

Recruitment and Selection Managers Guidance

February 2022

Managers' Guidance

The guidance notes have been developed to assist managers when dealing with the recruitment and selection of employees. The guidance is designed to support the Council's policy and procedure on recruitment and selection and is not intended as a substitute for following the policy and procedure.

The guidance is based on best practice and recent developments in employment case law; it does not form part of the Council's recruitment and selection policy and procedure.

The information contained within this document includes detailed guidance on the 'how to' with references to other resources that can assist when dealing with recruitment issues.

For further information, please contact People Services via the Customer Portal, email on HR.supportdesk@wolverhampton.gov.uk or (01902) 552345.

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1.0 Introduction

The guide has been divided into three sections:

- Section A – Before Selection
- Section B – The Selection Event
- Section C – After the Selection Decision

RECRUITMENT SERVICE STANDARDS

We aim to:

- Follow a recruitment process that is free from bias
- Base our recruitment process on good employment practice
- Ensure that our recruitment process is clear and easy to use
- Make our recruitment process responsive to your comments, both complimentary and critical

To do this we will follow agreed standards of service – they can be found within this guide in blue boxes

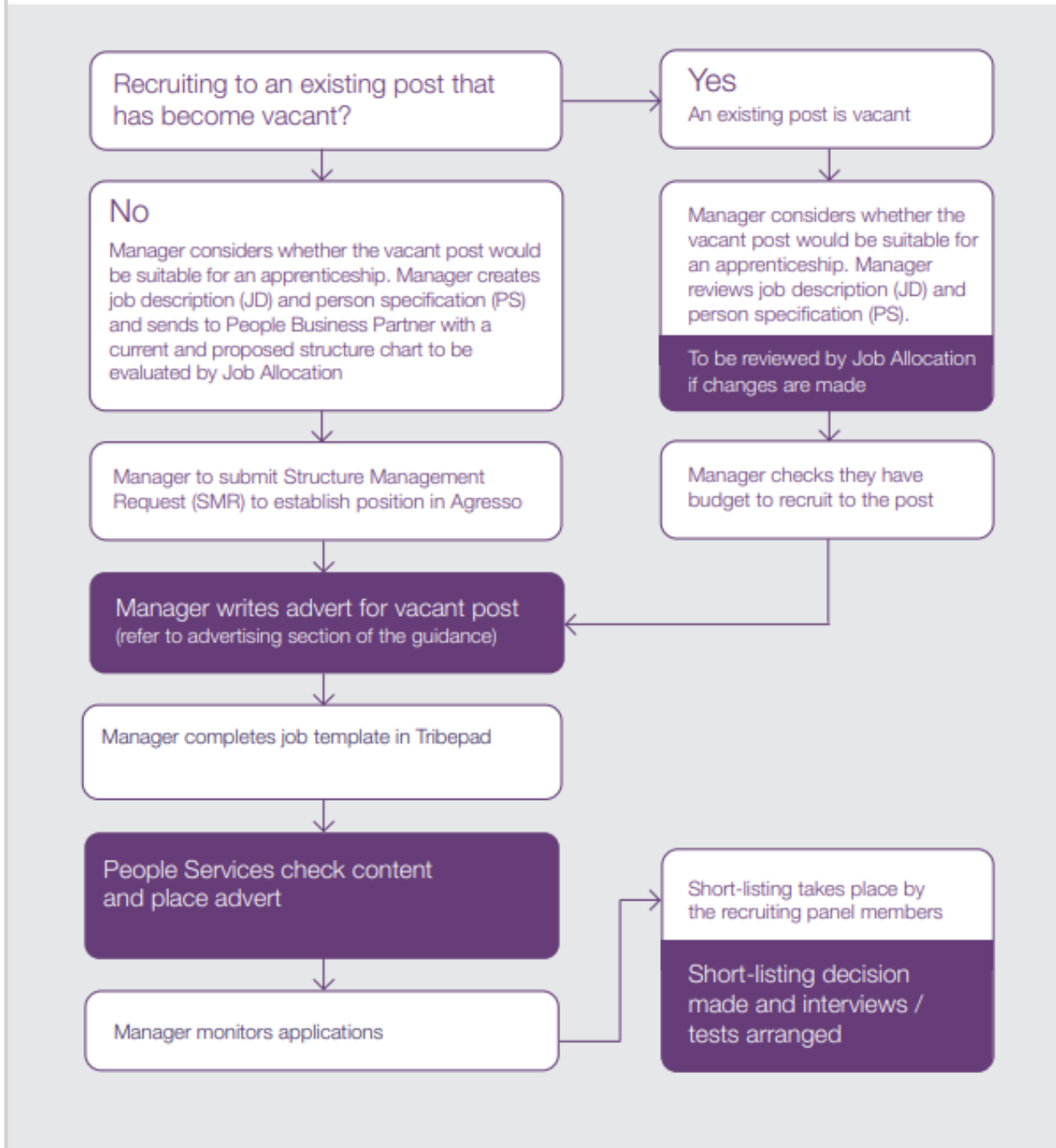
We aim to ensure that all panel members have undertaken unconscious bias and recruitment and selection training. The recruitment and selection policy must be read in conjunction with this guide.

All recruitment panels must be diverse with gender and ethnic minority diversity included as a minimum. Diversity includes all protected characteristics covered by the Equality Act 2010.

2.0 Section A – Before selection

2.1 Before selection – the process

Before selection – process



2.2 The job description

The job description has a number of functions:

- To enable recruiters to draw up an accurate person specification
- to assist potential applicants in deciding if they can or would like to do the job
- to set out workstyle, post holder responsibilities and job content clearly

Job descriptions should therefore be written using clear, unambiguous language. They should be concise and should only be concerned with the genuine requirements of the post - for example, do not include duties that may be carried out on an ad hoc basis if they cannot be considered an integral part of the job. An example of this is where an Administrative Assistant may be asked to take notes at a meeting maybe once a year. Managers can find further guidance on how to write a job description by asking People Services for copies of other similar job descriptions or by searching similar roles on the internet.

In addition to the duties of the post, a job description should include:

- Other employees the post holder is responsible to and for
- if the post is subject to a Disclosure and Barring Service (DBS) check (for criminal convictions)
- if any specific conditions apply (e.g. working unsociable hours/at various locations)
- the standard six principal duties and responsibilities statements, which can be found on the template job description. These statements should be on all job descriptions

A copy of the template job description is available on the HR Intranet [here](#).

2.3 The person specification

The person specification is the basis of the recruitment and selection process, and helps to ensure that it is fair, transparent and objective.

Person specifications set out the relevant and demonstrable skills or competencies, knowledge, areas of experience, qualifications and other attributes required to carry out a particular job successfully.

The requirements are listed as either essential (the necessary requirements to do the job) or desirable (those requirements that are not essential to do the job but are relevant to the work involved) e.g. for an administration job it may be essential to have a skill of producing process

flow charts, but it may be desirable for the post holder to have experience of a specific database or IT product.

When managers short list they **must** ensure that they only shortlist potential candidates who meet all the requirements of the essential criteria. If managers find that they have too many candidates that meet all the requirements of the essential criteria they can then select further by using the desirable criteria.

Specifications should be precise and clear without being unnecessarily restrictive. Specifications that are too restricted may result in potential suitable candidates not applying. Alternatively, if the specification is not clear and precise, recruiting managers may find that they have too many potential candidates who meet all the essential criteria. Wherever possible, recruiters should indicate suitable alternative or equivalent skills and qualifications. The skills and attributes required should be objectively identifiable within the means available e.g. via application form, interview or selection tests and exercises.

Careful consideration must be given to the following in a person specification:

<ul style="list-style-type: none"> • Specifying a minimum or maximum age requirement 	These can only be used where they are imposed by other statutory requirements e.g. licensing restrictions for serving alcohol.
<ul style="list-style-type: none"> • Use of qualifications 	Are they essential to the role and can their use be objectively justified? Are they potentially indirectly discriminatory (e.g. specifying a very contemporary course which will limit candidates by age)?
<ul style="list-style-type: none"> • Qualification equivalents 	Have other qualification equivalents been adequately considered and listed where they are known?
<ul style="list-style-type: none"> • Establishing 'equivalency' to qualifications 	Can an equivalent level of competence be assessed through testing in the selection process e.g. numeracy test instead of maths GCSE; word processing speed and accuracy test instead of Microsoft qualifications?
<ul style="list-style-type: none"> • Specifying possession of a driving licence or own transport 	Unless it is an essential requirement of the job that the post holder drives or uses his or her own transport. In order to meet the employer's duty to consider reasonable adjustments under the Equality Act 2010, in most cases the specification should specify "willingness / ability to travel to or visit different sites".
<ul style="list-style-type: none"> • Experience 	Time linked experience will be indirectly discriminatory unless you can objectively justify its use (e.g. as part of a statutory or regulatory

	framework governing employment in the field). Ensure that experience criteria set out the quality of the experience you expect someone to have - rather than an arbitrary amount of time-linked experience – focusing on outcomes achieved, roles or functions experienced.
<ul style="list-style-type: none"> • Including unnecessary physical requirements 	This may be difficult to measure objectively e.g. 'energetic', 'physically fit' and which may be indirectly age or disability discriminatory.
<ul style="list-style-type: none"> • Using language or descriptions 	Which may infer a preferred age of candidate e.g. 'a mature approach to...', 'dynamic recent graduate'.

A copy of the person specification template is available on the HR Intranet [here](#).

2.4 Genuine occupational requirement

The current legislation on race, religion or belief, age and sexual orientation sets out a “genuine occupational requirement” (GOR) defence. This enables an employer to stipulate that, because of the nature of the job in question, only people of a particular race, religion, age etc are eligible.

For example, consideration of privacy or decency might require a public changing room attendant to be of the same sex as those using the facilities.

GOR's should be identified at the beginning of the recruitment process i.e. before the vacancy is advertised. Advertisements and material sent to potential applicants should clearly show that a GOR applies and state the relevant provision of the Equality Act.

If a recruiting manager wishes to claim a GOR they must consider the specific duties for which an exemption is to be claimed; a GOR cannot be claimed unless some or all of those duties are covered by a specific exemption and those duties must be carried out to achieve the objectives of the job. In practice any requirement to have a particular protected characteristic must fall within the new general occupational requirement test – Is it an occupational requirement (crucial for the particular job) and is it a proportionate means of achieving a legitimate aim?

For further advice and Guidance please contact People Services via the [Customer Portal](#)

2.5 Job allocation

Once a new job description and person specification has been created, they should be forwarded to the relevant People Business Partner with a current

and proposed structure chart. The new post grade will then be determined using the job allocation process.

If management choose to update an existing job description and person specification before going out to an advert, they must consider whether they have any other employees who are employed in this role as any changes to their job description would require consultation to take place with the current post holders.

If there are substantial changes made to an existing job description, which may affect the grading of the post, management should seek People Services advice, so that the proposed changes can be evaluated through the Job Allocation team.

2.6 Approval to appoint

Approval to recruit to a vacant, existing post must be sought from a Director unless an exemption has been agreed.

Structure Management Request (SMR) forms can be completed in Agresso. A guide is available [here](#).

These processes are designed to ensure recruiting managers have a strong business case for establishing and/or filling the position and there is budgetary provision for the position.

2.7 Positive action in recruitment

On 1 October 2010, general positive action provisions came into force. The Equality Act 2010 protects people from being treated less favourably because they have a protected characteristic. The relevant protect characteristics in employment are:

- Age
- disability
- gender reassignment
- marriage and Civil Partnership
- pregnancy and maternity
- race (including ethnic or national origins, colour and nationality)
- religion or belief (including lack of belief)
- sex
- sexual orientation

Positive action applies to all these protected characteristics.

The provisions mean that it is not unlawful to recruit or promote a candidate who is of equal merit to another candidate, if the employer reasonably thinks the candidate:

- Has a protected characteristic that is under-represented in the workforce; or
- that people with that characteristic suffer a disadvantage connected to that characteristic.

However, positive action does not allow an employer to appoint a less suitable candidate just because that candidate has a protected characteristic that is under-represented or disadvantaged.

For example – A bank has a vacancy for one of its senior jobs. All the other senior jobs at that level are done by men. The bank conducts a recruitment exercise and at the end of a stringent and objective process finds that two applicants (a man and a woman) could do the job equally well. The bank could decide to take positive action and give the job to the woman. But the bank couldn't give the job to the woman if the man would be able to do the job better than her – that would be unlawful direct discrimination against the man.

For further advice and Guidance please contact People Services via the [Customer Portal](#).

2.8 Advertising

As standard, vacancies will be advertised to redeployees for 5 days, then 2 weeks internal only (including care leavers) and then 2 weeks external (if no-one suitable has been found). Where there is a business case to bypass any of these stages, this must be discussed with and agreed by People Services.

Redeployees will be notified of vacancies via Tribepad, the Council's on-line recruitment system.

All external posts will be advertised through the [WMJobs website](#) and Indeed, also if appropriate, in specialised media publications when a justification has been provided and agreed. Vacancies at grade 9 or above should be placed in at least two different advertisement locations.

Advertisements are the public face of recruitment. They should be designed to attract all people who would like to do, and can-do a given job. They should never be written with an eye to encouraging "self-de selection".

When recruiting, the job advert is the first opportunity to attract talented individuals to the roles. This is also the first impression that candidates will get of the Council and the service.

An advertisement should:

- Explain briefly and clearly the main duties of the role and what qualifications, skills and experience are essential to do it

- inform applicants of the status of the job (e.g., whether it is full time, part time, temporary, fixed term or externally funded)
- details of closing dates, interviews and other selection event dates
- be written in non-discriminatory terms. People Services will check the proposed advert wording to ensure that it is legally compliant
- provide a contact point for queries/more information (ensure the individual is available to respond to queries via the mechanism provided for the duration of the advert)
- clearly state any Genuine Occupational Requirements (GOR's) citing the relevant section of the legislation being used. GORs are applicable in very specific circumstances; advice should be sought from People Services
- all posts are open to job share unless specifically exempt and will be advertised as such. Managers have a duty to consider any reasonable request for flexible working, considering both service needs and employee circumstances
- ensure the first 150 words are attractive as this is what applicants will initially see on the website.

An advertisement should not:

- Include unnecessary jargon. Including buzzwords, acronyms and jargon can have a negative impact on application rates. Instead use clear and concise keywords
- provide false information or omit key information – ensure all basic information is included. Always be honest of what is required to ensure candidates know exactly what they are applying for
- have spelling and grammar mistakes. This can make the advert look sloppy and does not portray a professional image. Always proofread the advert
- ignore a basic clear structure. A job advert should not be a chunk of text as this will be difficult to read and may deter candidates from applying. Use smaller paragraphs and bullet points to create a clear and concise layout.

2.9 Writing the advert

2.10 How to get a job advertised (filling a vacant post)

City of Wolverhampton Council currently uses an electronic recruitment system, known as “Tribepad” to manage the recruitment and selection process. New recruiting managers will need to request access to Tribepad through the [Customer Portal](#).

A separate guide to using Tribepad is available from the [HR intranet](#). To start the recruitment process, the details of the vacancy will need to be recorded in Tribepad by the recruiting manager – see [guide](#).

2.11 Advertising in specialist external publications

If recruiting managers wish to advertise in particular specialist publications they will be responsible for contacting the external publication directly to discuss size of advert and costings. Payments for external publications will need to be done by the recruiting managers requisitioner or a PO invoice raised by the manager.

It is important to consider that many external publications will have a lead time to publish and set advertising times based on the package purchased, so this must be considered when planning when the advert is live and closing dates on WM Jobs. All external publication adverts should direct applicants to WM jobs to apply for the vacancy.

2.12 Applications

All vacancies advertised on-line on wmjobs.co.uk will include the following information:

- Job Description
- Person Specification
- information about “Disclosure” if the post is subject to a Disclosure and Barring Services check (see Pre employment check section for more information)
- any other essential information about the job role
- supplementary information about the Council, the service or the team may also be useful

Applicants with disabilities may request and receive information in an alternative format, if printed material or downloads from the website are not appropriate. People Services can assist with sourcing alternative formats.

All applications for vacant posts must be submitted through Tribepad.

The current application process requires candidates to upload a current CV and (if they wish) any supplementary information.

2.13 Monitoring applications

At any stage whilst a vacancy is "live" (i.e. before the closing deadline date has passed) the recruiting manager can view and monitor the volume of applicants to see how well their advert has worked in attracting the right standard of applicants for the post – see [guide](#). This allows time to start planning the requirements to short-list and interview.

Where an advertisement specifies a contact name and number/email address to discuss a specific vacancy, the contact should ensure that they are available to respond to the queries in a timely manner.

Any information given to potential applicants should be limited to providing applicants with factual details concerning skills, experience, job content

and job-related terms and conditions in accordance with the person specification. Although additional information may be sought and given, this process should not be used as an informal selection stage.

2.14 Short-listing

Short-listing standards

- Short-listing should take place within one week of the closing date for receipt of applications
- all applicants will be contacted with an explanation if this is not the case
- where a candidate is unsuccessful and requests feedback, People Services will direct them to the recruiting manager responsible for advertising the position
- recruiting managers are responsible for ensuring the interview panel is diverse and as representative of as many of the protected characteristics as listed in the Equality Act 2010, with a minimum of race and gender diverse. Short-listing will always be carried out by a panel which is race and gender diverse, never by one individual. In exceptional circumstances, with authorisation from the Chief Operating Officer and/or Deputy Director of People and Change, the requirements for a gender/race diverse panel member may be waived, when all other alternatives have been exhausted, such as organising reserve panels and contacting the diverse recruitment pool. Requests will be considered on a case by case basis. An example of when it may be waived is where a diverse panel member is absent on the day of the interview due to sickness. All panel members must have had unconscious bias training and all panels should be representative of as many of the protected characteristics as possible
- short-listing will be carried out by assessing applicants against the criteria set out in the person specification
- disabled, veteran and care leaver applicants who meet the essential criteria for a post as set out in the person specification will be guaranteed an interview

2.15 The short-listing panel

Candidates should be shortlisted if they meet all the essential criteria of the person specification. If following this, there are too many candidates to interview, elements of the desirable criteria can be used to shortlist further.

After short-listing individually, the panel meet to decide on the short-listed candidates to be invited to attend the selection process.

Each panel member should comment on how they have scored the application. When managers shortlist they **must** ensure that they only shortlist potential candidates who meet all the requirements of the essential criteria. If managers find that they have too many candidates that meet all the requirements of the essential criteria they can then select further by using the desirable criteria. The panel must come to an agreement.

2.16 Guaranteed interview policy

The Council operates a Guaranteed Interview Policy for people with disabilities, care leavers and/or veterans. It means that, if an applicant for a job declares a disability, is a care leaver or veteran and meets the **essential** job criteria, they must be short listed for interview. It does not require every applicant to be interviewed – only those who meet the essential job criteria.

Disabled, care leaver and veteran applicants can be identified in Tribepad via the application summary.

To operate the Guaranteed Interview Policy effectively the following must be observed:

- The essential criteria for each job must be clearly stated within the person specification, allowing for no vagueness or confusion over terminology or standards required. It should be possible to measure which applicants meet the job criteria when short-listing for any post
- the disability, care leaver and veteran declaration on the application forms must be checked at the shortlist stage, so that Guaranteed Interviews are not overlooked
- if the short-listing panel decide that an applicant does not meet the essential criteria, the application form, person specification, and reasons for not short-listing must be referred to People Services
- interviews must not take place until a decision has been made by People Services
- if the decision supports the application, an interview must be offered

People Services decision is final. No appeal can be lodged by either the applicant or the short-listing panel

2.17 Care leavers recruitment- apprenticeship roles

As part of the Council's guaranteed interview process, Care leavers will have the opportunity to apply for any apprenticeship roles within the Council at the internal stage of recruitment.

Care leavers will be required to meet the essential criteria of the apprenticeship role in order to be shortlisted.

The remaining recruitment process for a successful care leaver candidate will remain the same as per the Council's recruitment and selection policy.

2.18 Planning the selection process

The selection process should be designed to evaluate effectively the full range of knowledge, skills, competences and experience required by the post holder. It is also the opportunity for the candidate to evaluate City of Wolverhampton Council as a potential employer. There are a number of selections 'tools' which can be used at this stage.

Factors to consider when determining which to use include:

- Their relevance and validity in providing objective evaluation

- using tools in combination to gain a complete assessment of all key criteria
- the resources available to manage them effectively
- the potential for discrimination against particular groups of applicants
- any selection tool must be subject to appropriate reasonable adjustments for disabled candidates

Candidates should always be given plenty of notice of an imminent interview and a contact name and number should be provided for cancellations or queries. The letter/email should give details of the separate elements of the selection process e.g. tests, panel interviews, activities with service users etc. and candidates should be given enough information to enable them to identify any aids/adaptations or support required to facilitate the selection process. Venues should be accessible for disabled candidates.

2.19 Stakeholder involvement

There is much to be gained from involving service users and partners in recruiting to appropriate jobs, such as key leadership posts which will make a substantial difference to service strategies, joint working posts, and community-based roles.

Partner organisations will usually identify the person they wish to be involved in particular vacancies; checks need to be made that they have undergone some form of training in recruitment and selection. Where the stakeholders are lay people who are not regularly involved in selection, it is advisable to organise some awareness training about Council procedures, especially equal opportunities, unconscious bias training and data protection issues.

A stakeholder can:

- Comment on the relevance of job description and person specification to service objectives and end user needs
- ask questions or be party to group discussions to help assess how candidates respond to them and deal with the issues they have particular concerns about
- provide feedback to the selection panel on their views of candidates' performance in these specific areas (it is important to make sure these areas are a specific requirement on the person specification)
- raise any issues of concern from their perspective
- advise the panel on their views of responses received from candidates
- feedback on the overall process to the Chair
- develop and support the induction of the successful candidate in conjunction with the manager.

A stakeholder should not contribute:

- To any technical assessments where they are not qualified to make such an assessment
- by making any subjective comments about candidates which cannot be backed up by evidence
- to any clearance checks such as references, medical or Disclosure and Barring Service checks.

2.20 Invite to interview

As the Recruiting Manager you can arrange and invite candidates to interview via Tribepad using this [guide](#).

You will be able to track interview bookings via Tribepad.

3.0 Section B – The selection event

3.1 Skills testing

Tests are used to identify the right skill set for the post there are several methods which can be used:

- **Testing a specific skill or competence requirement of a post** - A word processing test or report writing test, can be a useful way of assessing how an individual will perform if appointed.
- **Literacy and numeracy tests** - These types of tests assess a level of attainment equivalent to qualifications. Writing a report or completing a budget forecast are examples of a literacy and numeracy tests.

3.2 Assessment and selection centres

Assessment centres are designed to measure a specific set of competencies across a range of activities. Candidates are asked to carry out a series of work-related tasks designed to enable them to demonstrate job related competencies to the selection panel. Tasks can include written and practical, individual and group activities and may also include one or more criterion-based interviews. They are all time limited and are carried out under controlled conditions to ensure consistency and fairness to candidates. If the role requires this level of testing please contact People Services.

3.3 Interviews

The aim of an interview is to ascertain more clearly the degree to which the candidate's attributes correspond to the person specification. An interview is a two-way process and should run smoothly and easily for both interviewers and interviewees in a manner which will enable the candidate to perform to the best of their ability.

Interviews should be well planned beforehand, so interviewers know what information they want (what questions they have to ask) who is asking what and in what order. Questions should be carefully constructed and designed to extract all information relevant to the job. Questions may be open or closed depending on the information required but should always be specific.

Two commonly used questioning techniques are:

- Behavioural questioning whereby candidates are asked to give examples of past experience that relate to specific aspects of the job and explain what they did, why, the options available, the results etc
- problem solving questions where the candidate is asked to explain their approach to dealing with hypothetical scenarios relevant to the job

All interviewees should be asked the same core questions plus follow-up questions, which allow a more in-depth examination of their skills and abilities. Individuals can also be asked supplementary questions which clarify information in their application form.

Interviewers should avoid asking questions as if they were checking off a list and should listen carefully to the answers given. Candidates should be given equal opportunity to elaborate upon information they have already given and to offer new information.

Candidates will also want to find out as much as they can about the job and organisation and should be given the opportunity to ask questions at the end of the interview.

Every selection/interview panel must nominate a chair who will oversee proceedings. All panel members must have had unconscious bias training and all panels should be representative of as many of the protected characteristics as possible

3.4 Role of the Chair

- Agree the scoring system to be used by the panel in advance of the interview
- allocate note taking in a way which will enable other panel members to listen actively to the candidates' answers, to ask appropriate supplementary or follow-up questions and to keep a fair record of the answers for discussion and decision making
- lead in responding to candidate questions and organising any agreed follow-up
- ensure that no questions which could be construed as discriminatory are asked

- keep a record of the reasonable adjustments identified and discussed should be made by the chair
- provide feedback to candidates
- keep and update all records of the outcomes

3.5 Questioning techniques

Competence (behaviour) based questions	Ask the candidate how they dealt with a situation in the past. E.g. "Tell me about a time when you had to support someone in learning a new task or skill." It allows the interview panel to see how the person responded in a real-life situation. Extra questions can be asked to find out what they learnt and what they would do differently.
Open questions	Tend to start with when, who, where, what and how and encourage the candidate to: Talk, provide facts, describe things and/or express opinions.
Leading questions	Imply the answer you expect in the question, e.g. – "We think that parental involvement in a school is really important. What do you think?"
Closed questions	Require yes or no answers, for example: <ul style="list-style-type: none"> • Do you enjoy your present job? • Do you enjoy leading initiatives? Closed questions check facts such as - Do you have a driving license?
Multiple questions	Is where more than one question is asked such as - Why have you applied for this position, where do you see your career taking you and why do you want to leave your present job? Candidates will either answer the question they feel comfortable with or get confused and answer the last one.
Self-assessment questions	Ask the candidate to describe their characteristics, such as – "This position requires someone with drive and initiative. How do you measure up to this requirement?" These questions give an advantage to a good talker or an experienced candidate. They are based on personal perceptions rather than evidence.
Hypothetical questions	Are useful to explore ability instead of experience. A situation is described, and candidates are asked what they would do, e.g. "How would you supervise a team?" However, often a candidate will give an answer they believe the panel want to hear rather than what they would do in this situation.

Multi-choice questions	Give the candidate a choice of answers to a specific question e.g. "How would you deal with an angry parent?" <ul style="list-style-type: none">• by yourself?• with the pupil's class teacher?• with another senior member of staff? <p>This only allows restricted answers, which may result in the candidate giving an answer they would have not normally chosen</p>
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3.6 Suggested format of the Interview

The Chair of the panel will open the interview by covering the following:

- Welcome and introduction of the panel members
- an explanation of what will happen during the interview and how long it is anticipated to take this should include advising the candidate that the panel will be taking notes
- information about the job role
- questions from the selection panel (please note, if the role requires a DBS check, the selection panel should review the DBS declaration form prior to the interview and where a candidate has declared a previous conviction, caution, reprimand or final warning they should seek further information) advise the candidate of their opportunity to ask questions of the panel at the end of the interview.

To close the interview the chair may choose to ask:

- If a member of the selection panel wants to ask any other questions
- if the candidate has anything else to add in support of their application
- if the candidate has any questions they'd like to ask
- how the candidate would like to be informed of the decision

In the interview invite letter the candidate will have been asked to bring original copies of the following:

- Relevant certificates (where essential on the application form)
- proof of entitlement to work in the UK (see pre-employment checks)

The recruiting manager must take copies of these documents, sign, date and verify them and send them to People Services.

For posts where there is contact with children, young people and vulnerable adults or access to their personal records

The panel should assess and evaluate the candidate's suitability for the post and explore:

- The candidate's approach towards children and young people
- their ability to support the authority or establishment's agenda
- safeguarding and promoting the welfare of children
- check reasons for any gaps in the candidate's employment history
- any concerns the panel have, or differences that arise from the information provided by the candidate and a referee

If you do not get references before, ask the candidate at the interview if there is anything they wish to declare or discuss in light of the questions that will be put to their referees. It is vital that the panel get and examine references before an appointment is confirmed and the person starts work.

3.7 Candidates who travel to the interview

Interviewees are entitled to claim the public transport cost of their journey to the interview, if by rail, 2nd class or cheap day return. Where an interviewee has to stay overnight in a hotel, the normal subsistence rates will apply (ask People Services for more details). For some posts, accommodation will be arranged by the recruiting service, in which cases applicants may only claim travel and incidental expenses.

Interviews

- Confirmation of interview dates, including any other selection events, will be given within one week of short-listing
- Interviews will be held no later than four weeks from the closing date for applications
- If there is a delay, the recruiting manager should contact the candidate by telephone or in writing to confirm the timetable for interviews
- We will ensure that candidates' special requirements/needs are met wherever possible. This can include signers, interpreters, wheelchair availability, etc.
- The panel will indicate the anticipated date by which candidates will hear the outcome of interviews, whether successful or unsuccessful, which should be within two working days. Verbal feedback should be offered to all candidates that attended a selection process

Under the Equality Act, it is appropriate to explore possible reasonable adjustments to a post in the light of a candidate's disability. This should not be a probe into the disability per se, rather a discussion between interviewer and interviewee of disabling "barriers" created by the job's requirements and location and how to overcome them. This should be done separately from the formal interview process, at the end of the agreed interview questions.

When scoring and discussing the candidates' performance at interview, consideration should be given first to which candidate best meets the

selection criteria and then to how any reasonable adjustments may be accommodated.

The scoring system to be used should be agreed beforehand by the panel and should be simple, objective, and related to the criteria on the person specification. Ideally any scoring should be conducted after each candidate's interview.

3.8 Scoring systems

A scoring system helps to ensure a more objective assessment of a candidate's abilities than relying on general impressions. The scoring system should be simple, based on the requirements of the job description and person specification, and should be agreed to and understood by the interview panel prior to interviewing.

The panel should firstly agree the specific criteria it wants to assess and then decide how this can be tested. In the case of an interview for instance the panel will need to:

- Agree specific questions that test the criteria to be measured
- agree what would constitute a good answer and,
- agree an appropriate score

E.g. answers could be ranked 1-5; A-C; excellent, satisfactory, poor, etc. Criteria can be weighted to give emphasis to the more critical aspects of the job. This process can be applied on the same basis to other selection methods including tests, in-tray exercises, presentations, etc. At the end of the selection process, each candidate's scores should be totalled and the person with the highest score selected.

Please see standard [Scoring Matrix](#).

Any notes made or scoring sheets completed by the panel during interview should be retained. Job applicants are entitled to have access to all interview notes retained as a record. These may also be required to provide interview feedback to candidates or in the event of a challenge to a selection decision. Each panel member should keep their own notes securely and should be destroyed after 6 months and not before.

For the successful candidate, the interview notes from each panel member are required to be stored on the employees IDOX file. It is the recruiting manager's responsibility to ensure these are uploaded to Tribepad.

4.0 Section C – After the selection decision

4.1 Making and recording the decision

The Council's recruitment standards require that candidates are notified of the panels' decision within 2 working days. All candidates should receive

notification informing them of the outcome. The recruiting panel must have clear, recorded reasons why a candidate is rejected and be prepared to give feedback to rejected candidates if they request it.

Selection decisions for all candidates should be recorded in Tribepad – use this [guide](#).

All paperwork and records of the recruitment decision should be retained securely and confidentially for 6 months in order to comply with GDPR and employment tribunal requirements. Tribepad will automatically archive recruitment information after 6 months if the candidate does not log into the system to comply with GDPR and equality monitoring in recruitment.

4.2 Monitoring recruitment

The Council keeps equality monitoring information on recruitment to meet its legal duties as an employer and to support its equality agenda.

Recruitment monitoring information is retained by People Services as confidentiality of this information must be maintained at all times and it should not be seen by the selection panel.

The capture of this information is very important as quarterly and annual recruitment monitoring reports are produced and the data is also used in the Council's Annual Equality Monitoring Report.

4.3 Notification of appointment

Recruiting managers must advise People Services as soon as possible through Tribepad who the successful candidate is following the interview process. The 'Notification of Appointment' form must be completed on Tribepad (see [guide](#)).

4.4 Pay points relating to a new appointment

New employees will be appointed at the bottom of the grade or the "minimum point of advantage". The minimum point of advantage is the closet pay point above the external candidate's current salary. Evidence of current salary should be obtained by recruiting managers where the candidate is earning more than the bottom of the grade.

In exceptional cases, new entrants can be appointed above the minimum point of advantage with the Directors approval, all occurrences must be reported to the Pay Strategy Board for information.

Internal candidates appointed to a new post of the same grade will receive one increment, not exceeding the maximum of the grade. This does not include appointments following a restructure.

4.5 Work schedules

If a new employee does not work a standard week (7.40 hours Monday to Friday) managers must ensure the work schedule is detailed correctly on the 'Notification of Appointment' form. Failure to do so will result in the employee not being able to book annual leave correctly.

For example, if an employee works 18.50 hours per week on a Monday, Tuesday and Wednesday their work schedule may look like this:

- Monday – 7.40 Hours
- Tuesday – 7.40 Hours
- Wednesday – 3.70 Hours (am)

If you are unsure of how to complete the work schedule, please contact People Services for further advice.

4.6 Pre-employment checks

Completion of the 'Notification of Appointment' form in Tribepad will trigger the pre-employment check process. A conditional offer of employment letter will be sent to the candidate as a formal offer of the post subject to satisfactory receipt of the following:

- Pre-employment medical clearance
- references
- verification of qualifications
- sight of original documents confirming the candidates right to work in the UK status
- satisfactory clearance from the Disclosure and Barring Service (if applicable to the role)
- driving Licence, MOT and Insurance checks (if applicable to the role)

4.7 Medical clearance

The candidate will be referred to Occupational Health where a candidate confirms they have:

- a health condition that they may consider would impact on their ability to undertake the position offered or if they request any adjustments or support
- there is a need for health surveillance or where specific medical standards need to be met

Managers will be notified of the outcome of such a referral.

4.8 References

Internal candidates

Candidates within the same service area:

- Internal candidates in the same service directorate will not require a reference unless the recruiting manager would prefer to have one.

Candidates moving to a different service area:

- Internal candidates moving to a different service area will require one reference from their current manager.

External candidates

External candidates that have been in their current organisation for at least three years:

- One reference will be required.

If the candidate has been at their current organisation for less than three years:

- references will need to be obtained to cover the minimum of a three-year employment history.

If a candidate is unable to provide the required employment history (i.e school/ university leaver or unemployed for a number of years);

- alternative references will be sought.

Please discuss any concerns with People Services.

Agency workers who are currently working for the CWC will be classed as an external candidate.

External candidates who are applying for any legal positions will require three references.

Safeguarding references – internal candidates

When the role relates to children, young people, and vulnerable adults one reference must be obtained from their current manager, there should be a minimum of one further reference on file.

Where there are no references on file, two references will be sought.

Safeguarding references - external candidates

Candidates will require a minimum of 2 references.

If the candidate has been at their current organisation for less than three years;

- references will need to be obtained to cover the minimum of a three-year employment history.

If the candidate has been at their current organisation for longer than three years:

- two references from different referees within the same organisation can be obtained.

Agency workers who are currently working for the CWC will be classed as an external candidate.

For posts where there is contact with or access to personal records relating to children, young people, and vulnerable adults:

- Recruiting managers should request an explanation at interview if there are gaps in employment
- references should be obtained to validate the required three-year period.
- recruiting managers should verify the authenticity of references by telephone after references have been received.

For posts where there is contact with or access to personal records relating to children, young people and vulnerable adults, the reference should also:

- State that the referee is completely satisfied that the candidate is suitable to work in a position of trust
- give reasons if the referee has concerns about them working in a position of trust
- give reasons if the referee believes the person might be unsuitable
- give details of any disciplinary procedures the applicant has been subject to involving issues related to the safety and welfare of children, young people or vulnerable adults. This should include any outcomes that have expired
- give details of any allegations or concerns that have been raised about the applicant that relate to the safety and welfare of children, young people or vulnerable adults or behaviour towards them. This should include the outcome of any investigations and how the matter was resolved

For these posts, it is important to remind the referee that they have a responsibility to ensure that the reference is accurate and does not contain any material misstatement or omission.

Reference summary

	Internal		External - including agency workers currently at CWC		
	Same service	Different service	Current organisation for 3 or more years	Current organisation for less than 3 years	Legal positions
Non safeguarding positions	Not required - unless the recruiting manager would prefer to have one	One reference from their current manager	One reference required	A minimum of two references will need to be obtained to cover a three-year employment history	Three references required
Safeguarding positions	One reference must be obtained from their current manager, there should be a minimum of one further reference on file. Where no references are on file, two references will be sought.	One reference must be obtained from their current line manager, there should be a minimum of one further reference on file. Where no references are on file, two references will be sought.	Two references from different referees within the same organisation to be obtained.	A minimum of two references will need to be obtained to cover a three-year employment history	Three references required

4.9 Verifying references

Returned references will be available to view by managers in Tribepad – they must be checked to ensure all specific questions have been answered satisfactorily. If questions have not been answered or the reference is vague or unspecific, the manager must contact the referee and ask for further details.

The recruiting manager should also compare the information in the reference with the application form. This is to ensure the information given by the referee is consistent with the information given by the applicant. Any discrepancy should be taken up with the applicant. Information about

past disciplinary action or allegations should be considered in the circumstances of the individual case.

Issues that may cause concern include:

- Recent issues that were not resolved
- a history of repeated allegations

An issue is not likely to cause concern if it has been:

- Satisfactorily resolved
- found to be unproven
- free from formal disciplinary sanctions

4.10 Verification of qualifications

The recruiting manager should check the candidate has the essential qualification(s) listed on the person specification or membership of the necessary professional bodies at the interview stage. If this is not done at interview, the recruiting manager should plan for these to be checked before the candidate starts.

Care should be taken when checking qualification and membership documents for people who will be working with children, young people or vulnerable adults.

Photocopies should be taken of original certificates and signed by the Chair of the interview panel or recruiting manager to confirm the original has been seen and verified.

If a candidate cannot provide evidence of qualification or membership status, further advice should be sought from People Services, particularly if equivalent experience was listed in the essential criteria.

5.0 Right to work checks

City of Wolverhampton Council, as the employer has a legal obligation to comply with the prevention of illegal working legislation and obtain a statutory excuse against a civil penalty.

All prospective employees are required to evidence their right to work in the UK as part of the recruitment process prior to commencing employment.

5.1 How to conduct a right to work check

The type of check that will be conducted will depend on the status of the prospective employee. City of Wolverhampton Council will conduct the following checks:

- Manual Checks – are conducted face to face with the candidate to check and copy their original documentation (conducted by the manager at interview stage)
- Online Right to Work Checks - the Home Office online checking service whereby the candidate will produce a share code which CWC will use to verify their right to work status (for non-British and non-Irish citizens) (conducted by People Services)

5.2 Conducting a manual right to work check

Step 1 – Obtain documentation

The recruiting manager will need to obtain the original documents from either list A or List B as detailed in the Home Office [guidance](#)

NB A UK expired passport can be accepted as a valid right to work document provided that the photo on the passport is not too dated and are satisfied it resembles the person in front of you.

Step 2 – Check

Documents must be checked to be genuine and that the person presenting them is the prospective or existing employee, the rightful holder and they are allowed to do the type of work that has been offered. The check requires:

- Photographs and dates of birth are consistent across documents and with the person's appearance in order to detect impersonation;
- expiry dates for permission to be in the UK have not passed;
- any work restrictions to determine if they are allowed to do the type of work on offer (for students who have limited permission to work during term-times, you must also obtain, copy and retain details of their academic term and vacation times covering the duration of their period of study in the UK for which they will be employed);
- the documents are genuine, have not been tampered with and belong to the holder; and
- the reasons for any difference in names across documents can be explained by providing evidence (for example, original marriage certificate, divorce decree absolute, deed poll). These supporting documents must also be photocopied and a copy retained.

When checking the validity of the documents, managers should ensure that this is done in the presence of the holder. This can be a physical presence in person or via a live video link (e.g. via Teams). In both cases you must be in physical possession of the original documents.

The responsibility for checking the document is the recruiting managers. Whilst it may be delegated to other members of the team, the recruiting manager will remain liable for the penalty in the event the individual is

found to be working illegally and the prescribed check had not been correctly carried out.

Step 3 – Copy

Recruiting managers must copy and retain copies of:

- Passports: any page with the document expiry date, the holder's nationality, date of birth, signature, immigration permission, expiry date, biometric details, photograph and any page containing information indicating the holder has an entitlement to enter or remain in the UK (visa or entry stamp) and undertake the work in question (the front cover no longer has to be copied).
- all other documents: the document in full, including both sides of an Immigration Status Document and an Application Registration Card.

Each copied document must be signed and record the date the check was undertaken by verifying the copy as follows;

“I (name) verify this is a copy of the original document taken on (date) [and add your signature]”

Send the copied, verified and dated copies to People Services by email. Once confirmed that these have been accepted, you can arrange for the copies to be shredded using normal Council procedures.

Copies of right to work documents that have been taken for unsuccessful candidates must be destroyed and placed in a confidential waste bin or shredded.

5.3 Online right to work checks

This check will be undertaken by People Services as part of the pre employment checks.

The Home Office's online service allows eligible migrant workers to provide their employer with a share code which is then used to view their right to work in the UK.

The online service operates on the basis of the migrant worker first accessing their own Home Office right to work record, where they can then share this information with someone else, including their employer, using a code generated giving People Services permission to view their status.

Under current rules, the online service is only available where the individual:

- Has a valid biometric residence permit or card or
- has EU pre or settled status under the EU Settlement Scheme, or
- has lawful status issued under the points-based immigration system, or

- has a British National Overseas (BNO) visa, or
- has a Frontier Worker permit

5.4 EEA citizens and right to work checks

The Immigration and Social Security Coordination (EU Withdrawal) Act 2020 ended free movement law in the UK on 31 December 2020 when the UK left the European Union (EU). New requirements for acceptable documents for right to work checks for EEA citizens came into effect on 1 July 2021.

This change does not impact Irish citizens who continue to have unrestricted access to work in the UK and can prove their right to work using their Irish passport or passport card, birth or adoption certificate together with an official document showing their national insurance number and name.

EEA citizens are now required in the same way as other foreign nationals to evidence their immigration status in the UK. They can no longer rely on their EEA passport or national identity card as this now only confirms their nationality and not their right to work.

The majority of EEA citizens now prove their right to work using the Home Office online service. Where appropriate, the Home Office online service will advise when a follow-up check must be carried out.

Since 1 July 2021, EEA citizens with Indefinite Leave to Enter or Remain are required to prove their right to work in the same way as other foreign nationals who do not have a digital status. You can carry out a manual check of their Home Office documentation such as an endorsement / vignette in a current passport stating 'Settlement', 'Indefinite Leave to Enter or Remain' or 'No Time Limit'. Some citizens may have a current Biometric Residence Card (BRC) and this can be used to access the online right to work service.

There may be some EEA citizens who may have a valid application in progress under the EU Settlement Scheme (EUSS), a member of the Recruitment team will be able to provide further guidance in this instance.

5.5 Penalties for employing a candidate that does not have a legal right to work in the UK

Legal action may be taken against an employer who employs a person who has no legal right to work in the United Kingdom. An employer may be prosecuted for employing someone who has no right to work in the UK and can receive a civil penalty of up to £45,000 per illegal worker for a first breach and up to £60,000 per illegal worker for repeat breaches. In serious cases a criminal conviction carrying a prison sentence of up to 5 years and an unlimited fine. The legislation also allows proceedings to be

brought against individuals - 'any Director, Manager, Secretary or other similar officer of the company or any person who was purporting to act in any such capacity - if the offence is committed with their knowledge or connivance'.

Penalties may also be exacted from those who whilst not actively involved in the recruitment process have "consented" to the illegal employment.

6.0 Disclosure and Barring Service (DBS) checks

City of Wolverhampton Council is required to check employees in specific areas of employment against the Disclosure and Barring Service records information. DBS checks give the Council information about perspective employees, including:

- Offences which are discharged under the Rehabilitation of Offenders Act 1974
- lower level checks for jobs with other elements of risk such as financial probity

The DBS Policy and Managers guide can be found [here](#). When requesting a DBS check, managers must be satisfied that it meets the requirements as prescribed by the Disclosure and Barring Service (further information provided in the managers guide).

6.1 DBS disclosures for candidates that have lived abroad

DBS checks will not show offences committed by individuals living abroad, except for service personnel and their families.

There are guidelines that detail what checks should be carried out on an employee who has lived abroad. They will include certificates of good conduct from relevant embassies or police forces. The level of information contained in these certificates varies from country to country. Please contact People Services for further information.

6.2 Driving licence and insurance checks

Managers will need to check candidates have a valid driving licence if they will be driving as part of their role. Candidates that will be driving their own vehicle will also need to provide evidence of their insurance to cover business use.

More than six points on a driving license prevents the driving of Council vehicles and plant. Managers will need to check whether candidates have in excess of six points on their license or other material changes to their license, such as medical conditions. For further information, refer to the Driving at Work Policy and [Health and Safety Portal](#).

6.3 Unsatisfactory pre-employment checks and withdrawing an offer of appointment

- **Unsatisfactory references**

The panel need to discuss any concerns over a reference with the referee. This should be done as soon as possible to allow the referee to give details. If the panel are satisfied with the details, the recruitment process can continue as normal and confirm the appointment. People Services must be advised of the panel decision. If there are concerns or discrepancies in the reference, please contact People Services.

It may then be necessary to hold another interview with the candidate, manager and representative from People Services to discuss the concerns raised.

If justified a letter withdrawing a job offer must be sent explaining why the offer is being withdrawn.

- **Concerns following a DBS check**

If a DBS check uncovers a concern, a discussion should be had with People Services as soon as possible to discuss next steps. In most circumstances, a risk assessment will be required to determine whether it affects the candidate's suitability for the role. This will include meeting with the candidate to view the original DBS certificate and assessing the potential risk the convictions would impose. A recommendation is then made to the Director of whether to proceed with the offer of employment or withdraw. People Services will provide advice and support throughout this process.

6.4 Document retention

Selection notes are an important part of employment records.

All recruitment files should include:

- Notes made during selection events (including telephone interviews)
- notes made on application forms and/or cover letter
- notes from verifying reference checks
- notes from employment history verification
- copies of qualification verification
- copies of any supporting documents submitted by applicant

All interview notes and selection notes of all candidates should be maintained by the Chair of the panel for no longer than six months in order to provide feedback if formally requested.

All recruitment information will be retained and managed by the Council in line with the requirements of GDPR and only for as long as it is relevant for legal obligations or inspections.

Glossary

Desirable Criteria

The qualifications, knowledge, skills and experience that would be advantageous but not essential to undertake the role. Can be used in shortlisting to help in deciding between candidates who meet all the essential criteria.

Disclosure and Barring Service (DBS) check

A record of a person's criminal convictions and cautions carried out by the Disclosure and Barring Service.

Essential Criteria

The qualifications, knowledge, skills and experience an applicant must show they have to be considered for the position as they are essential requirements to undertake the role.

GDPR

Stands for General Data Protection Regulation (GDPR). The Data Protection Act 2018 is the UK's implementation of the General Data Protection Regulation (GDPR). It controls how personal information is used by organisations, businesses or the government.

Genuine Occupational Requirement (GOR)

Current legislation on race, religion or belief, age and sexual orientation sets out a "genuine occupational requirement" (GOR) defence. This enables an employer to stipulate that, because of the nature of the job in question, only people of a particular race, religion, age etc are eligible.

Guaranteed Interview Policy

The Council operates a Guaranteed Interview Policy for people with disabilities, care leavers and/or veterans. It means that, if an applicant for a job declares a disability, is a care leaver or veteran and meets the essential job criteria, they must be short listed for interview. It does not require every applicant to be interviewed – only those who meet the essential job criteria.

Job Allocation

The methodology and process used by the Council to determine the grade of a post.

Notification of Appointment

Form in Tribepad used by recruiting managers to advise People Services who the successful candidate is following the interview process. This must be completed as soon as possible following selection.

Pre-employment checks

Checks undertaken following notification of appointment and prior to confirmation of employment. These include pre-employment medical clearance, references, verification of qualifications, Right to Work checks, DBS clearance (if applicable), driving license, MOT and insurance checks (if applicable).

Positive Action

A provision under the Equality Act 2010 that means that it is not unlawful to recruit or promote a candidate who is of **equal** merit to another candidate, if the employer reasonably thinks the candidate has a protected characteristic that is under-represented in the workforce; or that people with that characteristic suffer a disadvantage connected to that characteristic.

Redeployees

Employees seeking redeployment as they are at risk of redundancy.

Right to Work

All individuals employed by any business, company or organisation are required by law to have and show the right documents allowing them to work in the UK. Right to Work checks are completed as part of pre-employment checks. Legal action may be taken against an employer who employs a person who has no legal right to work in the UK.

Shortlisting

Process by which the panel assess all the applications received against the criteria set out in the person specification to determine which candidates should progress to the selection stage.

Structure Management Request (SMR)

For all structure changes including establishing new posts, extending fixed-term posts, transferring sections and restructures, appoint agency workers, managers need to make a structure management request and use the Structure Management Form available on the HR Intranet.

Tribepad

The recruitment system used at the Council

Unconscious Bias Training

Mandatory training required for panel members. Unconscious bias training typically aims to raise awareness of the potential biases and cognitive shortcuts that may negatively affect decision-making and behaviour in the workplace. The intent is usually to reduce both explicit and implicit bias towards members of particular groups that share characteristics protected under law and change behaviour.

Template job advert.

A template job advert can be found on the HR intranet [here](#).

Scoring Matrix Template

CANDIDATE NAME:

Criteria	4 Excellent	3 Good	2 Satisfactory	1 Poor	Weighting	Maximum Score	Actual Score

Totals		
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