

# **RECRUITMENT AND SELECTION POLICY & PROCEDURE**

## **Policy Statement**

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This policy outlines the main mandatory and advisory considerations for recruitment and selection within Cumbria County Council.

It is important that Cumbria County Council has the right people with the right skills and abilities in post to deliver high quality services to the people of Cumbria.

The purpose of this policy is to support managers within Cumbria County Council to ensure that the best possible candidates are appointed to a particular post taking into account skills, knowledge, experience, qualifications, ability and Cumbria County Council values.

This policy also includes positive action schemes aimed at helping create employment opportunities within the local community thereby reducing unemployment in Cumbria and helping to make the county more prosperous.

Cumbria County Council strives to ensure the recruitment and selection process is clear and easy to follow for all. Fairness, transparency and a positive experience are the council's key aims for all applicants.

<b>Contents Page</b>	<b>Page</b>
<b>1. Agreeing a Vacancy</b>	
1.1 Vacancy management procedure	1
1.2 Approval of vacancy and budgetary authorisations	1
1.3 Updating job profiles and person specifications	1
1.4 Temporary to permanent post	1
1.5 New posts	2
<b>2. Alternative Employment Scheme</b>	2
<b>3. Cumbria County Council –Employer of Choice</b>	
3.1 Talent pool	3
3.2 Recruitment campaigns and careers fairs	3
3.3 Young and older person’s recruitment strategy	3
<b>4. Internal Recruitment Process</b>	
4.1 Internal applicants and time off to attend interviews	3
4.2 Secondments and development opportunities	4
<b>5. External Recruitment Process</b>	
5.1 Beginning the process	4
5.2 Gender balance	5
5.3 Development for those involved in the recruitment process	5
5.4 Job advertisement	5
5.5 Informal discussions	5
5.6 Application forms	6
5.7 Closing date for applications	6
5.8 Shortlisting	6
5.9 Protecting the selection process	6
5.10 Positive about disabled people	6
<b>6. Planning the selection process</b>	
6.1 Interview process	7
6.2 Structured interview questions	7
6.3 Scoring and weighting the interview	7
6.4 Interview dates	8
6.5 Informing the candidates of the outcome and providing feedback	8
6.6 Interview expenses	8
<b>7. Other selection methods – assessment centre approach</b>	8
<b>8. Record keeping</b>	9
<b>9. Recruitment to partnership posts</b>	9
<b>10. Choosing with Care – safe recruitment</b>	9
<b>11. Failure to Appoint – 3 months</b>	10

	<b>Page</b>
<b>12. Recruitment of Fire Fighters</b>	10
<b>13. Corporate Director and Chief Officer Recruitment</b>	10
13.1 Recruitment / executive search	
<b>14. Agency Workers, Interim Managers and Consultants</b>	10
<b>15. Recruitment of Casuals</b>	11
<b>16. Pre-employment Vetting</b>	
16.1 Pre-employment checks and confirmation of appointment	11
<b>17. Induction, Probation and Appraisal Process</b>	
17.1 Probationary Periods	12
17.2 Appraisal Scheme	12
<b>Guidance Notes – Recruitment and Selection Procedure</b>	
Vacancy Management Procedure	13
Agency Workers, Interim Managers and Consultants	14
Temporary to permanent post	15
Alternative employment scheme	15
Internal recruitment process	18
Informal discussions	19
Protecting the selection process	19
Shortlisting	19
Interview process	20
The format of the interview	21
Structured interview questions	22
Scoring and weighting the interview	22
Informing candidates of the outcome and providing feedback	22
Interview expenses	23
Other selection methods – Assessment centre approach	23
Choosing with care – Safer Recruitment	25
Failure to appoint within 3 months	26
Corporate Director / Chief Officer Recruitment	26
Pre-employment vetting	
<b>Appendix 1 – Writing Job Profiles and Person Specifications</b>	
<b>Appendix 2 - Effective Interview Questions – Do's and Don'ts</b>	
<b>Appendix 3 – Safer Recruitment – Suggested Areas of Questioning</b>	

## **1. Agreeing a Vacancy**

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### **1.1 Vacancy Management**

The Council delivers services to its citizens and customers some of whom are the most vulnerable in our society. It aims to do so as efficiently as possible by enabling access to these services in a way that reflects the needs of service users both in the design of services and in the make up and capacities of its workforce.

The purpose of this policy is to ensure that the Council strategically aligns its resourcing approach to these overall service aims to make the best use of limited funding, target money to service priorities, and develop the capacities of its workforce to deliver.

By having a procedure in place to manage vacancies we should be able to use and direct our current resources more efficiently to absorb workload, provide improved career opportunities for staff, and reduce costs associated with staffing and recruitment.

**For further details on the principles and procedure please refer to guidance note 1.**

### **1.2 Approval of Vacancy & Budgetary Authorisation**

Managers are required to liaise with their relevant Directorate Finance Manager or Finance Officer to ensure funding has been secured and the vacancy has been approved at a Head of Service level prior to commencement of the recruitment process.

### **1.3 Updating the job profile and person specification**

If, following the vacancy management procedure, the recruiting manager has authorisation to recruit, the manager must ensure that the job profile is up to date.

The job profile must detail the main duties and accountabilities of the post holder. The person specification must cover all the essential and desirable skills, qualifications, knowledge and experience that applicants need to carry out the role successfully.

**For further information on writing job profiles and person specifications please see Appendix 1.**

### **1.4 Temporary to Permanent Post**

Where funding becomes available to allow for a temporary or fixed term post to be made permanent **and** where the current postholder has a year or more service then they may be confirmed as being permanent in post without having to advertise the position. **For further details please refer to guidance note 3.**

## **1.5 New Post**

Where the vacancy is for a completely new post a job profile and person specification must be drafted and forwarded to your Directorate HR Manager or HR Officer for an accurate evaluation of the post.

**Managers must to build between 6 and 8 weeks into their recruitment plan to allow for a new evaluation to take place.**

## **2. Alternative Employment Scheme**

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Cumbria County Council operates an alternative employment scheme. The alternative employment scheme is for situations where employees who may be affected by one or more of the situations listed below can ask to be placed on the redeployment register. This enables them to seek suitable alternative employment within Cumbria County Council. Requests to be placed on the redeployment register must be approved by the line manager. Reasons for joining the redeployment register are:

- Redundancy
- Disability
- Pregnancy
- Ill health or capability
- NVQ apprenticeship coming to an end
- Fixed term or temporary appointment coming to an end where the employee has been employed by the council for at least a year.

Whatever the reason, the suitability of any alternative work which may be considered is to be assessed from the point of view of both the individual and the council and will take all relevant factors into account. These factors may vary depending upon the reason for the redeployment but will always include:

- Job content and status
- Pay and other benefits
- Hours of work
- Location
- Consideration of reasonable adjustments.

The recruiting manager must ensure that the alternative employment scheme has been checked prior to placing an internal or external job advert.

The Management of Change Policy should also be read in conjunction with this policy and procedure and can be found at the following link:

<http://www.intouch.ccc/eLibrary/Content/Intranet/536/671/1101/39735135355.pdf>

**For further details please refer to guidance note 4.**

### **3. Cumbria County Council – Employer of Choice**

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#### **3.1 Talent Pool**

As part of the council's computerised HR system there will be the facility in the future for the council to implement a talent pool. A talent pool is where potential applicants complete a standard county council job application form online and register their interest for jobs in a particular area or field within the council.

When a vacancy becomes available the recruiting manager will check the talent pool for suitable applicants.

Information in the talent pool will be stored for a maximum of 6 months after which time all information and personal details will be disposed of confidentially. If the potential applicant wishes to remain in the talent pool for longer than 6 months they will be required to re-register their interest.

Further guidance and information will be released to managers when the talent pool facility goes live.

#### **3.2 Recruitment Campaigns and Careers Fairs**

Cumbria County Council will promote the varied employment opportunities within the council alongside our partner organisations at regular local careers / jobs fairs in Cumbria and at a regional and national level.

#### **3.3 Young and Older Persons Recruitment Strategy**

The current age profile of the county council means that there is significant work still to do within local communities making careers in local government attractive to school leavers and graduates.

At the same time with many council employees due to retire within the next 5 to 10 years there is further work to do on recruiting and retaining an older workforce and promoting options such as flexible retirement.

Cumbria County Council are committed to working closely with partner organisations to ensure we have the right people, with the right skills and abilities in the right jobs delivering excellent services to the people of Cumbria.

Work on a young and older person's recruitment and retention strategy is being currently being developed.

### **4. Internal Recruitment Process**

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There are significant benefits to both current employees and the council by advertising vacancies internally.

Managers may advertise vacancies internally only, for a period of **up to 2 weeks** on the council's Intouch site and in the council's weekly jobs bulletin.

It is not acceptable for recruiting line managers to advertise positions via email to a few selected employees, teams or departments asking for expressions of

interest. It is important that the council's recruitment processes are open and transparent and that all employees across the organisation receive the same opportunities to apply for vacancies.

All internal vacancies must be advertised council wide on the council's Intouch site and/or within the council's jobs bulletin.

Agency staff are eligible to apply for internal vacancies where they have been working continuously for one year for Cumbria County Council.

**For further information details please refer to guidance note 5.**

#### **4.1 Internal Applicants and Time Off for Interviews**

Internal applicants should be granted time off to attend interviews within the council and the time should be credited back to them.

#### **4.2 Secondments and Development Opportunities**

Secondments and development opportunities are subject to the above internal advertisement procedure and should be advertised internally across the organisation initially.

A copy of the secondment policy can be found at the following link:

<http://www.intouch.ccc/eLibrary/Content/Internet/536/671/1101/38023102531.pdf>

### **5. External Recruitment Process**

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#### **5.1 Beginning the Process**

From the start of the process to the successful candidate commencing work with the council can sometimes take as long as 3 months. In the case of Chief Officer or Corporate Director appointments it can often take as long as 6 months.

Recruiting managers need to ensure that time is allocated from the outset to planning the process thoroughly to avoid any unnecessary or unexpected delays.

At the start of the process, and before the advertisement is placed, the recruiting manager should identify the recruitment panel who will be involved in the shortlisting, selection and appointment process. At this stage the manager should also co-ordinate dates for shortlisting and interview to ensure that all members of the panel will be available. Managers should also need to ensure the appropriate equipment is available, interview rooms are booked and that administrative help is on hand to meet and greet candidates and to take copies of the necessary documentation.

The closing date for applications and interview date should be scheduled in advance and specified in the job advert.

## **5.2 Gender Balance**

Where possible the recruiting manager should ensure there is a gender balance throughout the recruitment process. Specifically this is most important at the interview stages to ensure all candidates are comfortable with the process.

## **5.3 Development for those involved in the recruitment process**

It is a requirement of this policy that employees, team leaders, supervisors and managers involved in any aspect of recruitment and selection must have attended the required training before taking part in the process.

It is a mandatory requirement is that all those involved in the recruitment and selection process must have attended the council's one day recruitment and selection course and the one day equality and diversity course.

Those who maintain an involvement in the recruitment and selection process must also attend the half day refresher course every 3 years to ensure they are aware of current changes in policy, best practice and employment and equality legislation.

For further details on courses and availability please follow the link below:

<http://www.intouch.ccc/orgdev/default.asp>

## **5.4 Job Advertisement**

When placing an external job advertisement it is important for recruiting managers to note that the process can be time consuming and will be subject to publication and printing deadlines. Recruiting managers are advised to plan such timescales into the recruitment process.

As part of the council's budgetary savings, with effect from 1 May 2009, new restriction on recruitment adverts in local press have been set. Recruitment adverts will now contain only basic information such as post title, reference number, location of the job or base, salary information, whom and where to contact for an application form and also the scheduled closing and interview date.

Applicants wishing to find out more information about the job will be directed to the council Internet site or the recruitment brochure for further details.

For those applicants who may not have Internet access the council is currently looking at providing this facility available free of charge in local job centres and libraries.

## **5.5 Informal Discussions**

Informal discussions are an opportunity to provide potential applicants with further information about the job, the team, directorate and the county council. Ideally a script should be prepared in advance. Having a set script will eliminate the possibility of different information being given out to different applicants and will also ensure no applicant has an unfair advantage. **For further details please refer to guidance note 6.**

## **5.6 Application Forms**

Cumbria County Council only accepts the standard county council application form. The reason for this is that often applicants can give too much information on a CV or not the right type of information. The application has guidance notes attached to help applicants through the process and to make it as easy as possible to complete. Using a standard form this also helps managers with the shortlisting process.

## **5.7 Closing Dates for Applications**

The closing date for receipt of application forms will be published in all press adverts and on the Internet and council's Intouch website.

To be fair to all applicants and to avoid any undue delays to the recruitment process, applications cannot be accepted after the specified closing date.

In highly exceptional circumstances and where agreed beforehand with the recruiting manager and the Head of Human Resources a late application may be considered.

Upon receipt of job application forms the equality and diversity monitoring form will be detached and processed separately. The recruiting panel will not have sight of any sensitive information the candidate has provided.

## **5.8 Shortlisting**

In all circumstances there should be a minimum of two officers involved in shortlisting applications for interview. Where possible the shortlisting panel should be those who will also be involved in the interview process, and ideally should be of mixed gender.

All applicants are informed both in the job advert and in the application pack that if they have not received a response within 3 to 4 weeks they may presume that their application on that particular occasion has been unsuccessful.

**For further details please refer to guidance note 8.**

## **5.9 Protecting the Selection Process**

Where a member of the panel is related to an applicant or is a close friend of an applicant they should make this known to the Chair of the panel immediately and step down from the process completely, including from shortlisting.

## **5.10 Positive about Disabled People**

Cumbria County Council is a Positive about Disabled People Employer. In accordance with the Disability Discrimination Act 2005 and the council's Equality Scheme, Cumbria County Council adopts a positive action strategy for the recruitment of internal and external disabled applicants.

If a disabled applicant meets the essential criteria for the post they will automatically be invited to interview.

Every effort will be made to accommodate any reasonable adjustments the applicant may need to attend the interview and subsequently should they be successful following the selection process.

## **6. Planning the Selection Process**

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Every part of the selection process should be pre-planned and the interview questions should be set in advance and structured. The same job related questions should be consistently applied to all candidates at interview.

The panel should ask further supplementary or probing questions to glean more information from the candidate with regards to their background, particular skills, qualifications, knowledge and experience as to how they best meet both the essential and desirable requirements of the job.

A set of values has been identified within the Council Plan. If Cumbria County Council is to become a great place to work, operating a high performance culture and providing excellent services across Cumbria then recruitment panels should also test the candidate's values against those that the council requires of their employees.

A copy of the council's people and places, performance and partnership values can be found within the Council Plan at the following link:

<http://www.intouch.ccc/eLibrary/Content/Internet/536/647/2232/4101/3953911285.pdf>

### **6.1 Interview Process**

The purpose of an interview is to assess the candidate's suitability for the post for which they are applying against a pre-determined job profile and person specification and to appoint the best candidate for the job paying regard for qualifications, experience, skills and abilities and council values. **For further information please see guidance note 7.**

### **6.2 Structured Interview Questions**

Interview questions should be related back to the job profile and person specification.

It is important when planning the questions for interview that there is a mix between experiential and open questions. The recruiting panel should also feel free to use probing questions to glean additional information from the candidate where appropriate. **For further information please refer to guidance note 11.**

### **6.3 Scoring and Weighting the Interview**

By implementing a structured scoring system during interviews managers have a clear audit trail, documentary evidence and justification for appointing the successful candidate and clear reasons for not appointing other shortlisted candidates. The panel should agree a scoring system prior to the interviews.

Weighting systems also need to be discussed and decided upon if one particular area e.g. experience should have more relevance than skills and abilities. Weighting then feeds through to the total interview score assisting the recruitment panel in identifying those candidates that best match the criteria. **For further information please refer to guidance note 12.**

#### **6.4 Interview Dates**

Interview dates will be published in the job advert alongside the closing date so that applicants are aware in advance of the date they would be required to attend for interview if their application were to be short-listed.

Candidates invited for interview will generally be informed by letter giving at least 7 days notice.

Applicants are informed in their recruitment packs that interview dates cannot be changed or rearranged due to the difficulties in the recruitment panel having to reconvene at a later date. Trying to accommodate alternative interview dates will also further delay the recruitment process.

#### **6.5 Informing Candidates of the Outcome and providing Feedback**

Following the interviews the recruiting manager or members of the recruitment panel should ensure that all candidates are informed of the outcome of the selection process when promised. If the panel cannot agree on a decision and need to debate and deliberate their decision further then all candidates should be contacted and informed when a decision should be likely to be reached. **For further information please refer to guidance note 13.**

#### **6.6 Interview Expenses**

For information on what candidates can claim when attending interview please refer to guidance notes 14.

### **7. Other Selection Methods-Assessment Centre Approach**

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Other selection methods, which can be used in conjunction with an interview, are listed below:

- Psychometric testing
- In-tray exercises
- Written tests
- Presentations
- Service user panels
- Role plays

**For further information on the different selection methods open to recruiting managers please refer to guidance note 15.**

## 8. Record Keeping

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In case of challenges to the recruitment process at a later date it is essential that recruitment panels keep clear, concise and comprehensive notes throughout the shortlisting and interview processes to be able to justify their rationale for:

- Inviting candidates to interview.
- The actual appointment decision.
- Reason why candidates were unsuccessful.
- Providing constructive feedback to unsuccessful those candidates.

Under the Data Protection Act 1998 applicants and candidates can ask to see any manual or electronic records that the council holds about them. This includes any notes that the recruitment panel make during shortlisting and interview.

Shortlisting and interview notes may be also brought before a tribunal should a candidate bring a claim against the council. It is vitally important that these notes are clear and concise in order to defend the council against any potential claims.

**The interview panel should not rely on memory to respond to queries which may be raised at a later date.**

Recruitment files are currently held for a period of 4 months and then disposed of as confidential waste.

Interview notes will be placed on the successful candidate's personal file as part of their employment history with the council.

## 9. Recruitment to Partnership Posts

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Where recruiting to a partnership post, where the county council is the legal employer and members from the partner organisation may be sitting on the recruitment panel they should be given a copy of the council's Recruitment and Selection Policy and Procedure in advance.

The county council recruitment and selection course is open to partner organisations should they wish to attend.

## 10. Choosing with Care - Safer Recruitment

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Cumbria County Council strives to protect all service users in particularly children and vulnerable adults. Through thorough selection processes and rigorous pre-employment vetting Cumbria County Council will prevent unsuitable applicants from gaining access to service users. **For further information please refer to guidance note 16.**

## **11. Failure to Appoint within 3 months**

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In situations where the successful candidate does not complete their probationary period and leaves within the first 3 months the recruiting manager may return to the original interview list. **For further guidance please refer to guidance note 17.**

## **12. Recruitment of Fire Fighters**

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The recruitment of Fire Fighters is exempt from this policy. National guidance will be followed for the recruitment of Fire Fighters to Cumbria County Council.

## **13. Corporate Director and Chief Officer Recruitment**

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### **13.1 Recruitment / Executive Search**

**For the procedure relating to the appointments for Corporate Director and Chief Officer Posts please refer to guidance note 18.**

## **14. Agency workers, interim managers and consultants**

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There will always be occasions when the need for additional temporary staff will arise. Deciding what type of staff are needed will depend on various factors including the urgency of the situation, the level of skill / expertise which is required and the availability of such staff.

Circumstances in which the use of **agency** staff may be appropriate include: holiday periods where cover is essential; cover of short term sickness absence; emergency cover during staff shortages in general; provision of specialist skills on a short-term basis; cover to ensure that customer service levels are maintained during peak periods of demand. The Strategic & Commercial Procurement Unit manages the contract to provide agency staff to the county council.

**Interim** Management is the provision of highly qualified and experienced senior executives and senior managers on a temporary basis (usually six to twelve months) when insufficient internal resources of the right calibre exist. Examples of an interim management assignment include: rapidly and effectively managing a priority business need, sensitive or complex change projects, or bridging a gap during a restructure or recruitment campaign. Interim managers are normally experienced at the level above that which the Council requires resource therefore enabling them to make an immediate contribution. They bring on board specialist skills or broad senior experience that can challenge traditional practices and implement new service initiatives. Interim managers are usually self employed or are Directors of their own small firm, and are resourced through a third party such as a recruitment consultancy firm.

The role of a **consultant** is to provide expertise, specialist skills and challenge. Consultancy firms provide teams of people, or sometimes individuals, who are sector experts with wide experience helping different organisations with an ability to facilitate step change by providing access to networks, benchmarking, and making added value suggestions. They are sometimes used because they will challenge current thinking and provide advice and ideas which influential people will respect but they will not necessarily work within the organisation to implement these ideas.

Agency workers, Interim managers and consultants are subject to all necessary pre-employment checks prior to commencing work for Cumbria County Council.

**For further details of when it may be appropriate to procure the services of agency workers, interim managers or consultants please refer to guidance note 2.**

## **15. Casual Staff**

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It is recognised that the council needs to provide a service to people of Cumbria and it is appreciated that occasionally the use of casual staff may be required for seasonal pieces of work and to ensure service delivery is not affected or interrupted.

The utilisation of casual staff should be in the short term and for a maximum of 3 months only. Casual employees will not receive a contract of employment with the County Council and are not eligible to apply for internal vacancies.

All casual staff are required to have the necessary pre-employment checks in place prior to commencement with Cumbria County Council.

## **16. Pre-Employment Vetting**

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### **16.1 Pre-employment Checks and Confirmation of Appointment**

Pre-employment checks include the following depending on the requirements of the post:

- Qualifications and Certificates
- Asylum and Immigration Checks
- Criminal Records Bureau Checks
- Pre-employment Medical Screening
- Employment and Character References
- Professional Registration Checks

**The successful candidate cannot commence employment with Cumbria County Council until all the relevant checks have been returned and the candidate has been cleared to start.**

**For further information on pre-employment vetting please refer to guidance note 19.**

## **17. Induction, Probation and Appraisal Process**

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The county council's induction, probation and appraisal process is designed to help new employees through the first year in their new role and to help them perform to their full capacity.

All new starters to the county council will be required to attend a half day induction course.

A copy of the county council induction policy and checklist can be found at the link below:

<http://www.intouch.ccc/eLibrary/Content/Internet/536/671/1101/38023101737.pdf>

### **17.1 Probationary Periods**

All new employees are subject to a 6 month probationary period with the exception of those joining the council with continuous service from another authority or public body as listed in the Redundancy Modification Order 1999.

For a copy of the probationary policy please see the link below:

<http://www.intouch.ccc/eLibrary/Content/Internet/536/671/1101/380021756.pdf>

### **17.2 Appraisal Scheme**

The annual appraisal scheme will involve setting objectives and performance targets that are consistent with the teams and directorates objectives and targets and the Council Plan.

The aim of the appraisal scheme is show employees where they fit in the "bigger picture".

For a copy of the appraisal scheme and form please follow the link below:

<http://www.intouch.ccc/orgdev/appraisal.asp>

## **GUIDANCE NOTES – RECRUITMENT AND SELECTION PROCEDURE**

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### **1. Vacancy Management Procedure**

#### **Principles**

- No vacancy will be filled automatically. An analysis of business need and risk will be undertaken first.
- All additional service priorities or vacancies will be considered against the talent pool of existing staff.
- Consideration will be given to alternative resourcing approaches such as additional responsibilities, apprenticeships, secondments, project roles, joint commissioning or working with other agencies, establishing trainee roles such as apprenticeships and graduates.
- Consideration will be given to opportunities to ensure our workforce better reflects the diversity of our communities and our customer base.

#### **Procedure**

All vacancies to be filled by either internal or external recruitment will be subject to recruitment authorisation against the establishment. Establishment controls will be developed as an outcome of Midland Trent and single status processes.

Full consideration should be given to alternative resourcing approaches for every vacancy prior to recruitment. Only once these have been exhausted may direct external recruitment be considered with a supporting business case. Issues to be considered when a post becomes vacant are:

- What are the main tasks, skills, attributes of this post?
- What are the risks of not filling this vacancy?
- Can the role be filled through the council's apprenticeship scheme?
- Can these tasks be incorporated into the role of another member of staff?
- Is there likely to be a suitable pool of internal applicants for the vacancy?
- Could another member of staff move into this post, and in turn create a vacant post which could be deleted?
- Could the duties be 'shared' with another function within the authority?
- Could the post be a development opportunity for another member of staff?

If the post is to be considered as a development or career progression opportunity, it can be linked to a career grade, with incremental salary progression on achieving set targets. It should be linked to business needs and the future potential of an employee.

It is recognised that some areas of work may be exempt from the full vacancy management process, particularly if they are high turnover service critical roles, such as cooks, cleaners and care workers or professional roles where

there is a recognised skills shortage, such as Employment Solicitors and Town Planners.

It is proposed that HR Managers will work with Senior Managers in Directorates to agree a list of roles which would qualify as exemptions.

## 2. Agency Workers, Interim Managers and Consultants

See examples below of situations of when it would be appropriate to procure the services of agency workers, interim managers and consultants.

Circumstances	Resourcing solution	Examples
Short term cover for holiday periods / sickness	Agency	Cleaners, chefs, care assistants, admin
Temporary senior management of a specific project or business need	Interim	Single Status project Cumbria Waste Mgt
Requirement for expertise or specialist skills / advice	Consultant	Recruitment consultant Priority based budgeting

Before contracting for additional agency, interim or consultancy resources you should always consider other options such as:

- A working group comprising of existing employees
- Secondment from other areas of the organisation or from partner organisations
- Temporarily promoting existing staff (acting up)
- Temporary additional duties for existing staff
- Sharing work among other colleagues
- Re-arranging tasks
- Offering overtime / asking part time staff if they wish to work extra hours
- Recruiting temporary / casual staff onto the Council's payroll

## 3. Temporary to Permanent Post

Where funding becomes available to allow a temporary or fixed term post to be made permanent **and** where the current postholder has a year or more service then they may be confirmed as being permanent in post without having to advertise the position.

The above is subject to the provision that there are no disciplinary, capability or performance issues outstanding with the current postholder and that they have not been subject to the formal Positive Attendance Procedure.

Where a permanent post becomes available and there is more than one person carrying out the role then all candidates must go through a competitive interview process.

**This does not apply to casual employees, employees on secondment or acting up where they have a substantive post to return to.**

#### **4. Alternative Employment Scheme**

##### **Notes for Recruiting Managers**

Recruiting managers should notify the HR Service Delivery Centre of their intention to recruit so that an immediate check of the alternative employment scheme can be made. Managers should allow up to 3 days for the register to be checked.

If there is a suitable match the application form will be short-listed by the interview panel and the applicant informed whether or not they will be invited for interview.

Where there is more than one employee from the alternative employment scheme being interviewed the process automatically becomes competitive.

If there is more than one suitable candidate please discuss this with the HR Service Centre, as priority should be given in the following order:

1. Disabled employees
2. Pregnant women
3. Redundancy risk
4. Ill Health (non disability)
5. Capability redeployment
6. Fixed term contracts coming to an end
7. NVQ / Youth pathways to employment – period of training coming to an end.

If an employee on the alternative employment scheme does not meet the essential criteria for the role, the recruiting manager and interview panel members must give serious consideration as to whether or not with additional training, coaching or mentoring the candidate could potentially meet the essential criteria within a reasonable period of time.

It is a legal requirement for the council to seriously consider suitable alternative employment where an employee may potentially lose their livelihood in cases of redundancy. In cases of disability there is also a legal requirement to consider all reasonable adjustments, one of which could be an alternative type of work.

It is important that recruiting managers build sufficient time into the recruitment processes to allow for the alternative employment scheme to be checked and for applicants to respond and register their interest.

All redeployment register candidates will be considered for all county council vacancies where the individual matches the essential criteria or slightly falls short of matching the criteria up until the closing date for a particular vacancy.

### **Notes for Managers Referring Employees on to the Alternative Employment Scheme**

Managers will find all the necessary information and forms with which to refer a council employee on to the alternative employment scheme at the following link: <http://www.intouch.ccc/handbook/hradminprocedures/redeployment.asp>

When making a referral managers should include a copy of the job profile and person specification for the individual's substantive post to ensure a good understanding of the individual's skills and possible match against any vacancies.

When to refer an employee on to the alternative employment scheme depends upon why they are being referred however below are some indications of timescales:

<b>Reason for Referral</b>	<b>When to Refer</b>
Redundancy	When employee formally notified as being "at risk" of redundancy.
Disability,	Dependant upon the case and following advice from occupational health.
Pregnancy,	As identified in pregnancy risk assessment carried out.
Ill health (non disability)	Dependant upon the individual case and following medical advice from occupational health.
Capability	Dependant upon the individual case but when the employee has reached the formal stage of the council's capability procedure.
Fixed term or temporary appointment which is coming to an end and where the employee has a year or more continuous service.	3 months before the fixed term or temporary appointment is due to come to an end.
NVQ apprenticeship is coming to an end	3 months before the apprenticeship is due to come to an end.

Employees can remain on the redeployment register for up to a maximum of 6 months. It is important to wait until formal notice of the employee being “at risk” of redundancy has been issued prior to including the individual on the redeployment register.

In cases of potential redundancy and where the employee is undertaking a post on a trial basis for a 4 week agreed period is subsequently unsuccessful they will be placed back on the register. In this case the 6 month period will still be counted from the date they were originally referred by their substantive line manager and the substantive line manager remains responsible for the employee until alternative employment can be found or dismissal.

### **Notes for Employees in the Alternative Employment Scheme**

All new entrants on to the alternative employment scheme will be required to complete a county council job application form to facilitate finding alternative employment as soon as possible. It is in the employee’s best interests to complete this fully providing as much information as possible. Applicants are strongly encouraged to submit additional information in support of their application depending on the post they are being put forward for.

Applicants may remain on the alternative employment scheme for up to a maximum of 6 months following which they shall be removed if alternative employment has not been found.

Applicants referred by their line manager for consideration for alternative employment will be given any assistance required in completing the job application form and in any training requirements to assist in preparing for interviews. Applicants requiring assistance should contact their directorate HR Team.

The onus is also on the “at risk” employee to notify the HR Service Delivery Centre of any posts, which they see advertised which may be suitable for them to be considered for.

Employees on the redeployment register will be given the opportunity to apply for potentially suitable posts, where they exist. An employee who unreasonably rejects such opportunities to be considered for alternative employment may, after consideration by the line manager, Directorate HR Manager and HR Service Delivery Centre be removed from the redeployment register.

Further information on the redeployment process and the necessary forms can be found at the following link:

<http://www.intouch.ccc/handbook/hradminprocedures/redeploymeasp>

The Management of Change Policy should also be read in conjunction with this policy and procedure which can be found at the following link:

<http://www.intouch.ccc/eLibrary/Content/Intranet/536/671/1101/39735135355.pdf>

## **5. Internal Recruitment Process**

There are significant benefits to both current employees and the council by advertising vacancies internally.

Managers may advertise vacancies internally only, for a period of **up to 2 weeks** on the council's Intouch site and in the council's weekly jobs bulletin.

It is not acceptable for recruiting line managers to advertise positions via email to a few selected employees, teams or various departments asking for expressions of interest. It is important that the council's recruitment processes are open and transparent and that all employees across the organisation receive the same opportunities to apply for vacancies.

This is of course not the case where directorates / departments are undertaking a restructure and posts have been ring fenced. In such situations managers should refer to the Management of Change Policy at the following link:

<http://www.intouch.ccc/eLibrary/Content/Intranet/536/671/1101/39735135355.pdf>

Cumbria Fire and Rescue Service are exempt from the above where advertising internally amongst employees covered by the Grey Book terms and conditions of employment.

All internal vacancies including secondments and temporary positions must be advertised council wide on the council's Intouch site and / or within the council's jobs bulletin.

Following the period of internal advertisement the recruitment process will continue as normal and internal applicants best meeting the essential and desirable criteria will be offered an interview.

Where it is unlikely that there will be a significant pool of internal applicants the recruiting manager may place the job advert in external press or specialist publications.

It is envisaged that the internal recruitment advertising process will not apply to the following posts / positions:

- All scale 1 posts.
- Posts where the council has difficulty in recruiting and is unlikely to find the resource internally to fill these posts e.g. cooks, cleaners, and caring positions.
- Specialist posts e.g. employment solicitors or town planners where there is unlikely to be a significant pool of people internally for the process to be competitive and who are qualified to apply.

- Posts where there is a national shortage of particular skills, qualifications or experience internally within the organisation e.g. educational psychologists, social workers.
- Heads of Service Posts.
- Corporate Director Posts.

## **6. Informal Discussions**

If offering applicants the facility for an informal discussion within the job advert then the recruiting manager must ensure that:

- The discussion does not turn into or give the impression of a telephone interview.
- The discussion relevant to the post and avoids discussing personal circumstances.
- There is one point of contact for informal discussions to ensure all potential applicants are given consistent information about the vacancy.
- The same information is given to both internal and external applicants. Internal applicants should not be given priority.

## **7. Protecting the Selection Process**

Where a member of the panel is related to an applicant or is close friends with an applicant they should make this known to the Chair of the panel immediately and step down from the process completely, including shortlisting.

## **8. Shortlisting**

All applications for vacancies in Cumbria County Council are short-listed based on the following criteria as outlined in the person specification for the post:

1. Qualifications and training
2. Relevant experience
3. Knowledge
4. Skills and abilities
5. Personal skills
6. Special circumstances

All applications will be marked on the above areas using the scale below:

4. Satisfactory match
5. Slightly exceeds the person specification
6. Markedly exceeds the person specification
7. Exceeds the person specification to an exceptional level

Applicants must score a minimum of “4” in all areas to meet the essential criteria.

The application form must be fully completed by the applicant and managers are reminded that curriculum vitae are not acceptable.

Those applications that meet the essential criteria should then be marked on the desirable criteria.

Where it is clear that an application falls below the essential criteria the application does not then have to be scored. However those shortlisting should make brief notes as to where the applicant falls short should the applicant request feedback at a later date.

It is not possible to invite all applicants that meet the minimum criteria to interview. Once applications have been short-listed the recruiting panel should consider the overall quality of the applications and invite those applicants that best meet the essential and desirable criteria for the post.

Once applicants are invited for interview the scores obtained throughout the shortlisting process will have no bearing on the interview process. All applicants invited for interview will be deemed to be on a level playing field.

Following shortlisting managers should return all applications along with shortlisting scores and notes to the HR Service Delivery Centre for processing.

Cumbria County Council will keep copies of all job applications and shortlisting scores and notes will be retained for a period of 4 months after which time they will be confidentially destroyed. The job application form for the successful candidate will be retained on their personal file as part of their employment history with Cumbria County Council.

All applicants are informed both in the job advert and in the application pack that if they have not had a response within 3 to 4 weeks they may presume that their application has been unsuccessful.

A copy of the short listing form can be found on Intouch at the link below:

<http://www.intouch.ccc/elibrary/Content/Intranet/536/671/3305/3315/38946162736.doc>

To assist managers in shortlisting there is also a list of equivalent qualifications which can be found on Intouch at the link below:

<http://www.intouch.ccc/elibrary/Content/Intranet/536/671/3305/3315/39412114649.doc>

## **9. Interview Process**

Any person from Cumbria County Council or partner organisation involved in the recruitment and selection process has a duty to conduct the interview in a professional manner and without bias in favour of a particular candidate.

This can be more difficult than it sounds as human beings are all at some point affected by prejudices and bias (often referred to as the halo and horns

effect) which can operate at a subconscious level which individuals may not even be aware of.

It is important that following the interviews a culture exists where panel members feel able to speak up or challenge other panel members about their views or assumptions about a particular candidate and have an open and fair discussion before coming to agreement on the appointment.

This area is covered in more depth during the corporate recruitment and selection and equality and diversity courses.

## **10. The Format of an Interview**

Cumbria County Council interviews should generally follow the format below.

- The chair of the recruitment panel will introduce all panel members stating their names and positions within the council.
- The chair of the panel should attempt to put the candidates at ease and make sure they have access to a glass of water.
- The chair of the panel should then explain the format that the interview will take and when they can expect to be notified of the outcome of the interview.
- The panel members should take it in turns to ask pre determined questions, listen to the candidate's response and take comprehensive notes.
- Try not to use council jargon or abbreviations as this may confuse candidates.
- The panel may ask further probing or supplementary questions at anytime to clarify any points or to draw out further information from the candidate as to how they may best meet the essential or desirable criteria.
- It is important that the recruitment panel are aware of their body language and are conscious not to give the candidates the wrong impression. For example continuous nodding of your head whilst the candidate is answering a question may give the candidate the impression that what they are saying is correct or the answer you want to hear which may not be the case.
- The candidate should then be given an opportunity to ask any questions they may have about the post for which they are applying, about working for Cumbria County Council or terms and conditions of employment.

- The chair of the panel will then bring the interview to a close and the panel should then retire to mark the candidate's performance before the next interview.

## **11. Structured Interview Questions**

Where possible it is advisable to ask open or experiential questions to glean the most information from a candidate as to how they best meet the requirements of the post.

It is important that the panel can establish what the candidate's involvement in a certain situation was. For example if a candidate says "we did this....." probe further and ask what **their** particular role was or part to play.

It is important that recruitment panels try not to ask closed questions where a candidate can simply provide a yes or no answer unless of course these questions are necessary.

### **Example of a closed question may need to ask:**

Are you available to work shifts?

### **Example of a closed question that needs rephrasing to an open question:**

(Closed question) Have you had previous experience working with vulnerable adults?

(Open question) Please tell the panel about your experiences to date of working with vulnerable adults?

**A do and don't list of sample interview questions can be found at Appendix 2 to assist recruiting managers in formulating appropriate non discriminatory interview questions.**

## **12. Scoring and Weighting the Interview**

It is advisable to allow time between each interview to score each candidate and for the recruitment panel to have a debate and come to an agreement. It is not advisable to score throughout the interview as each candidate deserves the recruitment panel to be thoroughly concentrating and actively listening to their responses.

Scoring should also not be left until the end of the day when recollections can be hazy or vague after several candidates.

## **13. Informing Candidates of the outcome and providing feedback**

When providing unsuccessful candidates with the outcome of the selection process then the recruiting manager or panel members should provide

constructive comments and feedback on how the candidate could improve should they apply in the future.

Feedback should be offered to all unsuccessful candidates attending for interview and recruiting manager may want to arrange a suitable time and day to call the candidate back or arrange to meet with them.

Where the selection process has been internal within the organisation or where a number of internal applicants have applied recruiting managers must ensure feedback is timely rather than internal candidates being informed of the outcome of the selection process through the office grapevine.

#### **14. Interview Expenses**

The council will reimburse second class rail fare or bus fair at cheap day rate or ordinary return fare.

The council will reimburse the cost of an overnight stay and evening meal where the candidate is travelling from outside of Cumbria up to the maximum amount specified under the NJC expenses of candidates for appointment. Current amounts can be found on the CT54 Interview expenses form which is given to candidates. Expenses will only be reimbursed on the production of valid receipts.

Payment of interview expenses to the successful candidate is subject to the candidate accepting the post and taking up appointment. All interview expenses claims will be paid for unsuccessful candidates also.

Expenses will only be reimbursed for travel to and from interview within mainland Britain.

#### **15. Other Selection Methods – Assessment Centre Approach**

##### **Psychometric Testing**

Psychometric tests are tools which can be used for many activities such as recruitment and selection, training and development, career guidance and team building. Psychometric tests are designed and developed in such a way that the results have a reasonable degree of accuracy and such tests almost certainly have credibility and validity within recruitment and selection processes.

There are two forms of psychometric test suitable for use in selection processes:

- Psychometric tests that measure ability, aptitude or attainment and / or:
- Psychometric tests that are designed to assess personal qualities, personality, temperament, values and interests.

Psychometric tests are complex tools and will only be used in the selection process where:

- Appropriate for the post which recruiting too.
- The test used is shown to be valid and reliable.
- There is an appropriately trained person delivering the test and available to interpret the results.
- The use of such tests would not disadvantage particular groups or unfairly discriminate.

The people responsible for delivering the psychometric tests will at all times ensure that the test results are strictly confidential and that all candidates receive the appropriate feedback and interpretation of the results.

Recruiting managers wishing to carry out psychometric testing should speak to their Directorate HR Team for further advice on the appropriate tests available.

### **Intray exercises**

The recruiting manager / recruitment panel may wish to design an intray exercise for candidates. You may use such exercises to see how the candidates may cope with working under pressure and how they cope with differing demands and to test time management / prioritisation skills.

If managers chose to develop their own tests they must be prepared in advance and the same instructions given to all candidates.

Marking criteria should also be agreed in advance and the overall weighting given to the test.

### **Presentations**

It is good practice to give the candidates the presentation topic in advance to allow time to prepare.

For more senior positions candidates may be given the presentation topic and materials on the day of the interview. In such instances a recruiting manager may want to test candidates' ability to cope under pressure and knowledge / expertise "on the spot".

In all cases candidates should all be offered the same materials and given the same time scale in which to prepare and present.

Marking criteria should also be agreed in advance and the overall weighting given to the presentation.

### **Service User Panels**

It is important that we listen to our service users and involve them in shaping and developing future council services.

Where the post requires the successful candidate to work closely with service users candidates may be interviewed by current users of Cumbria County Council service users or members of the public that have previously used the service.

By involving service users in interview panels candidates are able to demonstrate their ability to understand and relate to a particular group e.g. children and young people.

Where service users are involved in the selection process:

- They will be fully briefed on the process prior to the interview.
- They will have a copy of the job description and person specification.
- A facilitator will be present throughout the interview.
- Questions formulated by the service users will have the prior approval of the recruiting manager.
- Scoring mechanism will have been agreed beforehand.

## **16. Choosing with Care – Safer Recruitment**

Cumbria County Council is committed to safeguarding its service users and works towards a culture of ongoing vigilance.

The aim of Cumbria County Council is to ensure our recruitment and selection processes are thorough and rigorous to minimise the risk of recruiting unsuitable people, particularly those who want to harm or abuse children or vulnerable adults in our care.

Safer practices do not necessarily have to demonstrate sophistication or complexity; simple processes done well can make all the difference.

It is important to note that all elements of the recruitment and selection process help to build a full picture of the candidate. No one element should be used in isolation when making an appointment decision.

### **Safe Recruitment Questions**

Panels should practice more in-depth probing in order to really understand not just what people do but how they do it and more importantly why they do it, thereby giving a more rounded and complete picture of the candidate.

When recruiting to a post working with vulnerable adults or children it is important that when devising interview questions the recruitment panel do not only measure the candidate's knowledge, experience, skills and abilities but that the interview process is also used to measure candidate's motives, values, attitudes and behaviours towards children and / or vulnerable adults.

Any areas of concern should be specifically documented and followed up further with the candidate or through further pre-employment vetting checks.

Suggested sample questions which could be used or developed further are listed at Appendix 3.

### **Other Selection Methods**

It is particularly important that when recruiting to posts working directly with children and / or vulnerable adults that managers do not solely rely on the interview process. It is advisable that managers use a range of methods in

order to gain a full insight into candidates. This will help managers to feel more confident in their appointment decision.

### **Documentation Checks**

It is good practice with all appointments but is even more imperative when recruiting to posts working with vulnerable adults and / or children that the recruitment panel check all documentation of applicants to identify any gaps in employment history, changes in name or identity, check dates to ensure that all the information provided by the applicant matches.

If there is something that the recruiting panel are concerned about or the information provided does not correspond then the panel should ask the candidate about this at interview.

### **Verification of references and previous employment**

Where recruiting to a post that requires the successful candidate to work with children and / or vulnerable adults it is good practice to carry out additional checks. Cumbria County Council may contact the referee direct and or previous employers to verify information provided.

Cumbria County Council will not accept pre-written or historical references.

**For further information please refer to the section on pre-employment vetting in the guidance notes.**

### **17. Failure to appoint within 3 months**

Where the recruitment process has been followed and where a successful candidate has been identified and due to one of the following reasons below is not appointed or fails to complete the required probationary period; the recruiting manager may offer the post to the next suitable candidate from those previously interviewed without having to re-advertise the position and repeat the recruitment process.

- Where the successful candidate has declined the position.
- Where the offer of employment is rescinded due to the results of pre-employment checks.
- Where the successful candidate is in post and resigns from Cumbria County Council within 3 months of appointment.
- Where the successful candidate does not complete their probationary period and leaves within 3 months of appointment.

### **18. Corporate Director and Chief Officer Recruitment**

For Corporate Director or Chief Officer appointments Cumbria County Council will procure the services of an executive search agency to manage the recruitment process and assessment centres. This may involve some or all of the following selection methods:

- Interview with Business Psychologist
- Psychometric Testing
- Numerical / Reasoning Test

- Interview

Following the assessment centre the executive search agency will then present a shortlist of candidates to the council who will then go forward for further interviews by Corporate Directors, Chief Officers and Members.

All Corporate Director or Chief Officer appointments will be ratified by the council's Cabinet.

### **19. Pre-employment Vetting**

**The successful candidate cannot commence employment with Cumbria County Council until all the relevant checks have been returned and the candidate has been cleared to start.**

#### **Qualifications and certificates**

Where qualifications are essential criteria for the post these should be checked at interview stage if possible. Where candidates do not bring to interview these must be checked before any formal offer of employment is made. Where original certificates cannot be provided then the offer of employment will be rescinded.

#### **Professional registration**

Where essential to carry out the role the successful candidate will be required to produce evidence of their professional registration. E.g. Social workers will be required to provide evidence of their professional registration to the General Social Work Council.

#### **Asylum and immigration**

The successful candidate will be required to prove that they have the right to live and work within the United Kingdom.

Acceptable documentation to prove the right to live and work in the United Kingdom can be found within the council's recruitment brochure or alternatively at the link below:

<http://www.ukba.homeoffice.gov.uk/sitecontent/documents/employersandsponsors/preventingillegalworking/currentguidanceandcodes>

Failure to provide the relevant documentation will result in the offer of employment being rescinded.

#### **Criminal Records Bureau checks**

A number of posts within the council are subject to either a standard or enhanced Criminal Records Bureau Check. These are posts where the post holder is likely to be able to build up a rapport with service users.

**It should be noted that CRB checks will take a minimum of 4 weeks and managers should build this time in when planning the recruitment process.**

**Appointment will not be confirmed and the successful candidate may not start work with the council until a CRB check has been returned.**

CRB certificates will be held in separate files to that of the employees personal employment file and will be held with regard for the CRB Code of Practice.

From October 2009 new employees working with children and / or vulnerable adults will require registration through the Independent Safeguarding Authority (ISA) in accordance with the Safe Guarding Vulnerable Groups Act 2006. This policy will be updated in line with further guidance expected from the ISA in March 2009.

A copy of the council's policy on Criminal Records Bureau Checks and the recruitment of ex-offenders can be found at the following link:

<http://www.intouch.ccc/eLibrary/Content/Intranet/536/671/1101/39414142256.pdf>

### **Pre-employment medical screening**

Prior to appointment being confirmed the successful candidate will be required to undergo a pre-employment medical screening test. This test can be carried out over the telephone with a fully trained occupational health professional or online. Details will be sent to the successful candidate following an initial offer of employment.

The medical screening test is related to the risks associated with the post for which the candidate has applied.

Dependant on responses provided by the candidate occupational health may require a face to face appointment and / or may need to request further information from the candidates GP. A face to face appointment will normally be arranged within 15 working days of the initial medical screening being carried out.

Where a face to face appointment is not required medical clearance is normally sent back to the recruiting manager within 2 hours of the candidate completing either over the telephone or online.

Where an internal candidate has been successful and the risks associated with the new post differ to the current post they must still complete the pre-employment medical screening. Where there is no change in risk a pre-employment medical is not required.

Cumbria Fire and Rescue Service have an in-house Occupational Health team and as such pre-employment medical screening will differ to the above process. Candidates will be required to complete a paper questionnaire which will be reviewed by the Occupational Health Sister and where necessary candidates invited for a face to face consultation.

**The appointment process cannot proceed without medical clearance from Occupational Health.**

**Employment and character references**

All applicants are required to provide details of whom the council can contact to act as a referee. Internal candidates who have been with Cumbria County Council for a year or longer need only provide details of one referee. Where their line manager is on the interview panel then they should arrange for an alternative referee.

**References will be requested for the successful candidate only. Appointment will not be confirmed until the necessary references have been received and are deemed satisfactory.**

Where appointment is to a post which requires a Criminal Records Bureau check additional checks may be carried out and the referee may be contacted by telephone.

Cumbria County Council will not accept pre-written or historical references.

## Appendix 1

### Writing Job Profiles and Person Specifications

The job profile and person specification for a vacant post must be updated at an early stage in the recruitment process so that the job evaluation process can be carried out.

The **Job Profile** sets out the purpose, duties and responsibilities of a particular job while the **Person Specification** describes the type of person, in terms of experience, capability and other relevant factors who could best carry out the job. One of the benefits of having of having accurate and well written Job Profiles and Person Specifications is that give potential applicants a clear picture of the skills and experience that the council is looking for.

Further advice on writing job profiles and person specifications should be sought from Directorate HR Teams.

### Job Profile

A complete Job Profile consists of a number of separate sections which are detailed below.

CUMBRIA COUNTY COUNCIL – JOB PROFILE	
Post Title	Directorate & location
Post Holder	Post Ref Grade
Responsible to	Responsible for
1. Purpose of Job A brief summary of the reason why the job exists and the end result it is expected to achieve.	
2. Principal Accountabilities A list of the accountabilities of the post which includes an indication of the key results expected to be achieved in each area.	
3. Key Tasks (may not be used for senior posts) A list of the tasks which will be carried out to achieve the job purpose. Generally used for less senior posts.	
4. Magnitude of the Job (not relevant to all jobs) Gives detail of the impact and responsibility of the job in cash terms eg capital and revenue budgets.	
5. Organisation An organisation chart which shows the position of the post in relation to others in the organisation particularly in terms of reporting lines.	
6. Qualifications, competencies and training Summary of the essential qualifications, training and competencies required to carry out the job.	
7. Special Circumstances Use this section for any particular circumstances about the job eg if the post holder is a nominated key holder or if there is a requirement for occasional weekend working.	

### Person Specification

The person specification is used to measure, in a consistent way, how well a job applicant meets the requirements of the job. The qualifications, skills and competencies required to carry out the job are listed as either essential or desirable. Any job applicant who does not have all of the essential requirements should not be shortlisted for interview. For this reason care should be taken when deciding which requirements are essential to the job.

Note: the only exception to this would be in the case of an employee who is 'at risk' and on the alternative employment scheme.

All attributes listed should be specific and capable of being measured objectively.

### Cumbria County Council Person Specification

Post Title .....

	Essential	Desirable
Qualifications/Training/ Competences		
Relevant Experience		
Knowledge		
Skills		
Special Circumstances		

## Appendix 2

### Effective Interview Questions – Do’s and Don’ts

<b><u>Do say</u></b>	<b><u>Don’t say</u></b>
What are your general aims and goals over the next 3 to 5 years?	Are you planning to get married / have a family in the next few years?
The job would involve travelling and possibly away from home occasionally for up to 5 times a year. Would you be happy to travel in this role?	Who would look after your children if you were asked to travel away from home on business?
The job may occasionally from time to time require the successful candidate working late or working additional hours at short notice. How would you respond if asked?	If asked to work late would this cause a problem with your childcare arrangements?
I see you have mobility impairment. What adjustments did your last employer carry out that would possibly help you in this role? <u>OR</u> If we were to offer you the post what type of support would you find helpful?	I see you have mobility impairment. This would obviously make it difficult for you to.....
Tell me the extent to which you think you would be able to perform the manual aspects of this role....	You would obviously be unable to carry out the manual aspects of the job....

**Safer Recruitment - Suggested Questions**

What methods would you use to communicate with children?
How would you deal with the situation where a child discussed a confidential problem with you or conversely gave you back chat, cheek or aggression?
What is your understanding of confidentiality?
What's your understanding of safeguarding?
What do you consider as abuse?
Your job involves building up trust between you and the person you're caring for – how have you gone about achieving this in past positions?
What motivates you to work with young children/client group?
How do you feel when you are challenged by a child's behaviour?
What would you do if you had concerns with a colleague's behaviour, i.e. being abusive towards a client – or sharing confidential information with a child?
If a service user becomes aggressive, hitting out at you, but because they cannot actually hit, they spit in your face, how would you feel about this and how would you react?
What steps would you take to minimise the risks when working one to one?
What would you do if a young person asks you to keep a secret, or told you that a member of staff was doing something to them? At what stage would you share this information?
During a visit to a fostering placement a five year old child comes to sit on your lap. What would you do?
How would you respond if a client in your care expects to be hugged?
A client tells you that a staff member has been taking money from them on a regular basis and doesn't want you to tell anyone. What would you do?
What kind of behaviour in a candidate would lead you to have concerns about their possible appointment/employment?
How or what would you contribute to ensuring protection and safety of the clients?
What physical environmental changes would you suggest for the workplace to increase safeguarding?
If you are carrying out a home visit and the adult is out, but the child invites you in, what would you do?
What procedure would you follow if you became uncomfortable with a situation in relation to a service user?
What are the potential risks of working with clients on their own? How would you minimise them?
I notice from your application form that you have worked in a number of schools/establishments which have been single sex. Can you explain why your career path has followed this route?
Your application form shows that you have moved around the country and changed jobs frequently in the last 5 years. Can you take me through your career history and tell me why that was?
What would you do if a foster child asked you to be their special friend?
How would you protect yourself against allegations of abuse?
What standards of practice would you apply to ensure safe care of children?
What do you have to offer our service users?
What would you do if you saw a child with a bruise?