

The Grampian Valuation Joint Board

Recruitment & Selection Policy and Procedures

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1. Introduction

1.1 The purpose of Recruitment and Selection is to match people to work. It is the most important element in any organisation's management of people because it is not possible to optimise the effectiveness of human resources, by whatever method, if there is a less than adequate match.

2. Statement of Policy

2.1 The Board aims to attract, at reasonable cost, as wide a group of suitably qualified and experienced people as possible and to appoint the right person to each job, using a fair and consistent method of Recruitment and Selection.

2.2 Equal Opportunities in Recruitment and Selection

The Board operates an Equal Opportunities Policy and is committed to appointment based solely upon job-related merit and ability. The procedure has been established to ensure a fair and consistent approach. The only exception to this is where vacancies are to be filled by redeploying existing employees (see 4.10).

2.3 Disability Equality

The Grampian Valuation Joint Board operates a Disability Equality Policy and is committed to the equality of opportunity in regard to all aspects of the employment of disabled persons.

The Board has agreed that all applicants with a disability who meet the essential criteria for a job vacancy will be included on the shortlist.

3. Responsibilities

3.1 Depute Assessors are responsible for:

- completing the Notice of Termination of Employment form
- undertaking a review of the vacant post
- preparing a Job Description and Person Specification
- indicating if a post is exempt under the Rehabilitation of Offenders Act
- preparing a draft advertisement
- providing applicants with further information in respect of the vacancy, where required
- receiving completed application forms
- completing and returning to Moray Personnel Services any relevant monitoring forms
- shortlisting
- calling up references
- inviting candidates to interview/selection proceedings
- identifying appropriate selection procedures
- interviewing/selecting
- making the decision
- informing the successful and unsuccessful candidates
- keeping records of interview/selection proceedings
- ensuring that the Board's commitment to equal opportunities is observed
- completing the Notification of Appointment form
- issuing outline terms and conditions
- arranging for issue of formal contract by Moray Personnel

These administrative responsibilities may be undertaken by staff other than the Depute responsible (under supervision).

3.2 Moray Personnel Services Section are responsible for:

- checking and advising on appropriate documentation to ensure that relevant standards and regulations are complied with;
- placement of agreed advertisements;
- ensuring vacant posts are advertised as instructed by the Assessor;
- processing Notification of Appointment forms and issuing contracts;
- providing guidance, training and assistance on all stages of the Recruitment and Selection process.

4. The Recruitment and Selection Procedure

4.1 Getting ready to advertise

Where appropriate a Notice of Termination form should be passed to Moray Personnel. The process for the recruitment of replacement staff will commence as agreed between the Assessor and relevant Depute. This may not always be immediately after Notice of Termination has been issued.

4.2 Vacancy Review

When a vacancy arises, the Assessor and Deputies will review the post and consider:

- Have the duties of the post changed and how will they change in the future?
- Is there a real need to fill the vacancy?
- Is the grade of the post appropriate?
- Are the same skills, abilities and knowledge required?
- How have the changes in organisational structure affected the post?
- Is the post suitable for job share, part time or home working?
- How are IT developments likely to impact upon the post?
- What are the budgetary implications of filling the post?
- What are the service implications of not filling the post?

4.3 Filling a Vacancy

If it is decided to fill a vacancy, the relevant Depute should prepare or revise as required:

- a Job Description
- a Person Specification
- a Recruitment Advertisement (paper and e-mail copies)
- a Booking form

The Advertisement should be submitted to Moray Personnel Services together with confirmation of the anticipated publication date and closing date. Failure to submit any of these, or failure to provide the appropriate information, may result in a delay in the post being advertised.

4.4 Job Descriptions

A Job Description is a summary of a post's purpose, organisational responsibilities, relationships, task areas and activities. It should be prepared in accordance with guidelines as issued by Moray Personnel Services.

4.5 Person Specifications

A Person Specification is essentially a description of a job in terms of the human characteristics necessary for its successful performance.

Like the Job Description it should be prepared in accordance with appropriate guidelines.

4.6 Preparing a Recruitment Advertisement

Vacancies may be advertised in the local Job Centres, appropriate publication(s) and relevant websites. The purpose of the advertisement is to convey sufficient information to attract suitable and discourage unsuitable candidates, in the fewest number of words.

The advertisement should be based on the Job Description and the Person Specification.

4.7 Placing the Advertisement

On receipt of the above documents, Moray Personnel will:

- Check the details of the post.
- Check the wording of the advertisement.
- Forward the advertisement to Corporate Resources for advertising.
- Ensure that the documentation conforms to Equal Opportunities standards.
- Notify the relevant Job Centre of the vacancy where appropriate.

4.8 Issue and Receipt of Applications

- The Assessor's PA (or secretarial staff) will record all requests for application forms and will issue application forms and information packs.
- Application forms will be returned to the Assessor and a formal acknowledgement of application will be sent to each applicant, except for those received very close to the closing date. Such applicants will be contacted in relation to 5.1.1.
- Monitoring slips enclosed with application forms will be retained by the Assessor's PA and the details entered onto the summary spreadsheet passed to Moray Personnel.

4.9 Redeployment

In a redundancy situation every effort will be made to find alternative employment for employees identified as "at risk". This may mean a vacancy is not released for general advertisement until "at risk" employees have been considered.

Redeployment may also be relevant on health grounds and vacancies may also be prioritised for this purpose.

4.10 Disability

The Board operates a Disability Equality Policy and therefore all applicants with a disability who meet the essential criteria for a job vacancy must be included on the shortlist.

4.11 Shortlisting

- Shortlisting is undertaken by a methodical comparison of application forms with the Job Description and the Person Specification and, under normal circumstances, within 5 working days of the closing date.
- Applications must be compared against the essential factors of the Person Specification. If a candidate does not meet all of these, a rejection letter should be sent within one-week and brief reasons recorded. The Shortlist may be refined by reference to the desirable factors.
- The shortlisting panel will comprise the Deputies and the Assessor as appropriate. The interview panel will comprise the Deputies and relevant Assistant Assessor. For admin posts the panel will comprise one Depute, the Principal Administration Officer and relevant Admin Assistant.
- Members of the panel should have undertaken training in recruitment and selection and equal opportunities.
- Wherever reasonably practicable, a panel member should not participate in the selection process where he/she is aware that a previous complaint, in respect of recruitment and selection, is unresolved or is pending against him/her.
- Under no circumstances should any officer participate in the selection procedure where a relative has applied for the vacancy, unless the relative has been ruled out at an earlier stage in the proceedings.
- For single appointments no more than 6-8 candidates should normally be asked to attend. If no applicants fulfil the essential criteria, or the panel considers that there has been insufficient response, the vacancy may be re-advertised.
- Candidates who have been shortlisted should be invited for interview using a standard letter or verbally by telephone. Candidates should be advised of the format of the interview and forwarded an Interview Expenses Form.

4.12 References

- The purpose of a reference is to obtain factual information about a prospective employee and opinions about their character and suitability for a job. The factual information is straightforward and essential. It is simply necessary to confirm the nature of the position, length of service, reason for leaving and attendance record. Opinions about character and suitability are less reliable and caution should be exercised when making judgements based on these.
- Requests should be made for two references, at least one of which should be from the most recent or current employer, for shortlisted candidates. The reference should be obtained prior to the interview taking place, except where the candidate has expressed the wish that referees should not be contacted prior to interview. Whenever practicable, references should relate to a minimum period of 3 years prior to the closing date for applications for the post in question.

- Verbal references may also be obtained but these must be followed up in writing (e-mail is acceptable). In some circumstances it may be appropriate simply to record the relevant information in the applicant's file.
- Any job offer should be subject to satisfactory references where these are not obtained before the interview.
- The Request for Reference form should be accompanied with the relevant job description, person specification and covering letter. Additional information may be requested, particularly for more senior or professional positions.

4.13 Qualifications

Where the post requires possession of a particular professional qualification or university degree, this should be indicated on the invitation to interview letter and checked and recorded on the Interview Assessment form at the interview stage.

4.14 Prevention of Illegal Working

Under section 21 of the Immigration, Asylum and Nationality Act 2006 it is a criminal offence for an employer to knowingly employ an illegal migrant. In addition to a fine of up to £5000.00 per person employed illegally and/or a sentence of 6 months imprisonment upon conviction the act introduces a civil penalty of up to £10000.00 per illegal worker.

By checking and copying a specified combination of documents prior to employment commencing, employers can establish a defence in respect of employing an illegal worker.

The check will be applied in the same way to every potential employee. Not just to those who may appear to be from overseas, otherwise the procedures could be seen to be discriminatory.

The Home Office has produced two lists of acceptable documents that a job applicant may use to provide evidence of their eligibility to work in the UK (Appendix 1).

Prior to commencing employment the potential employee will be asked to provide one of the documents included on 'List A' and an official document giving their permanent National Insurance number and Name issued by Government agency or a previous employer. Evidencing a 'List A' document establishes that the individual is not subject to immigration control, or has no restrictions on their ability to stay in the UK.

Where the potential employee is unable to provide a 'List A' document then they must provide both an official document giving their permanent National Insurance number and Name issued by Government agency or a previous employer and a 'List B' document which will establish that the individual has time-limited leave to remain in the UK.

Evidencing of a 'List B' document only provides a temporary defence in respect of employing an illegal worker. To maintain the original defence a further documentation check either every 12 months for the duration of the individual's employment or until the individual is able to evidence a document from 'List A' is necessary.

The potential employee does not have to produce documents from both lists.

The documents produced must allow the potential employee to undertake the type of work offered.

The documents supplied must be originals. Photocopies or scanned copies of the original document are not acceptable.

The check will be carried out by the chair of the interview panel who must be familiar with the requirements of the Home Office: Border and Immigration Agency Guidance for Employers on Preventing Illegal Working under the Immigration, Asylum and Nationality Act 2006.

The chair of the interview panel will check that the document(s):

- Are included on either List A or List B;
- Appear to be genuine;
- Appear to relate to the potential employee;
- Have not expired;
- Have any necessary UK Government stamps or endorsements that make the person eligible to do the type of work on offer;
- Are consistent, if not then further documentation is required to explain the discrepancy e.g. if the names differ the person might provide a marriage certificate to explain this.

A copy must be made of the document(s) produced. This must be either a photocopy or a scanned copy, using "Write Once Read Many" (WORM) software.

The Officer should sign the copies verifying that s/he has seen the original documents. Copies should include:

- The Front cover;
- All the pages that give personal details;
- The page with a photograph;
- The page with the persons signature;
- Any pages that contain UK Government stamps or endorsements that permit the individual to do the type of work on offer.

4.15 Salary Placing

In normal circumstances an offer of employment to a successful interview candidate will be to the first point of the grade for the post. The Assessor has the discretion in consultation with Moray Personnel to agree a placing higher up the grade.

In considering requests for placements above the first point, regard will be given to:

- the placing of existing staff with comparable experience and qualifications
- the experience the candidate will bring
- the need to demonstrate exceptional circumstances
- equal opportunities implications

5. Selection Methods

5.1 Interviewing

Interviewing is one of the best established and popular selection techniques and may be undertaken with other methods or as the sole decision point.

The interview is an effective selection technique if it is properly prepared, has a clear focus and is undertaken by skilled people.

5.1.1 **Administrative Arrangements**

- Candidates who have been shortlisted should be invited to interview within two weeks of the closing date. A delay in the process requires a written acknowledgement of applications received very close to the closing date. This allows adequate notice to the candidate and for references to be requested and returned before interviews take place.
- Reception arrangements and a waiting area should be organised for candidates.
- Membership of the interview panel will depend on the seniority and nature of the post but will normally require to be chaired at Depute level.
- A representative of Moray Personnel may be available for interviews in particular circumstances and, when utilised, will participate, in an advisory capacity, as a full member of the panel.
- Interviewers will not conduct interviews alone and no officer should be involved in making an appointment where a relative is involved – at any stage.
- Preparation is crucial for the success of the interview and a prior meeting of the panel should be held to discuss key areas relating to job descriptions, person specifications, questions to be asked and in which order and by whom, post interview arrangements etc.
- Panel members should have copies of:
 - application forms;
 - job description;
 - person specification;
 - interview assessment form;
 - references;
 - prepared questions;
 - terms and conditions of the job.

5.1.2 **Interviews**

Guidance for the conduct interviews is available as required from Moray Personnel Services.

5.2 Other Selection Methods

A number of other selection techniques, generally undertaken in conjunction with interviewing may be considered in special circumstances. These include:

- Work situations/samples, including:
 - presentations;
 - reports;
 - practical tasks;

Guidance as required on the use of these methods is available from Moray Personnel Services.

6. Post Interview Procedures

6.1 Successful Candidate

The successful applicant will initially be offered the appointment by telephone or in writing, using a standard Offer of Position letter, as soon as is practicable after the conclusion of the interviews.

Upon receipt of confirmation of acceptance of the offer, a Notification of Appointment form should be completed and signed by the Assessor or a Depute and forwarded to Moray Personnel. Upon receipt of the Notification of Appointment form, Personnel Services will issue a Contract of Employment outlining the main terms and conditions of the appointment. Any particular terms should be noted on the form and amplified as required in a covering letter.

The Contract should hopefully be issued before the commencement of employment (and no later than 8 weeks after the date of appointment).

6.2 Unsuccessful Candidates

Unsuccessful candidates should be informed in writing as soon as practicable after the interview, using a standard Post Interview Rejection letter and no longer than 5 days from the date of interview. Whenever practicable, rejection letters should be sent on the same day as the Offer of Position letter but may be held until after the successful candidate accepts the position, provided this does not cause undue delay.

6.3 Records

All documentation relating to the recruitment must be retained for a minimum of six months, as it may be required for any subsequent complaint. Records include all application forms and all correspondence relating to the vacancy (e.g. advertisement, job description, person specification, questions asked at interview, responses from candidates, interview assessments, references and notes taken by the interviewing panel).

Application forms for the successful candidate are held in the individual staff files held by the Assessor's PA.

6.4 Expenses for Candidates

Candidates called for interview will be reimbursed travel expenses on the basis of second class travel to the location of interview.

Where it is impractical for rail travel, applicants should be paid the current petrol element rate for essential car users.

Details of other current allowances may be found in the Relocation and Resettlement Scheme: new appointments booklet.

6.5 Relocation Package

Assistance with relocation should be offered where appropriate in accordance with the provisions of the Relocation and Resettlement Scheme: new appointments policy.

6.6 Complaints

Applicants are advised of the Complaints Procedure in the Information for Applicants booklet.

Candidates are informed that in the event of a complaint they can refer the matter to the Assessor or the Equality and Human Rights Commission.

6.7 Medical Clearance

For appointments requiring medical clearance, advice should be sought from the Occupational Health Service through Moray Personnel in ascertaining the health of prospective appointees.

6.8 Disclosure Scotland Checks

The Board will seek Standard or Enhanced Disclosures where this is considered proportionate and relevant to the particular position. This will be based on a risk assessment of the position, based on the likelihood and consequences of the risk.

In general, the Board will seek a Disclosure where there is access to vulnerable adults or young people through the appointment or where the post is in a position of trust as defined in the Act. These are appointments in respect of which the Board would wish to ask exempt questions under the Rehabilitation of Offenders Act 1974 (Exclusions and Exceptions) (Scotland) Order 2003.

Where a Disclosure is deemed necessary for a position, it will be made clear in all relevant documentation, e.g. person specification and job advert that a Disclosure will be requested in the event that an individual is made a conditional offer of the position.

6.9 Recruitment of Ex-Offenders

Where a Disclosure is to form part of the recruitment process, the Board will ask all applicants selected for interview to provide details of their criminal record prior to interview. This will use a standard form, Addendum to Application Form (Disclosing Criminal History Information), and will be sent under separate confidential cover to a designated person. This information will only be seen by those who need to see it as part of the recruitment process.

In line with the requirements of the Rehabilitation of Offenders Act 1974 (Exclusions and Exceptions) (Scotland) Order 2003, the Board will only ask about convictions which are defined as 'unspent', unless the nature of the position is such that it is entitled to ask questions about an individual's entire criminal record.

The Board will not unfairly discriminate against an individual on the basis of any conviction or other details revealed. Where conviction information raises concerns about an individual's suitability to undertake a position, the Board may withdraw an offer of appointment. The individual will be advised of the reason for the withdrawal.

7. Associated Documents

Readers are also referred to:

7.1 Policies and Procedures

- Equal Opportunities in Employment Policy

- Disability Equality in Employment Policy
- Redundancy Policy
- Guidelines on the Writing of Job Descriptions
- Redeployment Procedures
- Relocation and Resettlement Scheme: new appointments

7.2 Standard Forms

- Notice of Termination form
- Application to fill a Vacant Post form
- Booking form (for external advertisements)
- Application form
- Job Description form
- Person Specification form
- Request for Reference forms
- Interview Expenses form
- Interview Assessment form
- Notification of Employment form

7.3 "How to" Guides produced by Moray Personnel Services

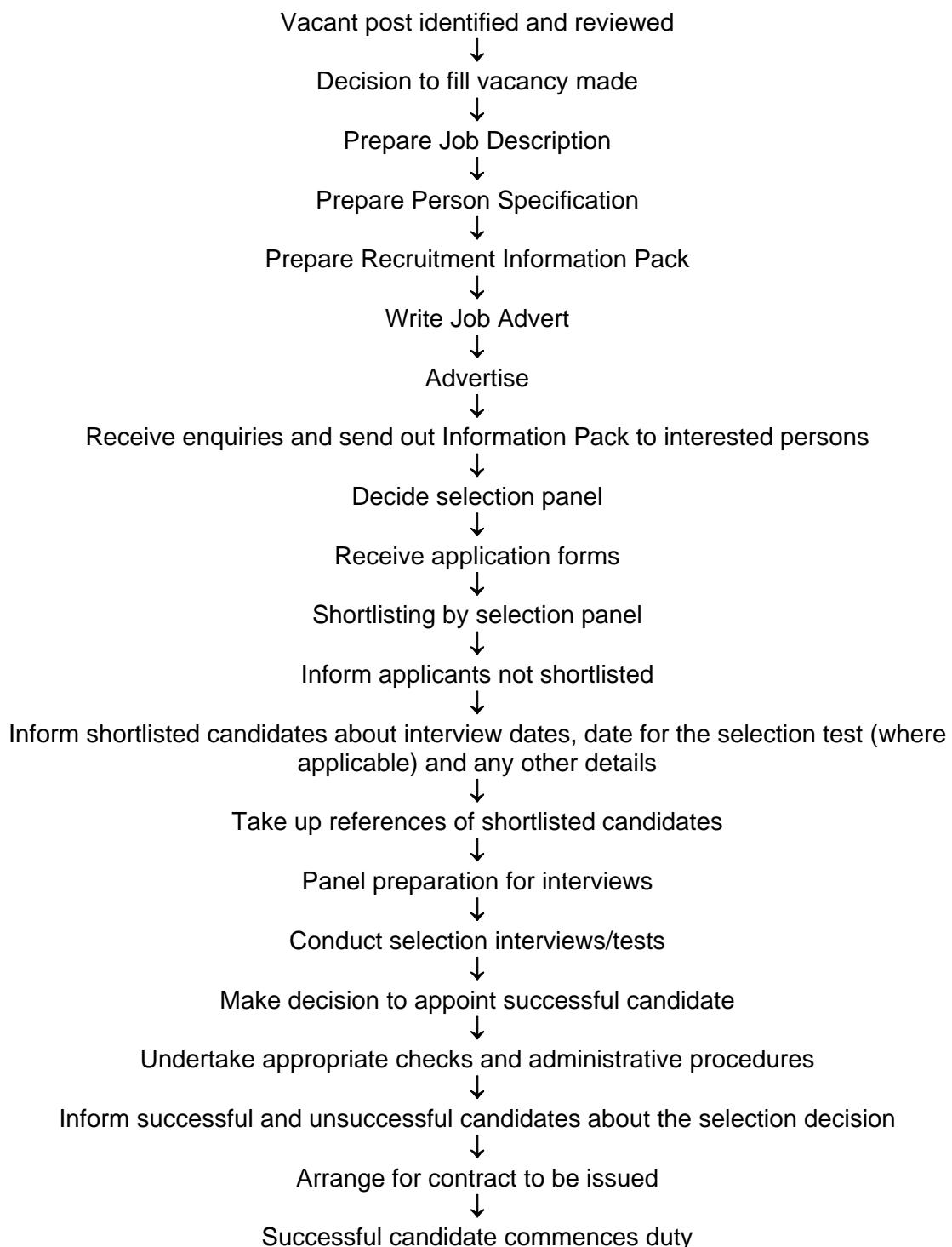
- How to draft a Recruitment Advertisement
- How to conduct a Selection Interview
- How to use Selection Tests and Assessment
- How to prepare a Person Specification

7.4 Recruitment Information Pack

7.4.1 The information pack issued to applicants should comprise the following documentation:

- an application form
- a covering letter
- the Job Description
- the Person Specification
- working for GVJB Information for Applicants
- any additional information which may be relevant to the job

8. Overview of the Recruitment and Selection Process



Date of Review	January 2009
Policy Approved	23 rd January 2009
Version Effective from	February 2009
Next Review Due	January 2012

List A' documentation

The individual should provide one document from the following list, **in addition to** an official document giving their permanent National Insurance number and Name issued by Government agency or a previous employer.

Provision of the List A document or an official document giving their permanent National Insurance number and Name issued by Government agency or a previous employer in isolation is not acceptable.

The appropriate documents to enable a defence to be provided for the duration of employment are:

- A passport showing that the holder is a British citizen or a citizen of the United Kingdom and Colonies having the right of abode in the United Kingdom;
- A passport showing that the holder is a national of Switzerland or a European Economic Area country; (See p7 for list of EEA States, and also p7-9 for details on Workers Registration Scheme)
- A national identity card showing that the holder is a national of Switzerland or a European Economic Area country; (See p7 for list of EEA States, and also p7-9 for details on Workers Registration Scheme)
- A residence permit, registration certificate or document certifying or indicating permanent residence issued by the Home Office or the Border and Immigration Agency to a national of either Switzerland or an European Economic Area country;
- A permanent residence card issued by the Home Office or the Border and Immigration Agency to the family member of a national of either Switzerland or an European Economic Area country;
- A Biometric Immigration Document issued by the Border and Immigration Agency to the holder which indicates that the person named is allowed to stay indefinitely, or has no time limit on their stay in the United Kingdom;
- Passport or other travel endorsed to show that the holder is exempt from immigration control, is allowed to stay indefinitely, has the right of abode or has no time limit on their stay in the United Kingdom;
- An Immigration Status Document issued by the Home Office or the Border and Immigration Agency to the holder with an endorsement indicating that the person named in it is allowed to stay indefinitely, or has no time limit on their stay in the United Kingdom
- A **full** birth certificate issued in the United Kingdom which includes the name(s) of at least one of the holder's parents;

- A full adoption certificate issued in the United Kingdom which includes the name(s) of at least one of the holder's adoptive parents;
- A birth certificate issued in the Channel Islands, the Isle of Man or Ireland;
- An adoption certificate issued in the Channel Islands, the Isle of Man or Ireland;
- A certificate of registration or naturalisation as British citizen;
- A letter issued by the Home Office or Border and Immigration Agency to the holder which indicates that the person named in it is allowed to stay indefinitely in the United Kingdom.

'List B' documentation

If the individual cannot provide a document from List A, they must provide one document from the following list, **in addition to** their properly documented, permanent National Insurance number:

Provision of the List B document or an official document giving their permanent National Insurance number and Name issued by Government agency or a previous employer in isolation is not acceptable.

The appropriate documents to enable a temporary defence to be provided for a period of no more than 12 months are:

- A passport or travel document endorsed to show that the holder is allowed to stay in the United Kingdom and is allowed to do the type of work for which they have applied, provided that it does not require the issue of a work permit;
- A Biometric Immigration Document issued by the Border and Immigration Agency to the holder which indicates that the person named can stay in the United Kingdom and is allowed to do the work for which they have applied;
- A work permit or other approval to take employment issued by the Home Office or the Border and Immigration Agency **when produced with either** a passport or other travel document endorsed to show the holder is allowed to stay in the United Kingdom and is allowed to do the work for which they have applied **or** a letter issued by the Home Office or the Border and Immigration Agency to the holder or the employer or prospective employers confirming the same;
- A certificate of application issued by the Home Office or Border and Immigration Agency to or for a family member of a national of a European Economic Area country or Switzerland stating that the holder is permitted to take employment which is less than 6 months old **when produced with** evidence of verification by the Borders and Immigration Agency Employer Checking Service;

- A resident card or document issued by the Home Office or Border and Immigration Agency to a family member of a national of a European Economic Area country or Switzerland;
- An application Registration Card issued by the Home Office or the Border and Immigration Agency stating that the holder is permitted to take employment, **when produced with** evidence of evidence of verification by the Borders and Immigration Agency Employer Checking Service;
- An Immigration Status Document issued by the Home Office or the Border and Immigration Agency to the holder with an endorsement indicating that the person named in it can stay in the United Kingdom and is allowed to do the type of work for which they have applied;
- A letter issued by the Home Office or Border and Immigration Agency to the holder or the employer or prospective employer, which indicates that the person named in it, can stay in the United Kingdom and is allowed to do the type of work for which they have applied.