaps in employment history.
40. When carrying out shortlisting it is essential that a DBC shortlisting set is used and only criteria that can be measured from the CV and covering letter should be considered. The recruiting manager is encouraged to create the shortlisting criteria set within the iTrent – Recruitment system and then shortlist all candidates in this way.

41. Written / electronic shortlisting documentation will be kept together with candidate applications for a minimum period of 6 months after the closing date. After this time HR will delete all unsuccessful candidate documentation. If a candidate requests information on why they are not shortlisted, or if a complaint of discrimination with regard to shortlisting or selection following interview is received, HR must be contacted immediately. Panels must not comment to other applicants regarding other candidates.

REASONS FOR NOT SHORTLISTING

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

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

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

False information: False information on a CV or covering letter will lead to disqualification, and if a candidate is appointed, and it is discovered that false information has been provided during recruitment and selection, this may lead to dismissal.

Canvassing: Canvassing of Councillors, senior employees, or interview panel members will lead to disqualification.

Previous dismissal: Employees who have previously been dismissed from the Council on grounds of misconduct or capability must not be re-employed. Panels should check work experience history on application forms thoroughly. HR must be consulted for advice on this area.

INFORMING CANDIDATES

43. Managers are able to advise candidates shortlisted for interview electronically via iTrent – Recruitment, which will generate an email. The email will provide

candidates with the opportunity to book an interview slot on the recruitment website, which has already been set by the recruiting manager.

44. Once the candidate has booked their slot, the details of the interview will appear on iTrent – Recruitment under Interviews > View Interview Details link. At this stage, the candidate is ready for interview.

WRITING INTERVIEW QUESTIONS

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

THE INTERVIEW

47. The interview and any tests/presentation are the main basis for deciding which candidate best meets the PS. The objective of the interview is:

- To determine each candidate's suitability for the job when measured against the PS.
- To select the best person for the job and ensure that standards of service remain high.

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

The interview panel should consist of a minimum of two people, one of whom must be trained in recruitment and selection at DBC. This Code of Practice cannot cover the many interviewing techniques or give an opportunity to practice them. A member of the HR team can assist and in some cases is able to attend the interviews and support the overall process.

48. The members of the interview panel must agree in advance the format of the interview, the questions that will be asked and by whom. A person should be nominated to "chair" the interview by welcoming the candidate(s), introducing the panel members and co-ordinating the interview process.
49. A Candidate Assessment Form (Dennis / Employment Handbook / Section 1) must be used to record each candidate's answers at interview. These can then be easily assessed against the agreed model answers of the interview panel.
50. The same questions must be put to all candidates, including internal candidates. Do not assume that internal candidates have a knowledge that external candidates do not. The interview should normally last between 30 and 60 minutes, although this will vary. The same amount of time should be allocated to each candidate so that they all have an equal opportunity to answer the questions.
51. Although the same questions must be put to each candidate, supplementary and follow up questions may be necessary in order for the candidates to successfully demonstrate their skills and abilities. Interviewers should adopt a consistent approach

with all candidates, and ensure they ask questions to assess each candidate against all criteria.

52. Apart from initial 'ice-breaking' questions, questions irrelevant to the post must not be asked at interview as they could prove to be discriminatory (e.g. asking about family commitments or personal interests where these are unrelated to the job). Where the job involves unsocial or irregular hours, these facts must be presented to all candidates. It is acceptable to ask all candidates whether they have fully understood and can comply with these requirements.
53. Notes must be taken by all panel members, using the Candidate Assessment Form. An objective assessment of each candidate's answer to each question must be made using the model answers previously agreed. This will enable fair and consistent assessment of each candidate's answers.
54. In the invite to interview email, all applicants will be asked to bring the documentation to their interview. Either at the beginning of the interview, or at the end of the meeting, documents should be photocopied, signed and dated to state they are a true copy and the originals returned.

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

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

55. All applicants will have completed a Criminal Record Declaration Form (CRD) as part of their application form. The content of the CRD form will only be reviewed by HR in relation to the successful candidate, prior to making the verbal job offer, and any declared convictions must be discussed. Only convictions relevant to the job should be considered.) All CRD details for unsuccessful candidates will not be reviewed. They will be destroyed periodically through the iTrent – Recruitment System as part of the GDPR storage and retention periods.
56. The recruiting manager should inform candidates at interview stage of the conditions of service.

INVOLVING MEMBERS

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

ADDITIONAL SELECTION METHODS

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

Presentation: These are useful when the job involves an element of training, presentation or Committee work. If a presentation is to be used, candidates will be advised of this when invited to interview, with the title of their presentation and of any other information the panel wish to provide (including background data, reports or statistics where appropriate). Candidates must be informed of the format of the presentation required (i.e., PowerPoint/Talk and Chalk, provision of handouts). Panel members must agree what is to be scored in the presentation i.e. content, style, communication, innovation, in order for all candidates to be fairly scored/assessed in this area.

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

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

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

DECISION MAKING

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

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

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

- Proof of right to work in the UK, guidance on prevention of illegal working can be found at https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/276790/full-guide.pdf
- Copies of original certificates confirming essential qualifications/training
- Proof of National Insurance number
- Sight of CRD form
- Driving licence if required to drive as part of the role
- Short-listing paperwork
- Anticipated start date and salary information

JOB OFFERS

61. HR will produce the offer letter and Terms and Conditions of employment for the successful candidate. The recruiting manager must move the candidate to 'Ready to Offer' on iTrent – Recruitment and complete the Managers Post Interview checklist and send this to HR. Either the recruiting manager or HR can then send out emails via iTrent – Recruitment to those candidates who were unsuccessful at interview.

All candidates must be informed of the decision as quickly as possible after the interviews, and the recruiting manager must offer the post verbally to the successful candidate. The verbal offer should include the position title, salary, any additional benefits, location of the role, position title and name of manager. Information may be sought verbally regarding a likely date of commencement of employment with DBC. It must be explained that this is a conditional offer subject to satisfactory references, medical clearance, and DBS if applicable.

If internal candidates have been unsuccessful, they must be offered the opportunity to have feedback, and it is preferable that this is face to face. HR can advise on the provision of feedback. External candidates may be provided with feedback upon request, and this will usually be over the telephone. A clear explanation must be given

relating to the model answers which were sought to questions, and the answers that the candidate gave. If more than one candidate is appointable, it is acceptable to designate a reserve or second choice, should the chosen candidate withdraw or refuse the offer. HR can advise on the content of letters to be sent out to reserve/second choice candidates.

62. If the panel is unable to appoint, i.e. the candidates have not met the essential requirements of the PS, the following options are open to them:

- Re-interview those candidates who have met most of the criteria required but where there is concern about a specific area or areas.
- Re-advertise the post.

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

REFERENCES

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

In unusual situations, where references **cannot** be obtained after significant effort has been made to obtain these, managers may consider either withdrawing the offer or continuing with the appointment (HR advice should be sought). It worth noting that new starters are subject to a probation procedure, so the Council can manage employment issues via this mechanism if they arise.

OFFERS TO CANDIDATES ALREADY EMPLOYED AT DBC

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

RECRUITMENT & SELECTION POLICY STATEMENT

- 1 DBC recognises that the effectiveness of the Council's service is largely dependent upon the quality of its employees.
- 2 One of the most important tasks a manager undertakes is to recruit new employees. Recruitment is both time consuming and costly, and if mistakes are made they can have a long lasting impact upon the Council. Managers must ensure they make investments in new employees with care.
- 3 This Policy Statement will be supplemented by a Code of Practice on Recruitment and Selection aimed at ensuring that:
 - a) the Council's commitment to being an equal opportunities employer is applied throughout recruitment procedures,
 - b) all candidates are treated with respect and are left with a favourable impression of DBC,
 - c) no applicant or employee receives less favourable treatment on grounds that are irrelevant to the requirements of the post,
 - d) all employees and Members involved in recruitment and selection will receive appropriate training,
 - e) a job description and person specification will be prepared prior to any post being advertised,
 - f) shortlisting will be based solely on the criteria and skills set out in the person specification and job description. A minimum of two interview panel members will shortlist either independently or together.
 - g) a minimum of two people will be involved in interviewing candidates, including the line manager of the vacant post. In the case of Chief Executive and Directors posts, an interview panel comprising of 5 Members and advised by Officers will be convened,
 - h) In the event that it is considered necessary to ask candidates to undertake practical tests of skills directly related to the job, e.g. keyboard skills, in tray task, or to carry out a presentation, HR should always be contacted for advice before using tests/presentations.
- 4 This Policy will apply to all employees and Members of the Council.