



# RECRUITMENT AND SELECTION PROCEDURE



**Liberata**



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**PREPARATION**

- ❑ Approval must be given before a vacancy can be filled. Speak to Human Resources about this.
- ❑ Identify all interview panel members and work together from this point.
- ❑ Agree a timetable for the recruitment process.
- ❑ Identify a chair of the selection panel and discuss the role of panel members.

**JOB DESCRIPTION (JD) - DEFINE THE ACCOUNTABILITY STATEMENTS**

- ❑ Review the post – has the job description changed or expanded?
- ❑ Talk to the person who currently does the job, other colleagues and contacts.
- ❑ If it is a new post, draw up a comprehensive JD, using the standard JD form.
- ❑ Make sure all JDs are in the correct format and include a relevant Equality & Diversity and health and safety statement.
- ❑ Include all duties; rank in order of importance and frequency.
- ❑ Be precise: separate duties and avoid unnecessary jargon.
- ❑ If it is a new job or there are big changes the JD needs to be evaluated by the Job Evaluation panel so allow time for this.

**PERSON SPECIFICATION (PS)** – defines the attributes a person needs to put the JD into action. The PS sets standards and forms the selection criteria for the job.

- ❑ Update the PS if necessary. Use the standard section headed ‘Selection Criteria’ at the bottom of the job description.
- ❑ Identify the qualifications (if appropriate), experience, knowledge, skills and abilities (including physical or mental abilities), a person needs to carry out the tasks in the JD – these should match.
- ❑ Rank the criteria in order of importance, with most essential criteria at the top.
- ❑ List the essential criteria – without which the job cannot be done. Include equalities/diversity.
- ❑ List the desirable criteria – attributes that would be an advantage. Desirable criteria should be kept to a minimum
- ❑ Agree how the selection criteria will be assessed (application form, test, certificates, interview, presentation, etc)
- ❑ Be precise and specific and identify the level of skill required.
- ❑ Be objective – where possible, use criteria that can be measured.
- ❑ Agree PS (and JD) with selection panel. Don’t add extra criteria later.

**ADVERTISING THE VACANCY** - 1<sup>st</sup> point of contact with potential candidates – aim to attract the right candidates and put off irrelevant applicants. You may wish to target under represented groups or give details of family friendly policies etc.

- ❑ Draw up the advert. Include all the essential criteria if possible.
- ❑ Consider the wording used – does it encourage applications from all groups: men and women, black and white, disabled and able bodied, young and old?
- ❑ Include standard wording in the Advert if a Criminal Records Check is required.
- ❑ Send the advert, JD and PS to Human Resources.

- ❑ Talk to Human Resources about how and where the job will be advertised.
- ❑ Point out any specific advertising requests you have, i.e. certain journals.

**SHORTLISTING** - To filter a manageable group of people who are strong candidates. Use the person specification – it sets out the selection criteria for the post.

- ❑ Agree a scoring system with the panel: what will get full marks, half marks, very few marks for each of the selection criteria.
- ❑ Shortlist individually, then discuss and agree with the panel.
- ❑ Check for essential criteria first as an initial sifting exercise, for instance full driving licence.
- ❑ Use the RS1 form and record each applicant's performance against the selection criteria.
- ❑ Interview all applicants with a disability who meet the essential criteria for the post.
- ❑ Keep records, be consistent. Do not introduce irrelevant criteria.
- ❑ Be prepared to offer appropriate and honest feedback when asked.
- ❑ Reach a panel consensus on who will be invited to interview – inform Human Resources so they can send you these people's contact details.
- ❑ Send out letters inviting people to interviews using the standard letter.

**ELECTED MEMBER INVOLVEMENT** – Councillors will be involved in interviews for the following posts: Strategic Director, Corporate Director, Democratic and Legal Services Manager, Housing, Health & Economic Development Manager, Neighbourhoods Services Manager, Planning, Building Control & Licensing Manager, Financial Services Manager, Environmental Services Manager. They may wish to be involved in the shortlisting process

- ❑ If they are to score in shortlisting or interview you must arrange advice and guidance from Human Resources.
- ❑ Send shortlist and application forms to Councillor(s).

## **TESTS AND PRESENTATIONS**

- ❑ The test or presentation must be directly relevant to one or more of the selection criteria.
- ❑ Agree a scoring system so you can measure each person's success.
- ❑ Get rid of any unintentional bias – contact Human Resources for advice if necessary.

**INTERVIEWING** – The panel shares responsibility for ensuring fair and equal treatment.

- ❑ Consider and prepare the interviewing environment, process, questioning strategy, role of chair/panel and note taking.
- ❑ Use standard letter inviting candidates to interview. Discuss any requests for reasonable adjustments from disabled applicants and make necessary changes to interview process.
- ❑ Environment – comfort, layout, furniture, no interruptions, noise, accessible etc.
- ❑ Process – introductions, preamble, timing, candidates' questions, closing the interview etc.
- ❑ Prepare the questions and ideal answers. Link them to the JD and PS, same to all, probe as needed, ensure fair questions. Include at least one relevant one on equalities and diversity.
- ❑ Include the standard statements on probationary periods and the smoke free policy. If applicant has indicated that they have unspent convictions then ask about these. Question any gaps in career history.
- ❑ Check certificates for any qualifications and driving licence where applicable.
- ❑ Check and discuss the pre-employment driver questionnaire, where applicable
- ❑ Roles – chair controls time and process. All panel members should demonstrate interest and support.
- ❑ Notes – use RS2 standard form. All panel members take notes and one identified panel member records a fuller account of what is said. Score each candidate individually before the next interview and without discussion between panel members.

## **THE DECISION**

- ❑ Discuss with the panel each of your individual scores for each person interviewed and the evidence of each person's abilities (use your notes from the RS2 form).
- ❑ Try to reach agreement – note any disagreement.
- ❑ Where there is disagreement, consider how well the candidates meet each individual criteria, rather than averaging your scores.
- ❑ Make a record of your decisions and reasons – send this and all other relevant documentation to Human Resources where it will be kept for 12 months.
- ❑ Inform successful and unsuccessful candidates as soon as possible.
- ❑ Ask the employee if there are any reasonable adjustments needed as a result of a disability they have.
- ❑ Once you make a conditional offer and this is accepted let Human Resources know and they will write to referees and do the other pre-employment checks. If there is a Criminal records check do not confirm any of the pre-employment checks have come back OK in case there is a problem that the police do not want to tell the candidate about.

## **REFERENCES AND PRE-EMPLOYMENT CHECKS**

- ❑ These are completed by Human Resources. An employee cannot start until they have been completed.

## **FEEDBACK AND COMPLAINTS**

- ❑ All candidates are entitled to feedback after an interview.
- ❑ When candidates request feedback, respond positively and openly – don't give ambiguous answers when they ask why they were not selected.
- ❑ BE HONEST, BE FAIR. Use your record of decisions and reasons.

## **The Recruitment and Selection Complaints Procedure**

Candidates who feel that they have been treated in a way that contravenes the Equal Opportunities Policy can follow the Recruitment and Selection Complaints Procedure.

Please contact Human Resources at Number One Market Street for any further advice on Recruitment and Selection.

## JOB EVALUATION

Pendle Council rolled out the current Job Evaluation Scheme in 2004. It is based on the standard format for the job description and person specification so it is important that they match the job as closely as possible and that there aren't any gaps.

If a job description or person specification is being updated and there are no major changes there is no need for it to be Job Evaluated. If there are significant changes or you are unsure please speak to your Senior Manager or Human Resources.

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## WRITING A JOB DESCRIPTION

A good job description defines the duties and responsibilities of a job and it is important that it is as accurate as possible. (While a good person specification will list the skills, qualifications, experience and knowledge which are needed to actually do the job). The JD should be reviewed each year as part of the performance management process but this should always be checked prior to advertising and updated if necessary.

Having a well written job description has several benefits:

- (a) it helps potential candidates decide whether they are suitable for the job. This reduces the number of unsuitable candidates who apply and increases the number of suitable people who apply
- (b) it helps you as the recruiter to identify who is the best person for the job
- (c) it is the basis for job evaluation and will help ensure that the person is paid fairly for the work that they do.

The best way of updating or writing a job description is to speak to the current employee and discuss what they do in their job. If this is not possible (for instance if a new job is being created) then try to find another employee who has some link with this area of work and discuss the job description with them. You will produce a better description of the job if you have two people's point of view.

Use the standard format – see Appendix 1.

- i) Post Title - does it accurately describe the job and its level? Is it understood by members of the public and Councillors? Is it free of gender bias and age bias? If used in an advert, will it attract applicants? Is it free of jargon (especially for jobs like administrative jobs where we don't need specialist knowledge)?
- ii) Responsible For - Is the post holder responsible for staff? If so, who? And do they have responsibility for all aspects of supervision / management?
- iii) Main Contacts - Is there contact with other service units, customers or Councillors or other external organisations? How often is the contact? Is it direct, i.e. over a counter, or is it indirect, i.e. by telephone or letter?
- iv) Job Purpose - This should be a very brief summary of the aims and objectives of the job and how it fits into the Council's structure. .
- v) Control of Resources – will the employee be responsible for the security and maintenance of any equipment, plant, buildings, materials or money?

Examples include fee collection, a refuse wagon, the security of a council building, etc? Do not include budgets (they should be in the main duties).

Accountability Statements – this should be a list of the results that the post is expected to achieve. There should be no more than 10 Accountability Statements. The benefit of having Accountability Statements is that the key outputs of the role are easily identifiable, which means they can be measured to show whether they have been achieved.

Accountability statements should be written in a certain format that focus more on the ‘what’ is to be achieved rather than the ‘how’, for example:

<b>Action Verb</b>	<b>Object</b>	<b>End Result</b>
What is done	To what	With what outcome ie what is the reason for the action

Examples would be:

<b>Action Verb</b>	<b>Object</b>	<b>End Result</b>
Develop and implement	The Council’s Financial Strategy	To ensure compliance with statutory duties and that a balanced budget is delivered on time
Manage	the efficient use of resources	To ensure that services are delivered to the required standards
Prepare and provide	Management information reports	To monitor performance to enable corrective action to be taken where necessary

Include at least one specific accountability relating to Equalities/Diversity together with any specific accountabilities that are linked to the Equality Action Plan. Don't rely on "other duties commensurate with the grading" as a catch all – as far as possible, known accountabilities should be listed separately.

Make sure this general accountability is included in Line Managers’ Job Descriptions “Be aware of your responsibilities under equalities legislation including the requirement to complete Equality Impact Assessments, together with the objectives and targets required in the Equalities Action Plan, to ensure delivery of these objectives within the timescales specified” or include a specific accountability that relates to their Service’s Equality Action Plan (EAP).

You should also remember to include specific accountabilities relating to health and safety and customer care together with a willingness to undertake new learning and training as required by the job.

Older Job Descriptions may not include these things, therefore at the annual performance review seek advice from Human Resources to refresh them

Put the most important accountabilities first and the less important accountabilities towards the end.

All updates to job descriptions and person specifications must be authorised by the Service Manager and a copy should be sent to Human Resources.

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## **WRITING A PERSON SPECIFICATION**

A good person specification defines the qualifications (if appropriate), experience, knowledge, skills and abilities which make up the best person for the job. It is used as the selection criteria for a job – which makes it one of the most important parts of the recruitment process.

You will use these selection criteria to shortlist application forms, set up the tests and interview questions and decide on the ideal answers for both tests and questions. They increase the chance of the right person being appointed and reduce the possibility of unconscious discrimination. Once it is drawn up and agreed, no extra criteria should be added to the person specification or used in the selection procedure at a later date.

You must decide on the best assessment method (such as application form, test, certificate, interview, presentation) before the job is advertised. This will give potential applicants full information. The application form advises applicants that they will need to provide evidence/information on all the criteria on the application form for the shortlisting process.

## **WRITING SELECTION CRITERIA**

A person specification is a list of criteria. More details are given below but all criteria must be:

- Job Related
- Ability Based
- Clearly Defined
- Measurable / Observable
- Weighted
- Agreed
- Justifiable
- Consistently Applied

### **Job Related**

There should be a clear link between the criteria and the job description since you are only interested in the person's ability to do the job.

**DON'T USE** Must have good written skills.  
Must have O'Level or GCSE English at grade A-C or equivalent.

**DO USE** Must have a good understanding of grammar and spelling to write clear and accurate letters to customers. Must have clear handwriting to transfer customers' details onto record cards.

### **Ability Based**



The criteria should be expressed in terms which describe the abilities you are looking for.

**DON'T USE** Must have experience of using a computer.  
Must have an IT qualification, such as CLAIT or ECDL.

**DO USE** Must be able to use a computer to write letters, data input and get information from databases and be able to send and receive emails.

### **Clearly Defined**

It is important that everyone involved in the selection process – whether they are a potential applicant or a recruiter – knows what the successful applicant will be able to do. The criteria should not be vague, it should have little scope for individual interpretation.

**DON'T USE** Must be numerate.  
Must have GCSE maths or equivalent.

**DO USE** Must be able to accurately calculate percentages from equal opportunities monitoring forms and keep an accurate tally of money paid out of petty cash.

### **Measurable / Observable**

The criteria must be described in terms of measurable and observable facts that are not distorted by personal feeling or prejudices, such as someone having 'good communication skills', being 'numerate' or having 'good IT skills'.

Wherever possible, use criteria that can be objectively measured either in a test or in the interview. If you write things like the *do use* examples, above, it will be easy to test these at interview.

### **Weighted**

Use the most important accountabilities in the Job Description to decide which are the most important criteria. These should be put, in order of importance, at the top of each section on the Person Specification. For example, the first and most important criteria under "Knowledge, Skills, Abilities and Experience" for a Building Control Officer would be "To have detailed and current knowledge of building regulations and how to apply these". Similarly, the first and most important selection criteria for a receptionist is "able to ask questions and to give clear information to members of the public, including anxious or irate customers". The order of these criteria will help the shortlisting panel to agree a weighted scoring system.

### **Agreed**

As well as using someone else to help you draw up the Job Description, panels are used for shortlisting and the interviews – this helps to get a more balanced view. Time must be available for all people (such as Service Managers, Line Managers, Human Resources, Job Evaluation Panel) who are involved in these processes to agree the criteria. This means disagreements can be cleared up before the advert is sent out.

### **Justifiable**

You should ask yourself the question "if challenged, how could I defend the use of each criteria?" i.e. is it needed for someone to do this job well and safely? This helps to make sure that only the really important criteria are included and irrelevant things are cut out.

An example of a non-justifiable criteria is asking for a number of years' experience. This could attract people who have had a narrow range of tasks for a lot of years, or someone who has done these tasks badly for a lot of years. It may also indicate age discrimination. Instead you should give details of what they should have done during their experience. For instance "experience of successfully managing a team of people and dealing with a range of staffing issues such as sickness, disciplinary, recruitment and motivation of staff". Other useful phrases might be 'extensive/considerable experience of...' or 'some experience of...'

Another hard-to-justify criteria would be asking for qualifications where experience could be as good or better. However, it is justifiable to include qualifications if the job will require someone to do a further qualification, i.e. Trainees may need a level 3 qualification (such as AS levels, A Levels, NVQ Level or equivalent) so that they would be accepted on an HNC course and later complete a full degree.

### **Consistently Applied**

Once the criteria are identified, they must remain unchanged throughout the selection process and be applied equally by everyone shortlisting and/or interviewing. If you are in the middle of the process and you find you need to change any of the criteria you should stop the process and restart it. For instance, you may need to readvertise it.

### Standard Criteria

Make sure that there is a criteria that refers to equality and diversity. This has been required since 2006.. It must be essential and must be tested by Application and at least one other method, for instance by Interview. Some example statements and questions are given in Appendices 2 and 3.

### Essential and Desirable

**Essential Criteria** - These are the absolute minimum requirements without which the candidate will be unable to do the job. Examples of these are:

- possession of a current LGV Class 2 driving licence (for a Refuse Driver)
- the ability to use Microsoft Word or other Microsoft applications (for most office based jobs)

Essential criteria have two types of scores (see later section). If they are the key essential criteria, they score 15. Other essential criteria score 10. This helps to separate people who will be good at the job and those who will be the best ones. This is one reason why you need to put the criteria in order of importance (see Weighted, above).

REMEMBER, unless the applicant meets **all** the essential criteria they cannot be shortlisted. Therefore, the more essential criteria you include on the job description the more difficult it might be for applicants to demonstrate that they have the necessary skills / abilities / qualifications to meet them.

**Desirable Criteria** – You don't need to have any of these: only put them in if they would make a real difference to the job but don't put them in for the sake of it. For instance, "Five GCSEs or equivalent, grades A-C, or equivalent". Examples you might use include things that they would train for anyway, such as "Membership of the Chartered Institute of Personnel and Development" for an HR Officer's job; experience of local government for an Administration Officer's job. Other examples include "ability to speak Urdu, Punjabi or Polish" for a job where you regularly meet people who speak these languages. A candidate cannot be rejected for failing to meet any one of the desirable criteria if they meet all the essential criteria. However, it may help you shortlist if there are lots of people who meet the essential criteria.

## Physical Requirements

Beware of making assumptions about physical abilities. Height, sex, and age are not always reliable indicators of strength or stamina. If there are physical requirements make sure that they are expressed specifically such as: must have the ability to carry weights of X Kilos for a certain length of time; must be capable of climbing ladders in order to change light bulbs; must be capable of climbing into lofts and small roof spaces.

## Letting the Candidate Know How the Criteria Will be Assessed

The person specification includes a section on how the criteria will be assessed. People can be assessed using the application form, test, interview, certificate or via a presentation. There will be very few jobs that do not require testing of some sort. All criteria must be assessed by application form and usually one other method (sometimes two). The methods to assess each criterion must be agreed before the advert goes out so it is included in the information that goes to all potential applicants.

Do not use the application form to test literacy – the applicant may not have filled it out themselves – so test them with something they would usually do if they get the job, such as writing a letter or correcting an email.

## The Pitfalls

Be careful about making qualifications a requirement unless they are absolutely necessary for the post. Someone with a degree, for example, is not necessarily more intelligent than someone who started work earlier in life; if you want report-writing skills or analytical skills then use a test to see if people have these skills. And asking for GCSE Maths can rule out people who have great mathematical skills gained at work or at home. (Also, see Justifiable section, above).

Do not use criteria which cannot be measured. Some to avoid are mentioned in the Don't Use examples above. Also avoid personality traits, such as 'flexible outlook', and sweeping statements like 'a good standard of education'.

Be careful to include no more than two or three Desirable criteria. If there are more Desirable than Essential it might be possible for someone to only partially meet the Essentials but score higher than someone who fully meets all of the Essential criteria.

IF YOU HAVE TO use qualifications as one of the criteria, remember that qualifications completed overseas are usually as valuable as those gained in the UK (and add 'or equivalent' to the wording).

## Role of Human Resources

Please contact Human Resources if you need any help with the Job Description, Person Specification, Advert or even Job Title. Although staff in Human Resources will check the right format is used they will not do a detailed check of the contents. They will mainly rely on you to either get the wording right or to ask for help.

Remember: all updates to job descriptions and person specifications must be authorised by the Senior Manager before they are used.

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## ADVERTISING

Human Resources will advise you to make sure you use the most effective websites and papers, etc. They also make sure that the Council's adverts are following equalities best practice.

All vacancies are advertised externally except:

- a) where employees are vulnerable through either redundancy or medical problems and if they could be redeployed to these vacancies.
- b) if there are Apprentices / Temporary Staff coming to the end of their apprenticeship / employment and there are jobs that may be right for them. For instance, scale 1-2 office vacancies or gardening posts.
- c) vacancies which are a result of a restructuring and/or savings are required.
- d) in exceptional circumstances. If the Strategic Director and Human Resources Manager agree then a vacancy may not be advertised externally.

Usually all vacancies are advertised in five ways:

- Websites: [www.pendle.gov.uk](http://www.pendle.gov.uk)
- Job centre
- Local papers (Leader / Times) or, if appropriate, national papers or journals.
- On noticeboards and via partner organisations, such as other East Lancs Councils, Housing Pendle, Pendle Leisure Trust, Community Centres, local mosques, local colleges, etc.
- All employees who are not at work are sent all vacancies (for instance, those on maternity leave and long term sick leave) so they do not miss out.

Jobs may also be advertised in other relevant places, like job fairs, etc.

You should consider whether it is appropriate to use positive action measures to encourage applications from under-represented groups.

When planning to advertise your vacancy you need to check deadlines set by both the newspaper / journal and those set by the advertising agency (if you are using one).

The wording of the advert should:

- state the most essential selection criteria and a short description of the job.
- encourage suitable applicants and discourage unsuitable applicants (as they realise they won't like the job or won't fulfil the criteria).
- avoid using any gender wording, stereotypes, etc, particularly if you are using pictures.
- avoid using jargon that only Council employees will understand.

- always include a closing date for receipt of application forms.
- (if possible) include an interview date in the advert.
- (for all posts where a Disclosure is required from the Disclosure and Barring Service) included the following sentence:

"This post is exempt under the provisions of the Rehabilitation of Offenders Act and the successful applicant(s) will be subject to a police and/or other record check, known as a Disclosure, to confirm suitability for the post."

The Council's equal opportunity statement is included in all adverts, together with the Disability Symbol, the Investors in People symbol and the MINDFUL Employer logo.

## **PANEL FOR BOTH SHORTLISTING AND INTERVIEWS**

Wherever possible, there should be a minimum of 3 panel members, however, interviews can go ahead with 2 panel members. They must all be trained in Pendle's recruitment and selection procedure. Ideally they will both shortlist and interview but there may be cases where one person is substituted between shortlisting and interviews.

**Appointment of Strategic Director, Corporate Director** , Democratic and Legal Services Manager, Housing, Health & Economic Development Manager, Neighbourhoods Services Manager, Planning, Building Control & Licensing Manager, Financial Services Manager, Environmental Services Manager

A committee or sub-committee of the Council will appoint to these posts. That committee or sub-committee must include at least one member of the Executive. The officers involved in the interview panel would normally be the Strategic Director or Corporate Director and the Human Resources Leader. They would act as advisors to the committee with no vote.

An offer of employment to such a post shall only be made where no well-founded objection from any member of the Executive has been received.

### **Appointment of Staff Graded SO1 and above**

The Service Manager has the formal authority to make these appointments. The interview panel should include the Service Manager, a Line Manager and someone from Human Resources.

### **Appointment of Staff Graded Scale 6 and below**

Again, the Service Manager has the formal authority to make these appointments. The other panel members would usually be other senior officers of the Service and occasionally someone from Human Resources.

### **General**

Officers, Councillors and members of partnership organisations who have not been formally trained in Pendle's recruitment and selection process may attend interviews but will not be able to take part in the scoring and decision making process.

For the appointment of a Strategic Director, Corporate Director, Democratic and Legal Services Manager, Housing, Health & Economic Development Manager, Neighbourhoods Services Manager, Planning, Building Control & Licensing Manager, Financial Services Manager and Environmental Services Manager where Councillors are part of an interview panel and have not been formally trained in recruitment and selection, a member of Human Resources should be a panel member so they can give advice and guidance.

### **Diversity within the Interview Process**

Whether employees are involved in the tests, interviews or greeting people they should be chosen for their skills and abilities. Depending on their role in the process, people should be knowledgeable about the vacancy or test and/or be experienced and confident in interviewing.

However, it is desirable for the applicants to meet employees who represent the diversity in our local community. If there are a range of people who are knowledgeable and experienced it is desirable to choose people to be involved who represent men and women, white and ethnic minority people and people of a range of ages. Other variations may be harder to include, for instance people of a variety of disabilities or sexual orientations.

## SHORTLISTING

As should be clear by now – the person specification is the selection criteria for the job and is written before the job is advertised. Shortlisting will be more straightforward because you have a clear and detailed set of standards to help you assess each applicant.

### Who Should Shortlist

Wherever possible, all people on the Panel should take part in the shortlisting process. Firstly, each Panel member should shortlist individually. Secondly, they should meet to agree the final shortlist. Where a Human Resources Officer will be attending the interviews and there are two other trained officers on the Panel then it may not be necessary for the Human Resources Officer to take part in the shortlisting. No-one else should take part in or try to influence the shortlisting process.

### Scoring System

You should decide on a scoring system to measure whether candidates should be shortlisted or not. The more important criteria should have higher maximum scores, and desirable should have the lowest maximum scores. This means they will match the importance given to the criteria in the job description. Once a scoring system is agreed, the same system should be used at the interview stage.

For example, a Receptionist's job description contains four essential criteria and one desirable criteria. The panel consider the first two criteria to be the most important (ie key essential criteria) and the second pair to be essential but less important because these duties are performed less frequently. Criteria 1 & 2 are scored out of 15, and 3 & 4 out of 10. These are:

1. To be able to give clear directions and information to members of the public, including anxious or irate customers.
2. The ability to use computer applications in order to use the room booking system and produce documents using Microsoft Word.
3. To have the numerical skills necessary to receive payments for articles on sale at the counter, including accurate receipting and giving change where necessary.
4. To have the literacy skills necessary to make written notes and to take messages.

The desirable criterion which is 'to have knowledge of the local government services delivered by the Council in order to assist with customer enquiries' is scored out of 5. You should end up with a scoring system that is flexible without being unmanageable.

Before you start scoring, the Panel should decide what would get someone full marks, half or only a couple of marks. This will help you to score in a similar way and treat people equally.

Remember you cannot shortlist any applicant who does not meet all the essential criteria so it saves time if you do an initial sift of your application forms and remove those candidates who do not meet all the essential criteria. You can then continue to score in detail the remaining candidates.

While 5 or 6 people might be an ideal number to interview, you should not use random cut off points to decide the number of people shortlisted. If you have 7 or 8 people who meet all of the essential criteria, and score highly on them, all these candidates should be invited to interview. Similarly, if you only have 1 or 2 people who meet the criteria you should go ahead with the interviews – you only need one good candidate to make a successful appointment.



## Look for Evidence and Keep Records of Your Scoring

Form RS1 (Appendix 4) is used to record each person's application form against each selection criteria. Look for evidence in the application forms but don't make assumptions, (for example, that someone is good at writing reports just because they have a degree).

Look for proof. This can be particularly hard when looking at an application form from an internal applicant as you will know more than they have put on their application form. You must treat them equally to everyone else though – make sure you only use the information they have put on their form.

Where there are a lot of applicants you may find it helpful to make some additional notes. Remember to keep any notes with the rest of the information you send to Human Resources after you have appointed someone – this means they will be kept for 12 months in case someone queries your decision.

## Guaranteed Interview Scheme

Disabled applicants who meet all the essential criteria on the job description MUST be interviewed. If any applicants have declared a disability you will be sent a form by Human Resources.

## Standard Interview Letter

Best practice and the requirements of the Equality Act 2010 both mean that the Council must make "reasonable adjustments" to the interview process where you know that someone has a disability. This could include arranging for communication support for a visually impaired or hearing impaired candidate or allowing a longer time for the interview.

If you feel that a request to change something in the interview process is unreasonable, please ask HR for advice before you take any action.

The following standard question should be included in all letters inviting applicants for interview:

"The Council is committed to treating all disabled applicants fairly and to removing obstacles to employment wherever possible. If you have a disability and require changes or reasonable adjustments to be made to the interview process please let me know."

See Appendix 5 for an example of a standard interview letter.

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## TESTS

Tests can be an extremely useful in selecting the right person. If they are designed well, they will be a very clear measurement of relevant skills and abilities. However, there are a few points to consider before deciding whether the test is appropriate to a particular job. These are:

- Have you told candidates that they will be tested? This should be on the person specification (in the end column) and must also be included in the letter inviting them to interview.
- Is the test linked to the job? Is it directly relevant to one or more of the selection criteria?

- How will you measure a candidate's success in the test? Make sure that the end score is either 5, 10 or 15 points (linked to your scoring for desirable, essential and most-essential criteria).
- Have you made sure you have correctly weighted tests and interview questions, if you are using both for one criteria? (Make sure that the person cannot get double points for this – one set for the test and one set for the interview questions).
- Is the test biased in any way? Have you made sure it isn't biased towards internal candidates? Will the test be harder for candidates with disabilities of any kind, and if so, is this aspect of it relevant to the job? If you are not sure, contact Human Resources for advice.
- Are you testing something that is not relevant by mistake? If literacy is not an essential part of the job, make sure you do not ask people to read or write as part of the tests – give them verbal instructions instead. Also, see Presentations, below.
- Have you made your tests as stress-free as possible? i.e. not too long, some easy questions before you get to the harder ones, giving the test before the interview.

You may wish to consider any of the following examples of tests when planning the interviews for your vacancy:

- A word processing test, either copying something that is handwritten or correcting mistakes or doing a layout for a letter. This can check literacy as well as IT skills.
- A numeracy test for someone who works with accounts or Etarmis (either using a calculator or a commonly-used and relevant computer package).
- A written exercise to test report writing skills, or to test a combination of report writing skills and depth of professional/technical knowledge.
- Multiple choice questions to check knowledge – if written skills are not needed.
- Case Studies – again to test professional / technical / legal knowledge.

Psychometric tests to test skills and personality traits have to be administered and interpreted by qualified people. They would normally only be used for very senior positions.

This list of tests should give you ideas of ways to objectively test the skills needed in your vacant job. There are other types of tests so please ask Human Resources if you would like to use them.

---

## **PRESENTATIONS**

Only ask someone to give a presentation if it is an important part of the job. Don't use it just because they are applying for a management job.

When deciding on whether to use a presentation, look at what they would be doing if they got the job. If you need someone who has an immediate recall of technical knowledge then give them the presentation topic on the day, as part of the tests. If the post would allow someone to research a topic before giving a response then ask them to prepare it when you invite them to interview.

Remember – they may have had a lot of help with a pre-prepared presentation so, if you want to test their knowledge on a particular topic, make sure you ask lots of questions after their presentation.

## INTERVIEWING

To interview well is not easy. Everyone finds it difficult, for example, to listen carefully while taking notes and thinking whether you need to ask additional questions to check for evidence...all without ignoring or intimidating the candidate! Here are some things that will help you to work as part of an interview panel and to get the best person for the job.

### RECORDS

The form RS2 (Appendix 7) should be used by all Panel members to record in short note form the candidate's responses to questions. Remember that these notes should be comprehensive enough to be able to give feedback to unsuccessful candidates after the interviews. They may also be needed at a later stage to justify selection decisions if these are challenged.

A scoring system should be agreed by all panel members which reflects the previously agreed scoring system used for shortlisting. Again, before you start scoring, make sure all of the Panel are clear on what would get someone full marks, half or only a couple of marks.

A minimum acceptable score should also be agreed by panel members below which an appointment should not be made. This would probably be in the region of scores less than 60-65% of the maximum possible (at least 10 out of 15 or 6 out of 10).

One panel member, either the Human Resources representative, if present, or the most senior officer, should take a full note of the interview proceedings.

**YOU MUST NOT ASK GENERAL QUESTIONS AT THE INTERVIEW ABOUT AN APPLICANT'S HEALTH. IT IS HOWEVER ACCEPTABLE TO ASK A QUESTION ABOUT THEIR ABILITY TO UNDERTAKE A PHYSICAL OR MENTAL TASK RELATED TO THE POST WHERE THIS IS PART OF THE SELECTION CRITERIA AND WHERE IT IS A FUNDAMENTAL REQUIREMENT OF THE JOB.**

### TYPES OF QUESTIONS

Your aim at interview is to gather as much useful information as possible so that you can decide which candidate will be able to the job. The best way to do this is to ask competency based questions, that is asking the candidate to give you real examples of when they have carried out the essential requirements on the person specification. Asking hypothetical questions, for example "what would you do if..." won't give you the evidence that the candidate has the experience they claim to have.

### DO ASK

- **Open** - These begin with:
  - What...
  - How...
  - When...
  - Why...
  - Describe to me...
  - Tell me about...
  - Give me an example of when you have...

For example:

"Tell me about your experience of dealing with the public"

"Describe an occasion when you had to deal with someone who was being difficult"

"As you know, there is some clerical work involved in this job. Please tell us about your experience of doing clerical work "

- **Probing** - These are the follow-up questions after the candidate has answered your main question. They are used to gain details of each candidate's different experience and skills. This means you CAN ask different questions to different people, around the same topic.
- **The same questions** – sometimes someone has mainly answered a question before you get to it. If this happens you should say something like "you have answered part of this question already but let me ask the question anyway because you might want to add something." You would then ask the same question as you would ask everyone else.

## **DON'T ASK**

- **Closed Questions**  
for example "Did you like your last job?"
- **Leading Questions**  
for example "If there was a problem at work would you tell your manager?"
- **Loaded Questions**  
for example "You like your job, don't you?"
- **Multiple Questions**  
for example "Tell me about your experience of using software packages, including spreadsheets, databases, word processing and email packages."
- **Self-Assessment Questions**  
for example "What makes you think that you are the best candidate for this job?"
- **Multiple Choice Questions**  
for example "Did you leave your last job because you wanted to move out of the area or because you wanted more responsibility?"
- **Potentially Discriminatory Questions**  
for example Asking a woman about her marriage plans, or plans to have children.  
Asking Asian candidates whether they could cope with an all-white office.

## **Making Assumptions**

Don't make assumptions when interviewing. If you think, for example, that a visually impaired candidate might have trouble carrying out some of the duties of an administrative job – check with the candidate. You might be pleasantly surprised.

## **Standard Questions & Statements**

There are a few standard questions/statements which should be included in all interviews. These are as follows:

### **Equality & Diversity (scoring question)**

This should link to the essential selection criteria. Don't put this question as an 'add on' at the end, give it more importance. If it is a very important part of the job, make

sure it is one of your first few questions. See Appendix 3 for example questions – make sure the one you use is very relevant to the job.

### **Probationary Period**

(Applies to all external appointments – including temporary posts lasting longer than 6 months. Applies to all Apprentices who move on to permanent / temporary employment. Also, in exceptional circumstances, a probationary or trial period of up to 6 months may apply to internal appointments where the new post involves a significant change in duties or responsibilities e.g. transfer/redeployment due to disability/ill health. Human Resources should be consulted in such cases).

If you were successful in being appointed to this post, it would be subject to a six month probationary period, during which your work performance would be monitored at regular intervals.

### **Smoke Free Policy**

(It is important that prospective employees are aware of our arrangements for smoking at work. Do not ask candidates if they smoke or not).

#### **a) Employees who are office based**

Employees who are office based are not permitted to smoke during working hours. They are allowed to smoke during their lunch break; however this must take place away from Council premises. Smoking must not take place within two metres of the entrance or exit of any Council premises or in the grounds/yards.

#### **b) Employees who work away from the office**

Employees who work outside either for the majority of their working day or who are office based but are also required to work outside the office are not allowed to smoke if they are required to stop work to do so.

(For instance, Cleansing staff and Environmental Health Officers)

#### **c) Employees who drive**

Employees who drive work's vehicles must not smoke in them. Employees who drive their own cars for work purposes must not smoke if anyone else is in the vehicle, such as a colleague.

### **Other Possible Questions/checks**

#### **Pre-employment driver questionnaire**

Where the postholder will be required to drive a council owned or leased vehicle as part of their duties then they will need to bring a completed pre-employment driver questionnaire to the interview and their licence. This should be checked at the end of the interview process and any necessary follow up questions asked in relation to the information given.

#### **Qualifications/certificates/licences**

If any essential criteria relate to qualification/certificates/licences etc then these should be checked as part of the interview process.

## **Unspent convictions**

If the applicant has declared that they had unspent convictions on their application form you should ask about this. Ask HR for advice on what would be relevant to the job.

## **Gaps in Employment History**

These may be due to unemployment, child or elder care, study, travel or being in prison. Again, check with HR if you are unsure if it is relevant.

# **INTERNAL APPLICANTS**

To help you get the best person for the job you must make sure that all applicants are treated fairly. Internal applicants must not be favoured. The only exception to this is when the job is open to internal applicants only (see section above). However, if you know each other it might be that you and they find the recruitment process and interviews harder.

Things to consider are below.

## **Writing the Job Description and Person Specification**

Try to make sure these do not favour someone who has worked in the Council. For instance, explain jargon or software that only internal applicants will know about.

## **Encouraging People to Apply**

Do encourage suitable employees to apply. Make it clear that they will need to show on both the application form and in the interview that they are the best person for the job. Make it clear that everyone will be treated fairly and no one will be shown favouritism.

## **The Application Form**

If internal applicants have worked with you before they might find it harder to give details of what they have done – as you already know what they can do. An example of this misunderstanding is when a temporary employee filled the main section out as 'I am already doing the job' and then got zero for lots of the essential criteria. Try to make sure that internal applicants know they need to fill the application form out as if you don't know them.

When you score the application form – if they have only given some details and you know they can do more, do not make assumptions and favour them. External applicants may have been brief but you don't know where. Only give points for things that are written down.

## **Interviews**

If they know one or more people from the interview panel then they may be more nervous or even more confident than an external applicant. Try to make every single person feel welcome and relaxed in the interviews so that you get the best out of everyone.

You might feel more self-conscious too. If you think you might do, discuss it with the other people on the panel before the interviews and see if you can do something where this won't matter too much, such as doing more of the introductions and taking notes.

Also, if they have only given brief answers and you know they can do more, only score them on what they tell you so you don't favour them. And don't ask them loads of extra questions if you don't do this for other people as this would be favouritism too.

## Panel Members

If you know there will be an internal applicant it may be useful to have someone from outside of your service to shortlist and interview. They could be from HR or another service.

Please also see sections on Checks (for References) and Standard Questions (for Probationary Periods).

## APPLICANTS WITH A DISABILITY

The Equality Act 2010 Act does not stop an employer asking about a disability but it must not be used to discriminate against a disabled person. **You can only ask questions about an applicant's health or disability after they have been offered a job, either outright or on a conditional basis, or in the following circumstances:**

- You can ask for monitoring purposes to check the diversity of applicants
- You want to make sure that an applicant who is disabled can benefit from measures aimed at improving disabled people's employment rates, for example, the Guaranteed Interview Scheme. It should be made clear to job applicants that this is why the question is being asked.
- You are asking the questions to find out if an applicant needs reasonable adjustments for the recruitment process, such as for an assessment/test or an interview. For example, an application form states: Please contact us if you need the application form in an alternative format or if you need any adjustments for the interview.
- You are asking the questions to find out if a person (whether they are a disabled person or not) can take part in an assessment as part of the recruitment process, including reasonable adjustments for this purpose. For example, you are recruiting for Gardeners and you want to hold a practical test as part of the recruitment process. You ask a question about health in order to ensure that applicants who are not able to take the test (for example because they are pregnant or have an injury) are not required to take the test.
- Where the question relates to a person's ability to carry out a function that is absolutely fundamental to that job. You can ask a health or disability related question so that you would know if an applicant can carry out that function with reasonable adjustments in place. For example, you are recruiting a Hand Sweeper and you need to know that applicants can walk long distances and push a heavy truck. The ability to do this work is a function that is fundamental to the job.
- You are asking the question because having a specific impairment is an occupational requirement for a particular job. For example you want to recruit a Deafblind project worker who has personal experience of Deafblindness. This is an occupational requirement of the job and is stated on the job advert.
- Where the questions relate to a requirement to vet applicants for the purposes of national security.

Most of the time, you can ask a question about whether someone has the relevant skills, qualities or experience to do the job, not about their health or about any disability they may have.

If a disabled job applicant voluntarily discloses information about their health or disability before you have made any job offer you should not get drawn into a conversation other than in the circumstances as outlined above. For example, you could ask a follow up question to find out what reasonable adjustments were needed to carry out a fundamental feature of a job. You should explain to the candidate that it is not appropriate or permitted for you to get into a general conversation about their health or disability.

The **duty to make reasonable adjustments** aims to make sure that, as far as is reasonable, a disabled person has the same access to everything that is involved in getting and doing a job as a non – disabled person. You are under a positive and proactive duty to take steps to remove or reduce or prevent the obstacles a job applicant faces – not just to the recruitment process but where necessary to the job itself. Many adjustments will not be particularly expensive and you are not required to do more than what is reasonable for you to do. What is reasonable depends, among other factors, on the size and resources of the Council

## **Declaring a Disability**

It is up to the individual to choose whether they want to declare a disability or not. It is their private information. However, if they do not declare it and it is relevant then this may make it more difficult for us to help them to fully fulfil their job description. You should encourage them to declare it as this may enable reasonable adjustments to be made.

The Council asks the person twice: once on the application form (on the monitoring form that is kept by HR) and once in the standard letter inviting people to interview.

## **Application Form**

If the person has declared a disability on their application form Human Resources will attach a sheet to the application form stating:

“The Applicant numbered \_\_\_\_\_ on the application form has declared that they are disabled. As long as this applicant meets all the essential criteria on the job description they must be interviewed.”

## **Standard Interview Letter**

Please make sure that you include the following standard question in this letter:

"The Council is committed to treating all disabled applicants fairly and to removing obstacles to employment wherever possible. If you have a disability and require changes or reasonable adjustments to be made to the interview process please let me know."

Remember to include a contact name and telephone number.

## **Interview**

You can only ask a question about a disability at interview under very specific circumstances. The most important being where the question relates to the applicant's ability to carry out a function that is fundamental to that job. This question should be asked of all applicants. You would still need to consider reasonable adjustments for an applicant with a disability.. For example if you are interviewing for a Driver you could ask if the applicant was able to drive the various vehicles that would be required.



## THE DECISION

Decisions are made throughout the selection process. This section is about making the final decision after the tests and interview.

### Scoring

After each interview, each interviewer should have scored the candidates separately (without discussing with other panel members). If a panel member needs clarification of an answer to a particular question this should be given by the person who has been the main note-taker. This person should read out what the person said and NOT give any personal opinion on the quality of the response.

The scores should be linked to each criterion, e.g. if you ask a question which relates to 2 criteria you should give a score for each criteria, rather than an overall score. If anyone fails to score on an essential criterion then you cannot appoint them, no matter how well they score on other criteria.

For people who did score on each criterion, each panel member should check if they have achieved the minimum score (using the ideal answers agreed before the start of the interviews). They should include test scores and then add up the scores for each person.

If each panel member has the same person as the highest scoring candidate, then this is the person who should be offered the job.

If this is not the case then the panel should discuss the scores for each criterion. It may help to re-read the detailed notes. This may lead to a lower or higher score being agreed and may help the panel agree overall.

If two applicants are tied then the panel should look at who scores highest on the most-essential criteria. They could also restrict the scoring to the essential criteria to see if this separates the two people. If this still does not separate the two people it may be necessary to go to second interview. Human Resources can provide additional guidance if needed.

### If You Have Any Doubts...

If you have any doubts about someone, do not appoint them. Although recruitment and selection can be a long process this should not put you off re-advertising. Performance managing someone who is not good at their job is much harder than re-advertising. It is also not good for the individual if they are appointed to a job where they will struggle to do it.

If the unsuccessful people apply again their results in tests and interview may be better or they may have gained more experience since you first met them.

### Keeping Notes and Records

All papers relating to the selection process, particularly forms RS1 and RS2, together with the application forms and test results, should be collected by the most senior person on the interview panel and returned to Human Resources for safe keeping. This includes the forms and scores of all Panel Members, including Councillors, if present. These records will be kept for at least twelve months and then shredded.

These documents will provide the information necessary to defend any discrimination claims against the Council.

Under the provisions of the Freedom of Information Act (2005) applicants have the right to see the original interview notes. Please bear this in mind when writing comments down.

### Feedback

Letters to unsuccessful candidates should include the offer of feedback in order to help candidates with future job applications – perhaps even at the Council.

## MAKING A CONDITIONAL JOB OFFER

Once the decision is made a conditional job offer can be given. The manager should make this verbally to the applicant and tell them the offer is subject to a number of pre-employment checks which will be completed by HR.

### PRE-EMPLOYMENT CHECKS

– All pre-employment checks will be completed by HR and a start date cannot be agreed until these checks have been completed. These include:

1. Medical clearance (for all jobs) – HR to send out and process when returned.
2. References (for all jobs). More details below. – HR to request.
3. DBS check (if relevant to the job). More details below. – Applicant to fill out with HR and HR to check.
4. Evidence of legal right to work in the UK – HR to check this.
5. Reasonable adjustments – HR to check if the employee requires any reasonable adjustments as the result of a disability.

### References

After the interviews and after you have made a conditional offer to the successful person HR will then write to their two referees. Referees should be sent a copy of the job description and person specification. They should be asked to comment on the applicant's ability to do the job in relation to the selection criteria. Copies of the standard reference form and the covering letter are enclosed as Appendices 7 and 8 for information. Written references should be obtained for all appointments, including internal appointments.

References are requested after a conditional job offer. They should be used to confirm (or otherwise) an initial decision, rather than being part of the decision itself.

### Applying for a Disclosure from the Disclosure and Barring Service

Once a conditional job offer is made, if applicable HR will ask the applicant to complete a disclosure application form.

The DBS will send a copy of the Disclosure information to the applicant who must then show this to HR.

If the disclosure reveals spent or unspent convictions this will not automatically rule out an applicant – the type of offence, the amount of time since the conviction and the type of job they are applying for all need to be carefully considered before an appointment decision is made.

**APPENDIX 1 - BLANK JOB DESCRIPTION AND PERSON SPECIFICATION**

**BOROUGH OF PENDLE**



**SERVICE AREA**

**JOB DESCRIPTION**

---

**Post Title:**

**Post hours:**

**Service Unit:**

**Grade:**

---

**Responsible to:**

**Responsible for:**

**Main contacts associated  
with principal duties:**

---

**Job purpose:**

---

**Control of resources:**

---

**Accountability Statements**

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.

Date:

**PERSON SPECIFICATION****(Post Title)**

<b>Selection Criteria</b>	<b>Essential Or Desirable</b>	<b>Assessment Method</b> A = Application T = Test I = Interview P = Presentation C = Certification
<b>Qualifications</b>		
1.		
<b>Knowledge, skills, abilities and experience</b>		
1.		
<b>Special requirements</b>		
1.		
<b>Date:</b>		

## **APPENDIX 2 - EXAMPLES OF EQUALITY & DIVERSITY CRITERIA**

These are examples. They are a bit vague as they are not linked to a particular job or service. You can make them more specific / clearly defined / measurable.

1. Knowledge of equality & diversity best practice and how it applies to Learning & Development.
2. Experience in carrying out Equality Impact Assessments.
3. Knowledge and understanding of the Council's duties under the Equality Act 2010.
4. Awareness of how to and willingness to meet customers needs, including any equality and diversity needs.
5. Ability to produce statistics/monitoring information relating to those employees/customers with protected characteristics who use our services and who doesn't.
6. Ability to encourage under represented groups of people to use our services.
7. Success in encouraging under represented groups of people to use similar types of services.
8. Experience of successfully managing a team, dealing with any problems that may arise and treating everyone fairly.
9. Ability to successfully manage a diverse group of staff.
10. Willingness to follow the Council's policies and procedures on equalities and diversity.

## **APPENDIX 3 - EXAMPLES OF EQUALITY & DIVERSITY QUESTIONS**

1. We have given you the list of Equality & Diversity training courses that have been delivered in the last 12 months. Can you think of any that should be added, taken away or changed?
2. Can you give me an example of an Equality Impact Assessment that you have undertaken/been involved in? How did you undertake the consultation process? With which groups? What barriers did you identify and how did you overcome/mitigate these?
3. How may people of different races and/or religions use our services in different ways? How can we make sure we meet their needs?
4. Test using equalities statistics – get them to compare them to the local population.
5. Please prioritise at least one group of people who do not use our services. Why have you prioritised them? What could you do to encourage them to use our services more?
6. Can you think of an example of when you have encouraged under represented groups of people to use a similar service to ours? What level of success did you have?
7. Can you tell me about your experience of managing teams? Tell me about any problems that came up and how you dealt with them? Which equality or diversity or fairness issues came up? And how did you deal with them?
8. What would you do if...  
...lots of mums and dads wanted half-term off and a member of staff without children also wanted those dates off?

...lots of your staff wanted two days off over Eid?

...a member of staff developed a disability where they could not do X as part of their job?

...a member of staff told you they are in a gay relationship but asked you not to tell anyone. However, you found out it affects their pensions / benefits.

## APPENDIX 4 - SHORTLISTING FORM

**FORM RS1. RECORD OF DECISIONS:**

JOB TITLE: \_\_\_\_\_ DATE: \_\_\_\_\_

MEMBERS OF S/LISTING PANEL: 1. \_\_\_\_\_ 2. \_\_\_\_\_ 3. \_\_\_\_\_

Suggested Scoring System: Essential Criteria 1 - 15 and/or 1-10. Desirable Criteria 1 – 5

**Criteria**

Brief desc of criteria*															
Max score															

Candidate Number	Scores													Total	Shortlisted Yes/No	

All criteria on the person specification should be assessed at Application stage. If an applicant scores 0 on any essential criteria they cannot be shortlisted.

## APPENDIX 5 - STANDARD INVITATION TO INTERVIEW LETTER

Dear...

### **APPOINTMENT OF (POST TITLE)**

Further to your recent application for the position of **(post title)** within my service, I am pleased to invite you to attend a test and interview on **(date & time)**.

These will take place at **(venue)** and should take approximately **(length of test/practical assessment and interview)**. The test will be approximately **(length of test)** and will cover **(include brief details such as numeracy and Word / Email)**.

You will be interviewed by **(names and job titles)**.

I have enclosed a street map of **(town - available on the staff Intranet)** together with a claim for interview expenses which you should complete and bring with you to the interview. Upon arrival you should report to Reception and ask for **(name)**.

The Council is committed to treating all disabled applicants fairly and to removing obstacles to employment wherever possible. If you have a disability and require changes or reasonable adjustments to be made to the interview and/or testing process please let me know.

**(Possible additional paragraph where the duties of the post include driving a Council vehicle)**. As part of the duties of the post you will be expected to drive a Council vehicle. So that a proper assessment can be made of your driving experience and history, I would be grateful if you could complete the attached questionnaire and bring it with you to the interview, along with your driving licence.

**(If any criteria are to be assessed by certification)**. The person specification stated the successful candidate needs to have **(write qualifications or driving licence required)**. Please remember to bring the original certificates/licence so that we can check them and take a photocopy.

Please contact **(name and telephone number)** to confirm your attendance or otherwise.

Yours sincerely



**APPENDIX 6 - PRE-EMPLOYMENT QUESTIONNAIRE FOR DRIVERS OF COUNCIL VEHICLES**



<b>Name:</b>			
<b>Address:</b>			<b>Postcode:</b>
<b>Telephone No:</b>		<b>Date of Birth:</b>	

**DRIVING QUALIFICATIONS**

<b>What class of driving licence(s) do you hold?</b>	
<b>How long have you held the licence(s)?</b>	

**DRIVING EXPERIENCE**

<b>Please state briefly details of your driving experience, e.g. types of vehicles, number of years etc</b>	
---	--

**DRIVING RECORD**

<b>Do you have any current penalty points?</b> <b>If YES, please give details, e.g. number of penalty points and reason</b>	
<b>Have you ever been banned from driving?</b> <b>If YES, please give details, e.g. period of ban and reasons</b>	
<b>Have you had any Road Traffic Accidents in the last 3 years?</b> <b>If YES, please give details</b>	
<b>Were you prosecuted as a result of any of these accidents?</b> <b>If YES, please give details</b>	
<b>Are there any prosecutions pending?</b> <b>If YES, please give details</b>	

**TRAINING****Please give details of any additional training you have undertaken in respect of driving, e.g. Defensive driving**

Course Title	Duration	Date

**MEDICAL DETAILS**

Do you consider that your eyesight meets the legal standard for driving? (i.e. read a car number plate at 20.5m / 67 feet)?	
Do you wear spectacles / contact lenses for driving?	
When was the last time you had an eye sight test? Please state the date.	
Do you have any defect of hearing? If YES, please give details	
Do you have medical condition which may affect your ability to drive? If YES, please give details	

**DECLARATION**

**I DECLARE THAT THE INFORMATION GIVEN ON THIS FORM IS CORRECT TO THE BEST OF MY KNOWLEDGE. I UNDERSTAND THAT ANY PROVEN INTENTIONAL FALSIFICATION MAY BE THE SUBJECT OF DISCIPLINARY ACTION, WHICH COULD LEAD TO MY DISMISSAL.**

<b>Signed:</b>	
<b>Date:</b>	

PLEASE REMEMBER TO BRING THIS FORM AND  
YOUR DRIVING LICENCE TO THE INTERVIEW

# APPENDIX 7 - RECORD OF INTERVIEW - PANEL MEMBER'S NOTES

POST OF \_\_\_\_\_

PANEL MEMBER \_\_\_\_\_

CANDIDATE Name/number \_\_\_\_\_

Suggested Scoring System: Essential Criteria 1 - 15 and/or 1 - 10  
Desirable Criteria 1 - 5

Criteria	Evidence	Score

Write detailed, concise notes during interview, and finish scoring before you see the next candidate.

## APPENDIX 8 - STANDARD REFERENCE LETTER

(For use with the Employer Reference Form)

Dear

### REQUEST FOR REFERENCE

Your name has been given to me by (*candidate's name*), who has applied for a vacant post at Pendle Borough Council.

If you are or have been the applicant's employer would you please complete the enclosed Employer Reference form, and return it to me by .....

If you are not the present or previous employer, but are supplying a character reference, please respond by letter.

Enclosed are details of the advertised vacancy and a copy of the job description. I have also enclosed a stamped addressed envelope for your reply.

Thank you very much for your co-operation.

Yours sincerely,



Name of Applicant:	
--------------------	--

Position Applied for:	
-----------------------	--

Date employed from:		Date employed to:	
---------------------	--	-------------------	--

Brief details of position held:

Did you find the applicant honest and capable in his / her job? Please give brief details of any assessment or opinion you may have on these matters:
---

--

Was the applicant:			
Punctual?		Reliable?	

Able to get on well and work with others?

Able to work to deadlines and under pressure?

Able to work without supervision?

Please give dates of sickness absence(s) and reasons for last two years:
--

Did the applicant receive any disciplinary warnings within the last twelve months of employment? If so, at what level and what were they for?

Why did the applicant leave your employment?

<b>Would you re-employ this person?</b>	Yes / No
If NO, please give details as your reasons / concerns may (or may not) apply to this post:	

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

In your opinion, is the applicant suitable to be employed in this post? (see job description attached)

Is there any additional information about this candidate which we ought to know – for example, issues relating to health, job performance, personality or other difficulties which affected his/her work?

Signature:		Print name:	
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Position / relationship to the applicant		Company Stamp:	
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Name of Organisation:		Date:	
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<input type="checkbox"/>	Please tick this box if you are willing for us to contact you to clarify any information given.
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