

OADBY & WIGSTON BOROUGH COUNCIL
RECRUITMENT AND SELECTION
POLICY AND PROCEDURE
OCTOBER 2014

DRAFT

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PART 1: Background

Oadby and Wigston Borough Council (“the Council”) is committed to achieving excellence by providing a responsive and efficient service. To achieve this it requires an adaptable and highly skilled workforce.

The Council is therefore committed to investing in its employees and seeks to recruit people who meet its requirements in a fair, effective, transparent and efficient manner; in line with the Equality Act 2010.

PART 2: Scope

This policy and procedure applies to all employees of the Council. It also applies to workers undertaking an assignment with the Council, i.e. temporary agency workers except where otherwise stated.

The Agency Worker Regulations, which came into effect on 1 October 2011, provide that agency workers can access information on job vacancies from day one of their assignment. The Regulations further provide from week 12 of their assignment that agency workers are entitled to the same pay and basic working conditions as that of a comparable employee. A comparable employee is an employee carrying out the same or similar job to that of the agency worker.

This policy and procedure forms part of the Employee Handbook and is available on iTrent. It will also form part of the induction process of new employees. It does not form part of the normal terms and conditions of employment of any employee.

The Council reserves the right to change the terms of this policy and procedure from time to time in order to comply with legislative requirements or as otherwise necessary, following appropriate consultation with Trade Unions in cases of substantial variations. Trade Unions will not be consulted on minor changes to the policy, for example, font, paragraphing and grammar where it does not change the overall essence of the policy’s intentions.

PART 3: Purpose

The Recruitment and Selection policy and procedure (“the policy”) is designed to provide a fair, effective and transparent approach to recruitment and selection.

The policy provides a framework in which roles and responsibilities are clearly defined to ensure the recruitment and selection process is carried out fairly, consistently and without discrimination in order to achieve an adaptable and highly skilled workforce to meet the Council’s overall corporate objectives and its corporate plan.

PART 4: Principles

It is important that a positive image of the Council is portrayed throughout the recruitment process. The Council wants to be an organisation that people aspire to work for and this can be achieved by creating flexible employment and developing reward packages that employees value, create a challenging and exciting working environment and being a good employer.

This policy seeks to ensure that no potential or current employee receives less or more favourable treatment than another on grounds not relevant to the safe and effective performance of the job and appointments are made purely on an individual's merit.

The Council aims at all times to recruit the person who is most suited to the particular post. Recruitment will be solely on the basis of the applicant's individual merit as measured against the criteria set out in the person specification for the role. Questions, experience and skills will be assessed at the level that is relevant to the job.

All recruiting managers will not discriminate on any grounds throughout the recruitment and selection process and will be mindful that an applicant can lodge a complaint with an Employment Tribunal at any stage of the process.

PART 5: Equal Opportunities

The Equality Act 2010 provides the legal framework to combat unlawful discrimination and provides Public Authorities with general and specific duties relating to equality. The Council will do its utmost to uphold these duties and will always have due regard for the requirement to:

- Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Equality Act.
- Advance equality of opportunity between persons who share a protected characteristic and persons who do not share it;
- Foster good relations between persons who share a protected characteristic and persons who do not share it.

The Council is committed to having a dignified and respectful working environment, which includes and encourages all staff to develop and make progress.

This policy and procedure enhances the Council's approach to equality by ensuring openness and transparency.

PART 6: Roles and Responsibilities

<p>Senior Management Team</p>	<p>Senior Management Team are responsible for approving/declining requests for new posts onto the Establishment and changes to existing posts, which impact upon the Council's budgets.</p>
<p>Heads of Service</p>	<p>Heads of Service are responsible for arranging recruitment for their service area in consultation with HR</p> <p>Heads of Service are responsible for seeking approval from Senior Management Team for new vacancies, or existing vacancies that are changed which may have an impact on budget, including reduction/increase in hours, change in duties and salary etc. Once approved, Heads of Service are responsible of instructing the HR and Finance teams of the vacancy to be added to the Council's Establishment.</p> <p>Where a Head of Service is considering integrating duties into an existing officers role, they must do so in consultation with HR.</p> <p>Heads of Service are responsible for talent spotting through the course of employee 121's and annual appraisals, and subsequently approving the Career Development Matrix in conjunction with HR.</p>
<p>Line Managers</p>	<p>In consultation with their Head of Service, Line Managers are responsible for facilitating the recruitment process for their service area.</p>
<p>Human Resources</p>	<p>HR is responsible for facilitating the entire recruitment process from advertising, short listing and interviewing.</p> <p>HR is responsible for ensuring vacancies are promptly advertised where required, and to ensure a copy of the same is issued to all staff without access to the Council's email.</p> <p>HR will obtain the required documentation to ensure eligibility of candidates to work in the UK in accordance to relevant legislation and further obtain required documentation for approval by the Head of Service, namely the medical report, two references and DBS check where required.</p> <p>HR will ensure all vacancies, including their adverts, job descriptions and person specifications are free</p>

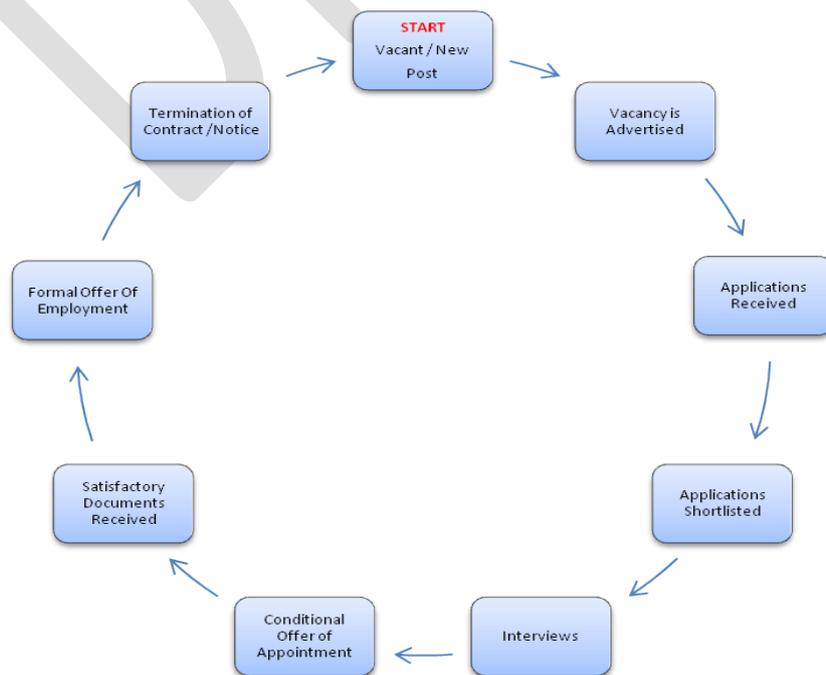
	from discrimination in accordance to the Equality Act 2010.
Job Evaluation Analyst	A suitably trained HR Officer or where such officer is not available, a suitably trained equivalent from Corporate Resources.
Corporate Resources	<p>HR will sit on the interview panel to promote consistency, and to provide guidance and support to Line Managers/Heads of Service of the recruiting service areas.</p> <p>Where assistance from HR is unavailable or not permissible a suitably trained officer from Corporate Resources will be nominated to assist and advise.</p>

PART 7: Recruitment and Selection Lifecycle

The process of recruitment occurs where a post has become vacant or where a new position is created on what is known as the Council’s ‘Establishment’.

Before a new position can be created, the Head of Service for the recruiting service area must put forward a business case to Senior Management Team for approval. Once approved, both the HR and Finance teams must be instructed by the Head of Service that a new post has been added to the Council’s Establishment for payroll and budgetary purposes.

In brief, the recruitment cycle, which will be explained in more detail throughout the course of the Policy, is as follows:



PART 8: Documentation

Throughout recruitment and selection, there are many documents that must be completed at each stage of the process. An outline of these documents can be found below.

Job Description Questionnaire (JDQ)

The Line Manager/Head of Service for the recruiting service area understands the requirements and responsibilities of the role they wish to recruit to and are therefore the best placed person(s) to complete a job description questionnaire (JDQ), as shown at **Appendix 1**.

In consultation with the Line Manager/Head of Service and a Trade Union representative, the Council's Job Evaluation Analyst will then process the information from the JDQ through the Council's job evaluation system.

The information contained within the JDQ will also be used to create the job description and person specification. This is to ensure consistency within the recruitment process.

Job Description

The job description is a key document which outlines the duties and responsibilities of the role, set out as follows:

- Post title, salary, service area and responsible to
- Job context
- Main duties and responsibilities
- Responsibility for resources
- Key functional links
- Working conditions and environment
- Additional requirements

The job description should be reviewed at any such time that a role evolves, or at least annually through the annual appraisal to ensure that it is up to date, concise and an accurate reflection of the role the post-holder is required to undertake. A new/revised job description will only be issued where significant changes have been made since receiving the original job description.

Where key elements of the job description have changed, i.e. the main duties and responsibilities, the post should be re-evaluated through the Council's job evaluation system in consultation with the employee (as detailed within this policy) and a new job description issued to the employee along with a revised contract of employment, where required.

This does not apply to administrative changes such as a change to the employees reporting Line Manager or service area for example. Minor changes including changes to font, format, paragraphing, grammar etc, can be made to the employees job description without prior consultation.

An example job description can be found at **Appendix 2**.

Person Specification

The person specification outlines the essential and desirable criteria in order to successfully carry out a role, incorporating the key competency areas that are assessed throughout the application and interview process. It is broken down into four key areas, namely:

- Vocational
- Knowledge
- Skills/Attributes
- Competencies

The person specification includes all of the key requirements of the role, both essential and desirable as it is to be used as a scoring mechanism at both the application and interview stages of the recruitment process, with the overall score determining whether an applicant should be successfully offered appointment to the Council.

It should however avoid overstating requirements and/or including criteria as essential unnecessarily as this would unreasonably exclude some sectors of the population, potentially excluding suitable applicants for the position. An example person specification can be found at **Appendix 3**.

Career Development Matrix

The Career Development Matrix form is designed to be used where a Line Manager/Head of Service has identified through the course of 121 meetings and/or an employee's annual appraisal, that an employee has attained at least 80% of the essential attributes as those listed on the person specification for a vacant position and has expressed a desire to develop. A Head of Service can then consider offering the employee the position without advertising for the same, in consultation with HR.

Once a person specification has been drawn up for a position that has been evaluated through the Council's job evaluation system, you can request a Career Development Matrix form from HR. HR will populate this form with the employee details and criteria from the person specification, and forward this to the employee for completion. See Part 15 of this policy and procedure for more details.

PART 9: Vacant Posts

Before advertising any vacancy, the Head of Service must first give careful consideration to whether there is still a requirement for this position in its original format within their service area, or whether alternative options can be

explored such as reducing the hours to part-time or integrating duties into another person's role in consultation with HR.

Once the Head of Service has established the need to advertise a vacant post, they must put forward their business case to Senior Management Team for approval, outlining the requirements and any budget implications. Confirmation of this approval, along with the JDQ and draft advert (see **Appendices 1 and 4**) should be sent to HR who will then facilitate the recruitment process.

Sufficient notice of at least 10 working days should be given by the Head of Service to HR, prior to the date in which the vacancy is to be advertised. This is to allow adequate time for HR to consult with Trade Unions and subsequently process the JDQ through the Council's job evaluation system to determine the salary band and pay scale.

PART 10: Job Evaluation

The Council has adopted the National Joint Council (NJC) Job Evaluation scheme that consists of a 13 factor plan, a scoring system and weightings that are free from gender bias and discrimination on the grounds of the nine protected characteristics of the Equality Act 2010, namely race, age, sex, sexual orientation, religion and belief, gender reassignment, marriage and civil partnership, pregnancy and maternity and disability.

All jobs are graded in accordance with a fair and non-discriminatory grading structure.

The JDQ is processed through the Council's job evaluation system by the job evaluation analyst, in consultation with the Trade Union representative and the Line Manager/Head of Service for the recruiting service area.

Once a JDQ has been completed and processed through the Council's job evaluation system, the salary band and pay scale will be determined.

The job evaluation processing can take up to 10 working days, therefore the Line Manager/Head of Service should allow for this before the date in which the vacancy is to be advertised.

The Line Manager/Head of Service for the recruiting service area will be notified by HR of the salary band and pay scale, once a job has been evaluated through this process.

PART 11: Advertising

All permanent vacancies should be advertised externally, save for the exceptions listed below. For internal secondments, this is dealt with under the Council's Secondment Policy and Procedure.

In cases of redundancy where it is identified that an employees are at risk, vacancies will be dealt with in accordance with the Council's Organisational Change Policy and will not be advertised externally, until such time that the vacancy has been advertised internally and the post still remains vacant.

For redeployment opportunities, where an employee is no longer able to remain in their current post, a vacancy will not be advertised externally until HR is satisfied following the short listing procedure contained within this policy, that the employee does not meet the criteria of the vacant post. Employees who refuse an offer of suitable alternative employment, will be dealt with in accordance with the Council's Organisational Change Policy.

Where an opportunity for career development has been identified and an employee meets at least 80% of the criteria for a vacant post, a vacancy should first be offered to the employee before it is advertised. Should the employee accept the offer, the vacancy will not be advertised internally or externally, see Part 15 of this policy and procedure.

For apprenticeships, these will be advertised through a local college/sixth-form school of the Council's choice. The college/sixth-form school will coordinate the majority of the recruitment process for apprentice positions, advertising the vacancy on the Council's behalf. They will also carry out preliminary short listing of candidates including an initial interview, before sending a pool of successful applications to the Council for consideration.

As a minimum an advertisement should be inputted into a template, as shown at **Appendix 4** and include:

- Job title
- Type of contract – Permanent/Temporary, Part time/Full time
- Length of contract and expected end date, where applicable
- Salary and/or pro-rata salary including Band and Scale Point
- Pertinent points of the role – key responsibilities/duties extracted from the job description and person specification
- A statement to confirm CV's will not be accepted
- A statement for unsuccessful applications
- A statement to confirm no agencies
- A statement to confirm previous applicants need not apply
- Closing date for applications
- Expected interview date

These should be completed by the Line Manager/Head of Service and sent to HR for approval **before** the vacancy is advertised, allowing at least 10 working days. An example advertisement can be found at **Appendix 4**.

All vacancy advertisements will be sent to employees via email and a printed copy placed on internal centralised notice boards. Employees who are on long-term leave, for example maternity leave, will also receive notification of adverts via post or personal email.

Vacancies Advertised Externally

Vacancies will be advertised both internally and externally at the same time. Vacancies that are intended to be advertised externally will be advertised for a period that exceeds at least two consecutive weekends (Saturday and Sunday). Usually vacancies will close on the Monday at midday following the second weekend.

Vacancies requiring specialist skills/qualifications should be advertised for a period exceeding at least 3 consecutive weekends and should also close at midday on the following Monday.

Vacancies should at least be advertised externally on the Council's website, which does not attract a charge. It is then at the discretion of HR as to where the Council advertise the vacancy in addition to its website to ensure a balance is maintained between advertising costs and the audience it intends to reach. Internet job boards for example may be used as a source of advertising in either specialist or generic fields.

Advertising across a wider range of media formats is encouraged to promote vacancies and ensure the Council reaches a good cross section of the Community, hopefully attracting an increased amount of candidates.

Internal Vacancies

Internal vacancies should be advertised for at least a one week period (including a weekend) and will ideally close at midday the following Monday. Advertisements should be displayed on all internal centralised notice boards, such as those found in communal staff areas.

Vacancies requiring an expression of interest should also be advertised internally as above. HR will be best placed to advise on which positions call out for expressions of interest.

PART 12: Applications

The Council will only accept applications by way of an application form. Guidance notes on how to complete the application can be found on the final page of the application form. Application forms will be made available from HR to all potential candidates applying for jobs and will also be available on the Council's website.

A CV, formally known as Curriculum Vitae, will not be accepted as a form of application for a vacant position, save for vacancies that are advertised through recruitment agencies only (see Part 13).

Expressions of interests may be accepted for internal vacancies only; however this only applies where the advert requests application by this method.

Apprentice vacancies do not require an application form in the recognised format and will be dealt with in accordance with this policy and procedure. See Part 14 of this policy and procedure for further details.

Any application received that is not submitted in the correct format, will automatically be discarded and will not be responded to.

Applications sent to the Council via email will receive an auto acknowledgement response to confirm receipt, with an added clause added to reiterate that applicants who have not heard from the Council within 14 days of the closing date, should consider their application unsuccessful on this occasion. For applications received via post, an acknowledgement email will be sent where possible including the aforementioned clause.

Application forms received will remain with HR until the closing date has passed. After the vacancy has closed, HR will provide a copy of both the applications and scoring matrix to the Line Manager/Head of Service for the recruiting service area, with a deadline date in which to complete the short listing process. Both HR and the Line Manager/Head of Service will consider their independent short listing assessment and ultimately the final decision will rest with HR in the case of any ambiguity.

Employees applying for a vacancy through career development are not required to complete an application form and will instead complete a Career Development Matrix, an example of which can be found at **Appendix 15**.

Late Applications

Applications received after the closing date will only be accepted for short listing under exceptional circumstances. This does not apply where an application has been received after a conditional offer of appointment has been made to another applicant.

Exceptional circumstances apply where:

- there is a shortage of applications for a position, i.e. less than 20,
- the Council has experienced difficulties in recruiting to this vacancy previously, and/or
- the application has been delayed through no fault of the applicant, e.g. postal strikes.

All applications received after the closing date will be recorded as a late application, and only those that meet the criteria above will be included in the short listing process.

Disclosure of Unspent Convictions

Under the Rehabilitation of Offenders Act 1974 (ROA), the Council is entitled to request information regarding unspent convictions as part of the application process.

Applicants need not state any spent convictions unless the position is listed within the Rehabilitation of Offenders Act 1974 (Exceptions) Order 1975 ("the Exceptions Order"). Such positions would require disclosure of both unspent and spent criminal convictions: this would be achieved through the applicant obtaining a DBS check.

The Council undertakes not to unfairly discriminate against applicants with criminal convictions.

The Council undertakes to discuss any convictions (either disclosed by the applicant or revealed in a DBS check) with the applicant before taking the decision to make or withdraw an offer of employment.

At interview, HR and the recruiting Line Manager shall ensure that an open and measured discussion takes place with the applicant as to any offences and their relevance to the position in order to assess the applicant's suitability for the job.

The applicant shall give an account of the circumstances of the offence(s), any mitigation and the applicant's efforts to avoid re-offending. The recruiting Line Manager shall make a risk assessment to determine whether the risk of employing the Applicant can be taken or not. In consultation with HR, the Line Manager shall then decide whether to appoint the applicant or not.

Where it is identified that an applicant has failed to disclose convictions relevant to the post, the offer of employment may be withdrawn. Where such information comes to light following appointment, if proven it could be deemed to be an act of gross misconduct henceforth the employee will be dealt with in accordance to either the Council's Probationary Policy and Procedure where they are within the probationary period, or the Council's Disciplinary Policy and Procedure where a probationary period has passed.

Monitoring Information

The application form contains a section for equality monitoring information. This section is optional and the response will not affect the application in any way. The information is used for monitoring purposes only, and is detached from the application prior to the short listing process taking place.

All applications save for those applicants who are successfully employed, will be confidentially destroyed after a period of six months.

PART 13: Agency Workers

From time to time, particularly with short-term vacancies, it is necessary for the Council to appoint a worker through a recruitment agency or on a consultancy basis.

Upon initial enquiry, HR will advise Heads of Service/Line Managers of the rate they are likely to attract comparing this to similar appointments of this type that

have been made previously. HR will liaise with individuals or recruitment agencies to negotiate the best possible rate for prospective candidates, including any temporary to permanent fees, should this be considered.

With any vacancy that is to be appointed to through a recruitment agency, i.e. permanent or temporary, the Head of Service or other appropriate Line Manager in their absence, must first determine the costs and benefits of recruiting externally against the cost and benefits of recruiting through an agency, and put forward a case to Senior Management Team for approval of the same. Confirmation of this approval must be sent to HR along with the request to appoint on a temporary/permanent basis, including an expected end date where applicable, before HR will proceed to recruit a suitable candidate.

CV's will be accepted as a form of application for candidates appointed through a recruitment agency on a temporary basis only. Often the candidate remains a worker for the Council, not an employee, and is appointed by the agency to carry out works on behalf the Council under placement.

Where a recruitment agency appoints to a position, either on a temporary or permanent basis and worker or employee, the agency must ensure the conditions of appointment are satisfied, as outlined in Part 19 of this policy and procedure.

HR will remind the Head of Service/Line Manager a month prior to the placement expiring, to determine whether notice is to be served or the agreement to be extended.

Temporary workers are not to exceed a placement of twelve months, save for exceptional circumstances that have received Senior Management Team approval. Confirmation of the extension beyond a twelve month period must be forwarded to HR with an expected end date and the requirement for such position must be reviewed during the extended period.

If the Council decides to appoint the worker as an employee of the Council into the same position they are currently fulfilling, an external advertisement for this position will be required. This does not restrict or prevent the agency worker for applying for such vacancy and if successful, being offered the position.

Where the Council is recruiting on a permanent basis through an agency, the recruitment agency will initially shortlist candidates who they feel meet the criteria for the role, based on the job description and person specification the Council has supplied them with. The recruitment agency must then ensure that all short listed candidates complete an application form, in order for the candidate to be considered for the position. This only applies to permanent positions.

Permanent positions appointed to through a recruitment agency will follow the same protocol (as outlined in this policy), as though the Council had recruited to the position externally.

Agency Worker Regulations (AWR)

AWR provides that temporary agency workers have the right to apply and be given details of internal vacancies from the first day of assignment. This means legally, the Council cannot exclude temporary agency workers from applying for internal vacancies, and should not discard their application from the short listing process.

Where a temporary agency worker is in a position that is to be advertised or has applied for a position and been short listed, HR will contact their recruitment agency in order to negotiate a 'finder's fee', or temporary to permanent fee and inform the Line Manager/Head of Service for the recruiting service area of the proposed amount.

Should the temporary agency worker receive a formal offer of employment, the recruiting service area will be responsible for satisfying this charge through their internal budget for the hire of employees. This should not restrict the appointment of agency workers or consultants.

PART 14: Apprenticeships

Apprentices will not be required to complete an application within the Council's recognised format. Vacancies of this sort will be advertised through appropriate recognised bodies, such as colleges and/or sixth-form schools that facilitate this type of learning.

Applicants will usually be required to submit a CV to their college or school, who will carry out preliminary short listing before forwarding details of suitable applicants to the Council. The Council will arrange to interview those suitable candidates, at the earliest opportunity provided adequate notice is given for them to attend.

Please see the Part 18 of this policy and procedure to understand the interview process for apprentices.

Purpose

The purpose of operating an apprenticeship scheme within the Council is to:

- provide a framework to facilitate the use and development of apprentices within the Council,
- assist in workforce and succession planning in relation to addressing any skill shortages, and
- add value and build the skill levels of the wider community.

Definition

Apprenticeships are frameworks of nationally-recognised qualifications that offer a mixture of work-based training and education. They aim to give people the opportunity to:

- achieve vocational, work-based qualifications,
- learn practical job skills and knowledge which are related to specific work roles, and
- progress within specific careers and educational pathways.

An apprenticeship framework is developed by a Sector Skills Council (SSC). SSCs are licensed by Government to represent employers in developing National Occupational Standards and design and approve Apprenticeship Frameworks.

An apprentice is an employee, usually but not exclusively aged between 16 and 25, who is following a structured, work-based training programme within a particular occupational area such as Business Administration, Customer Service etc.

An apprentice can be a new recruit or an existing member of staff, working full time or part time as long as this is for a minimum of 16 hours per week.

An apprentice will be employed on a fixed-term contract for the duration of their apprenticeship if they are a new entrant to the Council.

Principle

The apprenticeship scheme will enable applicants to acquire industry-relevant skills in the workplace, supported by an approved training package, such as an NVQ qualification. An apprenticeship qualification is usually gained within 9 to 12 months.

The apprenticeship will comprise of three components:

1. NVQ – requires achievement of practical competencies in a workplace setting. Assessment is undertaken by a qualified assessor, who may be based in the workplace, or employed by a training provider;
2. Key Skills – application of numbers, communication and Information Technology (IT) skills at level 2;
3. Technical Certificate – a free standing qualification providing the theory to support the NVQ competence. The technical certificate can be obtained by regular attendance off site or through open learning.

The intention of this scheme is to create a learning environment where people are able to develop the necessary employment skills, providing them with the opportunity to achieve their ambitions and aspirations.

Training and Employment

As apprenticeships are work-based training programmes, most of the training is 'on the job' – at the Council's premises. The rest can be provided by a local college or by a specialist training provider.

As the employer the Council must give apprentices an induction into their role and provide on-the-job training. The Council are also responsible for paying the apprentices' wages.

Employment must be for at least 30 hours per week, except in the minority of circumstances where the learner cannot complete the full 30 hours. In these cases employment must be for more than 16 hours per week.

The training provider will provide an employer representative who will be able to support and guide the apprentice. They will work with the apprentice to:

- help decide which apprenticeship is right for the individual,
- explain the way that Apprenticeships might work and if funding is available,
- agree a training plan with the apprentice,
- recruit an apprentice or support your existing staff into apprenticeships,
- manage the training and evaluation, and
- ensure that national quality standards are met and deliver integrated, coherent training.

Salary

Apprentices will be recruited in accordance to this policy, assisted by partners such as Leicester College, South Leicester College and other training providers.

The apprentice will be paid at the national minimum wage (rather than the minimum wage for apprentices) at the appropriate NMW for their age.

PART 15: Career Development

In keeping with the Council's commitment to developing and investing in its employees, this policy allows the opportunity for career development through recruitment.

Where it has been identified through the course of 121 meetings and/or an employee's annual appraisal that an employee has attained at least 80% of the essential attributes as those listed on the person specification for a vacant position and has expressed a desire to develop, a Head of Service can consider offering the employee the position without advertising for the same, in consultation with HR.

The employee must be notified by the Head of Service through an informal meeting that they will be nominated for the position through this means and confirm to HR when they have done so. HR will forward a pre-populated Career Development Matrix form to the employee for completion.

Career Development Matrix forms must be returned within one week of the issue date to be considered.

Scoring will follow the same process as the short listing procedure outlined in Part 17 of this policy and procedure. An employee must achieve at least 80% of

the maximum score in order to be automatically offered the position without advertising.

The employee must be able to demonstrate recent examples of where they have attained the relevant skills/attributes by completing the Career Development Matrix as shown at **Appendix 15**. The Head of Service, who must then put forward the same to Senior Management Team for final approval.

Upon receipt of written confirmation of approval, HR will then proceed to make a formal offer to the internal employee. This offer will be subject to a probationary period in line with Council's Probation Policy and Procedure.

The notice period for an employee successfully appointed through career development is no more than one month for positions of salary band 8 and below. A shorter notice period can be negotiated and must be agreed by the Head of Service of the employees current service area.

For positions of salary band 9 and above, at least a 12 week notice period is required. An earlier release for the employee can be negotiated and agreed to by the employees current Line Manager.

Unsuccessful Applications

Where an employee is not considered successful through the Career Development Matrix, notification must be given to the employee including any constructive feedback during a private informal meeting.

The Head of Service should then consider advertising the position externally, in consultation with HR. This advert should not restrict or prevent the employee from applying.

PART 16: Expressions of Interest

Expressions of Interest are generally used for non-ongoing positions, where a person is needed to fill a job for a short length of time. This may be:

- where the Council is trialling a position in order to assess whether such role should become permanent on its Establishment,
- a role that will be in addition to an employees substantive post, and/or
- a short-term funded position for example.

An expression of interest is an alternative to completing an application form for a position. The requirement to submit an expression of interest will be clearly outlined on the vacancy advert. The vacancy requiring an expression of interest will maintain a full job description and person specification as that of other vacancies.

Some of the key criteria of a position requiring an expression of interest are that you are readily able to move into this position and possess the required skills and attributes to be productive from the outset, with little or no training.

Line Managers/Heads of Service for the recruiting service area should consider whether any internal applicants are likely to meet these criteria, before advertising for expressions of interest for a position. Where a Line Manager or Head of Service is considering application by this means, they should do so in consultation with HR.

PART 17: Short listing

This section only applies to the short listing of the Council's application forms. It does not apply to temporary agency workers as outlined in Part 13 of this policy and procedure.

At least one member of HR and the line manger/Head of Service for the recruiting service area should complete the short listing process independently and should then meet to compare once completed. As aforementioned in the case of any uncertainty and ambiguity, HR will have the final say for short listing.

The Line Manager/Head of Service will be provided with a copy of the application forms, a scoring matrix as found at **Appendix 6** and a date in which to complete the short listing process.

Short listing is completed by scoring applications against the person specification. Each criteria will be entered into the scoring matrix (**Appendix 6**) and both HR and the Line Manager/Head of Service for the recruiting area should determine whether the applicant:

	Score
Fully meets the criteria Applicant has given real-life examples of where they have achieved this/used this in practice	2
Partially meets the criteria Applicant has given limited examples of where they have achieve this/used this in practice	1
Does not meet the criteria Applicant has provided no examples/made no mention of this in their application	0

To ensure fairness and consistency, HR should first calculate what the minimum score should be, allowing a score of 1 for each essential and desirable criteria of the person specification; therefore if there are 10 essential and 5 desirable criteria, the minimum score should be calculated as follows: 1 x 15=15, indicating that the minimum score should be 15.

Upon completion of short listing, no later than the specified deadline date, Line Managers/Heads of Service will return applications along with their scoring matrix to HR, clearly outlining those applicants that have been successfully short listed. HR will compare the scoring to their own to ensure there are no significant differences. Should this occur, HR would arrange to meet with the Line Manager/Head of Service for the recruiting service area prior to any invites to interview being sent, to understand the differences and ensure an agreement with scoring can be reached.

Where an excessive amount of applications exceed the minimum score, you must then determine whether any of those applicants do not meet the essential criteria. Where all applicants meet the criteria, you must then select only those that have also met the desirable criteria.

Applicants will not receive notification where their application has been unsuccessful.

PART 18: Interview

In most cases, the date for interview will be scheduled prior to a vacancy being advertised and where appropriate, will be included in the advert. Alternatively, the advert may suggest that interviews will be held week commencing.

Applicants who have been successfully short listed will be contacted by telephone where possible, inviting them to attend an interview on the date scheduled, at a mutually agreed time. A confirmation email will then be sent by HR to interviewees to confirm the date, time and location of their interview, the names of the persons conducting the interview and any documents they are required to bring with them on the day.

Interviews should last approximately one hour, depending on the seniority of the role and should always be competency based. This applies to both internal and external vacancies; however does not apply to the interviewing of temporary candidates through recruitment agencies or on a consultancy basis, see Part 13 of this policy and procedure for further details.

Positions

Positions are divided into three levels reflective of the seniority and responsibilities of the role for the purpose of scoring, which are categorised as follows:

- | | |
|----------------|--|
| Level 1 | Up to and including Band 5 positions without line management responsibilities |
| Level 2 | Band 5 to Band 7 positions with line management responsibilities and/or requires technical skills/qualifications |

Level 3 Band 8 to Band 11 positions with strategic and managerial responsibilities

The interview panel should be made up of at least one member of HR and the Line Manager/Head of Service for the recruiting service area. Where the position is to be shared across more than one service area, at least one Line Manager/Head of Service within those service areas should attend; there is not a requirement for both.

A competency based interview requires the interviewee to demonstrate their skills and experiences through real-life examples.

The questions will be divided into competency areas in accordance with those stated on the person specification. Questions will be derived from a list of example questions and will be reflective of the seniority of the post.

Generic and/or technical questions can be incorporated as part of the interview, however should not be scored. This ensures consistency and fairness to all within the interview process as only the competency based questions will be scored.

Whilst technical and/or generic questions are a good opportunity to test a person's technical ability and/or the background research they have undertaken, it does not demonstrate their behaviours/attributes and should therefore not be used to treat a candidate more favourably than another. A candidate's technical ability will be scored through the short listing process, provided they have demonstrated this on the application form, and only this should contribute to their overall score.

Competencies

Vacancies are divided into key competency areas and job specific competencies. There are four mandatory competency areas, which must be used for every position advertised; these are:

- 1. Communicates**
"Gets the message across clearly and appropriately to meet the needs of the audience"
- 2. Team Player**
"Contributes to teams to achieve agreed goals and/or manages individuals and tasks within those teams"
- 3. Manages the Job**
"Prioritises tasks to make the best use of resources to deliver the job"
- 4. Delivers Customer Focused Services**
"Actively involves internal and external customers/partners to develop and deliver effective, accurate and efficient services"

The above are classified as key competency areas as they are considered the core skills required of an employee to ensure the Council recruits, highly skilled and adaptable staff to achieve its corporate priorities within its corporate plan.

The Line Manager/Head of Service for the recruiting service area should then choose a further two competencies from the following which relate to the position that is advertised:

5. Leadership and Management

“Agrees and sets clear, measurable targets and motivates others to achieve them. Recognises talent and skills and utilises these to achieve agreed objectives”

6. Manages Diversity

“Values and respects differences between people (and the service benefits that can arise), challenges discrimination and treats others with respect”

7. Manages Change

“Understands the need for change and actively contributes and/or manages the change process”

8. Strategically Focused

“Is able to see the bigger picture and focuses decision-making on the achievement of agreed long-term goals”

9. Politically Sensitive

“Demonstrates behaviours that are sensitive to the aspirations and perceptions of others”

10. Collaborates with and Engages Others

“Actively involves internal and external partners to develop and achieve shared goals and objectives. Ensures decision making is properly informed with others including the local community, partners and other stakeholders”

To clarify, of the 10 competencies the Line Manager/Head of Service should select 6, made up of 4 mandatory and 2 additional job specific competencies. HR should be notified of the same.

Of those selected competencies, HR will generate an interview pack for candidates reflective of the seniority level of the post. This pack will incorporate interview questions from a list of examples under each selected competency. Line Managers/Heads of Service can also submit further general and/or technical questions as required.

Practical Exercise

Where possible, a practical exercise should also be incorporated into the interview process. This should be reflective of the position they are interviewed for, for example an in-tray exercise may be used for an administrative role.

All exercises should be timed and should not exceed more than 30 minutes where possible. This is to ensure the candidate does not become overwhelmed or too engrossed with the exercise, which may impact on their overall performance during the interview. Following the 30 minutes, the candidate may however be given additional time during the interview to present their reasoning, findings or answers.

Please see below some examples of exercises that can be incorporated into the interview process:

In-Tray Exercise

This exercise should include a variety of documents and/or lists of competing demands, which the candidate may be required to respond to and prioritise, identifying any diary clashes, time/resource constraints, appointments, communication between parties, etc. An example in-tray exercise can be found at **Appendix 7**.

Presentation Exercise

This exercise should include a brief of what the candidate is trying to achieve through their presentation. Candidates should be assessed on their delivery and presentation skills, whether they have addressed the brief in full, and their ability to deliver a clear, concise and engaging message. An example presentation brief can be found at **Appendix 8**.

Case Study Exercise

For this exercise, candidates will be given a case study of a topic pertinent to the position they have applied for. This could be a real-life or synthesised scenario and should focus on the candidate's knowledge of the topic and any technical information or relevant legislation. It should also demonstrate their ability to explain complex matters in a simplified manner. Please see an example case study exercise at **Appendix 9**.

Role Play Exercise

Role play exercises are a good opportunity to assess the candidate in what could be a real-life scenario. A scenario should be given to the candidate who will have an opportunity to read through and make notes as required before the role play commences. The scenario should then be played out as a real-life situation and the assessor can improvise as appropriate. An example role play scenario can be found at **Appendix 10**.

Administrative Exercise

An administrative exercise is designed to be issued predominantly for administrative and apprentice roles. It should incorporate tests where the candidate is required to demonstrate their literacy and numerical skills as required. For example, a test could be given for a candidate to place a list into alphabetical or numerical order or to sort a pile of filing chronologically. Please see an example test at **Appendix 11**.

It is mandatory that an exercise is included for positions of Band 6 or above. These positions are often more senior or technical roles, which require an exercise for the candidate to demonstrate whether they meet the requirements of the role in addition to the interview.

Following the interview, or set of interviews, the panel should record their feedback on the score sheet at the front of the interview pack. Scoring should also be recorded at this time, to ensure it closely reflects the candidate's suitability for the position.

In keeping with the short listing scoring matrix, interview scoring should be recorded as follows:

	Score
<p>Exceeds Expectations Candidate has demonstrated a vast range of real-life skills/experiences that exceed the expectations of those required for this position.</p>	2
<p>Satisfactory Candidate has demonstrated the required skills/experiences for the position and/or any areas for development are minimal.</p>	1
<p>Unsuitable Candidate has not demonstrated enough or any of the skills/experiences required for this position and the area for improvement is too vast. Candidate has demonstrated unsuitable behaviours/attributes for this position.</p>	0

Both the short listing and interview score should be combined to provide an overall score for the candidate. It is likely the candidate with the highest score will be offered the position, however it is ultimately the discretion of the Line Manager/Head of Service for the recruiting service area in consultation with HR for who will be appointed.

Apprenticeships

Interviewing for an Apprenticeship will differ to that of a permanent or fixed term position with the Council. The selected college/sixth-form school appointing on the Council's behalf will undertake preliminary short listing. In most cases, a short interview will be undertaken by the college/sixth-form school to ensure only details of suitable candidates are passed to the Council in order to assist with the recruitment process.

Upon receiving the short list of suitable candidates, the Council will make arrangements, either via the college/sixth-form school or directly with candidate for interviewing which should be carried out at the earliest opportunity, provided adequate notice is given to the interviewees.

Whilst the interviews should predominantly be competency based, this should be reflective more upon life experiences as opposed to the candidates work experiences as these may be limited.

Interview questions should incorporate the Council's core competency areas, namely communication, team player, customer focus, and promotes equality and diversity. Ideally no more than two questions from each competency should be used during an apprentice interview to avoid overwhelming the candidate, particularly where they have limited or no work and/or interview experience.

Interviewers should also consider incorporating more generic questions into an apprentice interview such as *what attracted you to this position?* and *where do you see yourself in five years time?* Questions such as these help you to understand the candidate's long-term goals and aspirations and how these fit with your business plan and the overall business needs. Generic questions should not be scored or used against a candidate when considering their suitability for the role.

PART 19: Offer of Appointment

Following the interview process, the successful applicant will be contacted, usually by telephone in the first instance by the Line Manager/Head of Service who carried out the interview, to make a conditional offer of appointment to them. Once this conditional offer of appointment has been made, the Line Manager/Head of Service should complete a Notification of Offer Form as shown at **Appendix 12**.

All offers of appointment, including those made to workers appointed through an agency, are conditional and subject to prompt receipt of:

- Two satisfactory references (at least one being the most recent/current employer)
- A satisfactory medical report
- Satisfactory documentation under the Immigration, Asylum and Nationality Act 2006, as shown at **Appendix 13**.
- A satisfactory DBS check, where required.

Apprentices will still be subject to the same procedure, however in terms of reference this should be at least one from their current college/provider and one character reference from a professional person, not a relative, that has known them for at least a period of two years.

It is unlikely that an apprentice position will be subject to a DBS check.

Should there be an unreasonable delay in the receipt of the above documents without valid explanation; the conditional offer can be withdrawn at the discretion of the Head of Service in consultation with HR. Where this occurs, an offer may be made to the next suitable candidate, see Part 23 of this policy and procedure.

Where a candidate declines a conditional offer of employment, the Council may offer this to the next suitable candidate, details of which can be found in Part 23 of this policy and procedure.

Immigration, Asylum and Nationality Act 2006

The law on preventing illegal working is set out in sections 15 to 25 of the Immigration, Asylum and Nationality Act 2006 (known as the 2006 Act). These rules came into force on 29 February 2008. They replaced the previous rules under section 8 of the Asylum and Immigration Act 1996 (known as the 1996 Act).

Under the 2006 Act, the Council is responsible for checking the immigration status of potential employees by checking and making copies of acceptable documents as listed at **Appendix 13** of this policy. These checks will be carried out prior to any offer of employment being made. The documents the applicant provides must therefore be legible, in date and valid for the purpose in which we require them. Unless the applicant is successfully appointed and subsequently employed by the Council, copies of the documents the applicant provides as a requirement of the 2006 Act will be destroyed confidentially without delay.

Without sufficient proof of eligibility to legally work in the UK, no offer of employment will be made.

Where an expiry date is given on an employee's eligibility to remain and work in the UK, checks will be carried out at least once every 12 months in accordance to the Act; this could ultimately result in the termination of an employee's contract where they become ineligible to work in the UK.

Where an applicant's visa/eligibility documents provide restrictions on the type of work that they can do, they cannot under any circumstance be appointed in breach of these terms. Where it is such that the applicants prospective job role is likely to breach these terms, an offer of appointment will not be made. Likewise, the employees contract of employment may be terminated where circumstances have changed that may now cause a breach of such terms.

References

References are used to assist the Council in deciding whether a formal offer of employment is to be made. The Council requires two satisfactory references that must be made up of at least one reference from the prospective candidate's current/most recent employer. The additional reference can either be a character reference or a reference from another former employer provided that the prospective candidates employment ceased within the last two years. HR is responsible for sourcing all references.

Additional references may be requested from a former employer without notice, at the Council's discretion, where the reasons for termination of contract are not specified or are unclear on the application form.

All references are passed to Head of Service for approval. Ultimately, the final decision lies with the Council to determine whether a notice is deemed to be satisfactory. Where the Council does not receive two satisfactory references, a

conditional offer will be withdrawn and the candidate will be notified to this effect. The Council is not obliged to offer a reason for its withdrawal of conditional offer.

Medical Health Questionnaire

The Council will request prospective employees to complete a medical health questionnaire issued by its current Occupational Health provider. This questionnaire will provide one of the following outcomes:

- Fit to work,
- Fit to work, with recommendation for a routine (DSE) workstation assessment,
- Further medical evidence required. Please send completed consent form to allow us to request medical report from GP/Specialist,
- Recommended medical with OH Physician, or
- Unfit for work.

The medical health questionnaire covers the basic requirements of an employee's role, for example their ability to stand, sit for prolonged periods, undertake vocational driving etc. and in no way does it constitute a medical assessment. Unless the Council suspects that false or misleading information has been provided, it is likely that a 'Fit to work' result will constitute a satisfactory report, however the ultimate decision lies with Council in determining this.

Where further assessment is required, the Council will arrange this at the earliest opportunity through its Occupational Health provider and provide the prospective candidate with details of the same. If it is deemed following this further assessment, that the prospective candidate is unfit for work, the Council reserves the right to withdraw its conditional offer of appointment. The Council will not however discriminate on grounds of the nine protected characteristics under the Equality Act 2010 including disability.

Disclosure and Barring Service (DBS) Checks

DBS checks are carried out to establish whether prospective and existing employees have any criminal convictions.

The DBS check helps the Council to make safer recruitment decisions and reduces the risk of unsuitable people working with children or vulnerable adults.

Certain roles within the Council require a DBS check to be made. The need for a DBS check will be included in the job description for each of these roles to ensure prospective candidates are fully aware of this requirement before they send their application.

Where a conditional offer of appointment is made for a position that requires a DBS check, the Council will organise and pay for this check to be carried out. The applicant will be required to complete the DBS application form

accurately, supplying the relevant identity documents in order for a successful check to be made.

The applicant must send the DBS certificate to the Council. Failure to return the DBS certificate will result in the Council withdrawing any offer of employment (conditional or otherwise) made to the applicant.

The Council reserves the right to withdraw any conditional offer of appointment made to the applicant in the event of an unreasonable delay in the Council obtaining the applicant's DBS certificate.

Where the DBS certificate shows that the applicant has criminal convictions, HR and the Head of Service will discuss the convictions with the applicant before deciding whether to confirm the appointment or not.

Where a DBS check states that the applicant is barred from working with children and/or vulnerable adults (i.e. on barred lists), the Council will not allow the applicant to work with such groups. If the role applied for involves working with children and/or vulnerable adults, and the applicant is on the relevant DBS barred list, the applicant is committing a criminal offence and the Council shall notify the authorities. If an applicant is not barred but there is a disclosure of previous convictions pertaining to children and/or vulnerable adults, it is the Council's ultimate discretion to determine whether or not the applicant would be suitable to work with those groups and consider in what capacity the role requires them to do so.

The Council's decision as to whether or not a DBS check is satisfactory is final.

The applicant will be required to complete a DBS check on a triennial basis following successful appointment to the Council in accordance with the Council's Recruitment of Ex-Offenders Policy.

PART 20: Continuous Service

When a conditional offer of employment is made, the Council must establish whether the prospective employee has achieved continuous Local Government service; this is not limited to working for a Local Authority. Under the Modification Order of the Employee Rights Act 1996 an employee can be rewarded continuous service where they have worked for any of the following continuously up to the start date of employment with the Council:

- The Metropolitan Police Authority – this does not apply to police officers
- Housing Action Trusts – this does not include Housing Associations
- Universities – only those universities which used to be polytechnics
- Further education colleges – only those funded by Local Authorities before 1992, colleges that have always been independent will not be included
- The Civil Service – Central Government bodies are not included

- Care Trusts set up under the s.45 of the Health and Social Care Act 2001 – this does not include Primary Care Trusts
- Town and Parish Councils
- English, Scottish and Welsh Councils – Northern Ireland, Channel Islands and Isle of Man are not included

The Council achieves this through sourcing references from the prospective candidate's current employer. Upon receipt of a satisfactory reference, the Council will write to request further written confirmation in order to be satisfied that there has been no break in this service. A break in service is determined under the provisions of the National Joint Council for Local Government Services (Green Book).

Under paragraph 14 of Part 2 of the Green Book, continuous service with any body on the Modification Order counts for the purposes of annual leave, the occupational sickness scheme and the occupational maternity scheme. Other schemes of conditions of service contain similar provisions.

PART 21: Relocation

The purpose of the relocation allowance in approved cases is to compensate, in part, the financial loss incurred by new employees who subsequently move their home to take up appointment with the Council.

Relocation allowance is available, if approved, to cover the following relocation costs:

1. The full cost of transporting and insuring household and other effects, subject to the production of three tenders for the cost of such transportation and insurance. The amount paid by the Council, after the removal has taken place, will be that of the lowest tender, no matter which was accepted by the employee concerned.
2. Legal and Estate Agents fees, up to a maximum of £2,000, in connection with the necessary sale and/or purchase of a residence.
3. A lump sum payment of £500 to cover all other costs and disbursements.

If approved, payment will only be made against the cost of those allowances listed above and upon receipt of valid invoices and/or receipts. Relocation allowance shall not be paid until after the employee's start date.

Potential employees wishing to apply for relocation allowance must do so in writing to their potential Head of Service, outlining the reasons for their request and what they need the allowance to cover. The Head of Service must consider whether budget is available for this allowance before making a decision and confirm the decision to HR within 5 working days of the potential employee's initial request.

Once a relocation allowance has been granted, HR must write to the potential employee setting out the terms in which such allowance can be obtained, including the Relocation Allowance Agreement Form (**Appendix 14**). The employee must return the Relocation Allowance Agreement Form and therefore lodge their request for reimbursement within six months of their start date in order to allow a valid claim.

Where an employee leaves the Council within the periods mentioned below, calculated from the start date of their appointment, they shall be required to repay the percentages indicated of all expenses paid as follows:

100% if employee leaves within 2 years
75% if employee leaves within 3 years
50% if employee leaves within 4 years

The above will apply where employment ceases to exist within this four year period.

If the Council withdraws an offer of appointment for reasons listed in Part 24 of this policy and procedure, the Council will not accept any liability for reimbursement of any relocation fees incurred thus far or any subsequent related fees as a result of such withdrawal.

Where a prospective employee successfully applies for a relocation allowance following an offer of appointment, payment will only be made as outlined above. Should the employee be required to or choose to withdraw their acceptance of any offer of appointment where they have already incurred or committed to relocation or other associated costs as outlined above, the Council will not accept any liability for reimbursement.

Please see the Relocation Allowance Agreement Form at **Appendix 14**.

PART 22: Formal Offer of Employment

Upon receipt of the aforementioned satisfactory documentation, a formal offer of employment will be made. Where a formal offer of employment is declined, please follow the guidance as outline in Part 23 of this policy and procedure.

HR will initially contact the prospective candidate by telephone where possible, to make a verbal offer of employment and to mutually agree a start date. By mutually agreeing a start date, it can be assumed that a verbal contract has been entered into to accept employment with the Council.

Once a start date has been agreed by all parties, including the recruiting Line Manager/Head of Service, a formal offer is to be made to the candidate in writing to include the:

- Offer letter – detailing the start date, location, salary, details of required documents and automatic pension enrolment, and who to report to on arrival
- Contract of Employment
- Job Description
- Employee Data Monitoring Form
- P46 Form (in the absence of a P45 Form)
- Pension Membership Form
- Request for Car Insurance Certificate (including business use), where required

PART 23: Notice Periods for Internal Vacancies

The notice period for an existing employee successfully appointed to an internal position is no more than one month where their current position is below Head of Service level. A shorter notice period can be negotiated and must be agreed by the Head of Service of the employees current service area.

Where an employee of Head of Service level and above is successfully appointed to an internal position, at least a three month notice period is required. An earlier release for the employee can be negotiated and agreed to by the employees current Line Manager.

This applies to all internal recruitment positions including secondments. It is encouraged due to the nature of a secondment that an employee is released from their substantive post at the earliest opportunity and before those notice periods listed above where possible.

External Candidates

External candidates should have provided details of their required notice period on the application form. This should also be confirmed when a conditional offer of appointment is made to them by the Line Manager/Head of Service for the recruiting service area and recorded on the notification of offer form.

A conditional offer of appointment to a prospective employee does not constitute a formal offer of employment. A formal offer of employment will only be made where the conditions of the offer of appointment are satisfied. It is entirely the choice of the prospective employee to resign from their current post.

The Council reserves the right to continue to consider the prospective employees suitability for the post. The final decision of offering a prospective employee an unconditional formal offer of employment rests with the Council, at which time the Council will be able to consider potential start dates of employment for the prospective candidate.

PART 24: Withdrawal of Offer

Prospective candidates are under no obligation to accept an offer of appointment made by the Council, even after an interview has taken place and/or a conditional offer has been made.

The Council reserves the right to withdraw an offer of appointment and/or employment where:

- satisfactory documentation as listed in Part 19 of this policy and procedure is not received or there is an unreasonable delay in receiving the same without valid explanation, including an unsatisfactory medical health questionnaire, DBS check, etc; this is not an exhaustive list,
- there are grounds to suspect false/misleading information has been given within the recruitment process thus far, and/or
- it is determined that the Council would be in breach of the Immigration, Asylum and Nationality Act 2006 by making such offer, as outlined in this policy.

Where a conditional offer of appointment has been made, the Council further reserves the right to withdraw this offer except on discriminative grounds as outlined in the Equality Act 2010; ensuring notification of the same is given to the prospective candidate.

Where a withdrawal of offer occurs, the Council may opt to appoint the next suitable candidate to its vacant position, at which point a conditional offer of appointment would be made. An offer should only be made under this circumstance within a reasonable time period of no more than 12 weeks following the initial interview. After a time period of 12 weeks has lapsed, the vacancy should be re-advertised upon approval by the Head of Service for the recruiting service area in consultation with HR.

Additionally, where an employee gives notice to terminate their contract within the first 12 weeks of employment in that post, a conditional offer can be made to the next suitable candidate subject to approval by the Head of Service for the recruiting service area in consultation with HR.

PART 25: Other Considerations

Honorarium and Acting Up

By definition, an honorarium is a payment given to an employee who is requested to undertake specific duties and/or responsibilities, which are considered to be of a higher level than their substantive role.

The Council makes this payment to employees who temporarily undertake additional duties and responsibilities and who meet the approved criteria.

The Council can also choose to reward an employee with a single one-off honorarium payment where an employee undertakes a significant amount of

work which does not form part of their substantive job description or role requirements.

Acting up by definition is where an employee undertakes the full duties and responsibilities of a higher graded post for a continuous period of at least four weeks. This attracts an increase in salary band and/or pay scale.

Please see the Council's Honorarium and Acting Up Policy and Procedure for further details.

By undertaking such additional temporary duties or acting up in a new position, an employee is provided with a valuable opportunity to develop their skills and gain experience in preparation for possible future promotion.

In order to maintain consistency and fairness to all, where a vacancy becomes available that incorporates the additional duties an employee has undertaken for the previous 12 months or more and an employee has received honorarium or acting up payment for the same, the employee should automatically be offered the position. This applies only where the employee meets at least 80% of the criteria as listed in the person specification.

If it becomes clear that the honorarium arrangement will be a permanent requirement within the first 12 months of an employee undertaking additional duties recognised by an honorarium payment, the position will be advertised externally in line with this policy and procedure.

Temporary Fixed Term and Casual Contracts

Temporary Fixed Term Contracts are usually for a specific period and could be to cover a special project, maternity leave or other absence of an existing employee. Temporary employees have the same entitlements as permanent employees, for example, leave and are paid monthly by bank credit transfer. Recruitment would follow the same lines as described earlier in the guidance.

Casual Contracts are issued on a 4 week basis. Casual employees are usually paid on an hourly rate and paid weekly by bank credit transfer and tend to include holiday pay. There are usually a specific number of hours a person is expected to work in each week and time sheets will need to be filled in by the employee and forwarded to the HR Section. Employees appointed on a casual basis will have the same entitlements as permanent employees, for example, leave and are paid monthly by bank credit transfer. Recruitment would follow the same lines as described earlier in the guidance.

Secondments

A secondment has been described as: "the temporary loan of an employee to another organisation, or to a different part of the same organisation, for a specific purpose and for a specific time to the mutual benefit of all parties."

A secondment is an opportunity for the development of employees to improve their skills and experience in discrete projects and usually to cover long term absences for example: maternity leave.

The normal duration of a secondment is between three months and one year, at the end of this duration the secondee returns to their substantive post, wherever possible.

If the position becomes permanently available at the end of the secondment position, the post should be advertised externally for all (including the secondee) to apply.

It does not apply where the vacancy was initially advertised as a secondment opportunity, in which the employee applied for and was successfully appointed to. When this process is followed, the employee is automatically entitled to the vacant position after they have successfully completed a seconded period of 12 months or more, without the need to advertise the vacancy. Please see the Council's Secondment Policy and Procedure for further details.

PART 26: Exit Interviews

In order to terminate a contract of employment, the employee must give notice in accordance with the required period stipulated in their contract of employment. This is usually one month where an employee has passed their probationary period. Within an employee's probationary period, the notice period is usually one week, however all employees should consult their contract of employment to determine the required notice period.

All employees are encouraged to attend an exit interview upon resignation of their role. It is the employee's opportunity to provide us with feedback on the position in order to help us understand where future improvements can be made. A copy of the exit interview form can be found at **Appendix 16**.

The employee will be invited to attend an exit interview scheduled no later than one week prior to the employee's final working day. The employee's final working day may differ from their leaving date where they have accrued annual leave, which they may be required to take prior to your departure; see the Council's Annual Leave Policy for further details.

The exit interview is used as a tool to assist the Council and the employees former Head of Service to improve service delivery; a copy is passed to the employees Head of Service once the employee has left. It helps both the Council and the Head of Service to understand elements of the role that have worked well and areas that require attention in order to achieve its corporate objectives.

Exit interviews are to be held in a private room, conducted by a member of HR, allowing adequate time away from interruption for the employee to have their say. The feedback the employee gives will not be used against them in any way, including for future references.

On the employees final working day, which may be sooner than their leaving date, the employee must return all items belonging to the Council and remove any confidential information from their possession, also returning this to the Council where possible, otherwise this must be destroyed.

Where there are outstanding payments, for example car loans owing to the Council, these will be recovered from the employees final salary payments. Where this does not cover the outstanding balance, a debtor will be raised for the outstanding amount which the employee will be required to pay in full. Late or non-payment could result in the Council ultimately taking action against the employee in accordance with its policies and procedures and coherent to any relevant legislation.

PART 27: Reference Requests

As a former employer, the Council acknowledges that it will be approached by prospective employers in order to obtain a reference for former employees. Whilst there is no legal obligation to provide a reference, the Council recognises that such information contained within is useful to a prospective employer.

This section applies to employer references only. It does not apply where an employee of any level has been approached for a character reference only, which the Council has no input to or influence of.

Where a character reference is provided, this should be completed using the respondents own contact information, for example the respondents own personal email/home address and should bear no association whatsoever with the Council, including the use of the Council's email address or letter headed paper. The Council does not endorse character/subjective references.

If it is unclear whether the reference constitutes an employer reference as opposed to a character reference, please ensure that the reference is forwarded to HR without who will advise or respond accordingly. It is likely that a request for reference made to an employee's former Line Manager/Head of Service is an employer reference, rather than a character reference.

Most references request subjective information such as a former employee's employability, whether they are trustworthy, etc. The Council will provide a reference based only on the **factual** information they hold for the former employee, a template for which can be found at **Appendix 17**. It will be completed only in writing and no verbal reference will be given under any circumstance. It may include factual information of any live disciplinary or other sanctions, including the type of sanction and the purpose in which it was issued.

All references are to be forwarded and responded to by HR only. No other employee, including Line Managers and Heads of Service should provide a reference save for a character reference (see above), and should therefore ensure that any request for reference is forwarded to HR at the earliest

opportunity to avoid unnecessary delay. HR will respond to the reference request directly within 10 working days; a copy of which will be retained on the former employee's personal file.

Where a reference has been given, you have the opportunity to request a copy of this reference from your new/prospective employer should you wish to see it. As your former employer, we are under no obligation to provide you with a copy of the same save for Subject Access Requests; details of which can be found in the Council's Data Protection Policy and Procedure.

The Council cannot withhold a reference where an employee has outstanding debt(s) or is withholding Council property.

Agency Worker References

The Council is under no obligation to provide a reference for temporary agency workers. As the candidate is appointed through a recruitment agency, it is up to the recruitment agency to provide such reference, which the Council will have no input to or influence over. Furthermore the Council is under no obligation to confirm whether or not a candidate has been appointed under placement with them.

This does not apply however, where a temporary agency worker is then appointed as a permanent, temporary or fixed-term employee of the Council. Where the Council becomes the employer for such worker, it will provide a reference in accordance with the procedure outline above.

PART 28: Review and Monitoring

This policy will be reviewed jointly by Trade Unions (on behalf of employees) and HR on a biennial basis.

The Head of Corporate Resources will have delegated responsibility to make minor and insignificant changes, such as changes to grammar, spelling, paragraphing and font for example, without Trade Union consultation.

PART 29: Note

For the purpose of this policy where assistance from HR is unavailable, a substitute from Corporate Resources will be nominated to assist.

At all times those with access to email facilities will receive all communication under this policy and procedure marked 'Private and Confidential' through this means.

For those employees who do not have access to email facilities or who are absent from work through sickness or otherwise, communication under this policy and procedure marker 'Private and Confidential' will be delivered by hand or by first class post.

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OADBY AND WIGSTON BOROUGH COUNCIL



JOB EVALUATION SCHEME JOB DESCRIPTION QUESTIONNAIRE



INVESTOR IN PEOPLE

ONLINE JOB DESCRIPTION QUESTIONNAIRE

INTRODUCTION

DATA PROTECTION

The information captured in this questionnaire is required in order to evaluate the post. This information will be recorded on the Job Evaluation (JE) computer system and only accessed by the JE team. If you have any questions about data protection, please contact Lynn Middleton, JE Analyst.

GUIDANCE NOTES

An electronic version of the Guidance Notes is also available.

IMPORTANT – Please read this before using this document

By completing the online version of this questionnaire you accept responsibility for maintaining the document in a usable format and where necessary you will remove such white space as is required to retain the layout, e.g., so that a question stays on the same page as it started.

By completing the online version of this questionnaire you accept responsibility for the security of all electronic versions.

Section 10 Signature Requirements must be completed by hand – Please see below.

THE LAST THREE PAGES OF THE JDQ (SIGNATURE REQUIREMENTS AND ADDITIONAL COMMENTS FOLLOWING SCHEDULED INTERVIEW) MUST BE PRINTED OFF, COMPLETED BY HAND AND RETURNED TO PERSONNEL IN AN ENVELOPE MARKED 'PRIVATE AND CONFIDENTIAL', AGAIN BY THE DEADLINE DATE.



OADBY AND WIGSTON BOROUGH COUNCIL

GLPC JOB EVALUATION SCHEME

POSTHOLDER JOB DESCRIPTION QUESTIONNAIRE



INVESTOR IN PEOPLE

The purpose of this questionnaire is to record key information about the post. This will be used in the job evaluation process. The **information is confidential** and should **relate to the post not the person** who at present holds it.

- The **Job Description Questionnaire (JDQ)** needs to be **completed** by the **post holder** and **signed in agreement** with your **Line Manager**.
- The process for **completing** the JDQ is **3 weeks**. This should include the **post holder** looking at the **questionnaire** and **completing** and **agreeing** it with their **Line Manager** and **returning** it to the **JE Analyst** on the **date indicated below**. In the event of a **dispute between the post holder and Line Manager** the **JDQ** should be referred to the **Head of Service** for **final approval**, **this should also be within the 3 week period**. It is very important that this timeframe is not extended.
- **Use the Guidance Notes** to complete the questionnaire.
- **Deadline** – this form must be returned to the JE Analyst by **10.00 a.m.**
- **It is important that the questionnaire is completed accurately.**
- Please liaise with your Line Manager.

Name:	
Job Title:	
Scale Point / Salary:	
Department:	
Section:	
Post No:	
Responsible to:	

Please remember that this is a confidential document and should not be photocopied.

MAIN PURPOSE / REASON FOR JOB:

Describe in one or four sentences the overall purpose of the job:

- 1.
- 2.
- 3.
- 4.

Analyst to complete in the event of an agreed amendment during the interview

Initial Date

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MAIN RESPONSIBILITIES, DUTIES AND TASKS:

MAIN RESPONSIBILITIES, DUTIES AND TASKS: Please list main job areas showing average proportion of the time spent on each (unlikely to be more than six).	
Please list your main duties:	Please identify how often each occur : Daily, weekly, monthly, quarterly or annually
1.	
2.	
3.	
4.	
5.	
6.	
7.	
8.	
9.	
10.	
Other:	

SECTION 1

1 Supervision / Management of People

This section records any direct responsibility the post has for the supervision or management of Council employees or others. *(type your response in the space below)*

1.1 Council Employees – Full time responsibility

Indicate the number of employees directly supervised by the post. Indicate the level of authority (e.g. Allocate work, instruct, direct, organise, training, appraisal, discipline). Indicate also where the supervision is shared with others. Direct supervision includes all employees managed by others for whom the post holder has line management responsibilities.

Does the post supervise or manage other employees?	Yes or No <i>(delete one)</i>
If yes, how many?	Permanent Employees Temporary Employees Job titles of Employees
If the numbers supervised vary throughout the year, please provide details of maximum and minimum numbers and timescales.	
Is the responsibility for this supervision shared with any other posts?	Yes or No <i>(delete one)</i>
What (posts) is the supervision shared with?	
How is this shared? e.g. is it shared with a post holder at an equivalent level?	
Are the staff supervised / managed undertaking the same kind of work as each other?	
If different, how is it different?	

SECTION 1 CONT'D

1.2 Deputising

Does the post have any formal deputising responsibility for managing employees? If so please indicate the nature of the responsibility and how often it occurs. Indicate the number and type of staff affected. *(type your response in the space below)*

1.3 Project Teams

Does the post lead any project teams? If so, indicate the type of project team, its composition and how long the post holder has this authority. *(type your response in the space below)*

1.4 Contract staff / Agency Workers

Specify any responsibility that the post has for contract or agency workers. Indicate the number involved, frequency and the nature of the responsibility. *(type your response in the space below)*

1.5 Location of employees

Are the employees supervised / managed by the post holder based at the same place of work, or on different site(s) or are they mobile? How often would the manager be at the same location as the employees. *(type your response in the space below)*

SECTION 2

2 Creativity and Innovation

The extent to which the work requires innovation and imaginative responses to issues and in resolution of problems.

2.1 Examples of Creativity / Innovation

Give examples of areas where the post requires creativity and innovation in for example design, specifications and tendering, counselling and caring, application of IT, policy development, interpersonal skills, written or spoken word. *(type your response in the space below)*

2.2 Examples of problem solving

Give examples of typical problems / situations a post holder will need to resolve during the course of their work. Indicate how frequently each type of problem / situation is likely to occur. *(type your response in the space below)*

2.3 Guidelines, procedures and systems

To what extent is the work undertaken by the post, determined or assisted by guidelines, procedures and systems? Indicate how: *(type your response in the space below)*

2.4 Setting guidelines, procedures and systems

Is the post responsible for the setting of guidelines, procedures, systems and or working practices? Indicate examples: *(type your response in the space below)*

SECTION 3

3 Contacts and Relationships

The degree of personal contact and the nature of relationships with others required to carry out the job.

3.1 Nature of Contacts and Relationships

Describe contacts and relationships within the section or department, with other departments, the public, external groups and organisations, their purpose and frequency.

Who (e.g. work colleague, other department, client, suppliers etc)	Purpose of Contact (e.g. exchanging information, providing advice or care, formal training, negotiations etc)	Frequency (e.g. daily, weekly, etc)

SECTION 3 CONT'D

3.2 Complex / Contentious Issues

Does the post have to communicate with contacts on matters of a complex and / or contentious nature? Please give examples and indicate how often these occur. *(type your response in the space below)*

3.3 Representing the Council

Does the post represent or negotiate on behalf of the Council? Yes or No
(delete one)

3.4 Purpose of Negotiation

Detail the purpose of negotiations *(type your response in the space below)*

3.5 Frequency

Daily or Weekly or Monthly *(delete two or complete other)*

Other Please state: *(type your response in the space below)*

SECTION 4

4 Decisions – Discretion

This factor looks at the decisions or recommendations that the post takes to achieve its outcome

4.1 Decisions

Give examples of the most important decisions that your post requires. Record only those decisions which the post has authority to take.

Nature of Decision	Who it affects (e.g. your department / section, clients, other departments, service provision, whole Authority, corporate policy etc)	Guidelines / Limits (e.g. policies, procedures, working standards, regulations, guidelines, financial / operational limits)

4.2 Recommendations

Give example of most important recommendations that the post is required to make

Nature of recommendation and who it is given to (e.g. recommend change in procedure to manager)	Who it affects (e.g. your department / section, clients, other departments, service provision, whole Authority, corporate policy etc)	Guidelines / Limits (e.g. policies, procedures, working standards, regulations, guidelines, financial / operational limits)

SECTION 4 CONT'D

4.3 Availability of Advice / Guidance

Describe how advice on what may be the limit to decision making is available from the post's manager, or other sources (e.g. rules, guidelines) and how frequently is this advice available?

All the time or Daily or Weekly *(delete two or complete other)*

Other: please state: *(type your response in the space below)*

4.4 Is the manager at another location? Yes or No *(delete one)*

If so where? e.g. the next office, the same building, at another location *(type your response in the space below)*

4.5 To what extent does the post have autonomy to determine its own working practice – give examples? *(type your response in the space below)*

SECTION 5

5 Decisions – Consequences

The impact of the decisions / recommendations taken

5.1 Impact of Decisions / Recommendations

Identify the major consequences of any decisions or recommendations the post makes for clients, the public, other staff or the service.

Type of Decision / Recommendation	Who it affects (e.g. your department / section, clients, other departments, service provision, whole Authority, corporate policy etc)	Scale of Impact (e.g. limited – short term, major – long term effect)	Resource Implications (People, financial, equipment)

5.2 Implications of a decision by the post holder

If the post holder made a legitimate, but incorrect, decision, what would be the likely impact? Give potential examples below but exclude events that are highly unlikely to occur. For each example indicate how quickly the error would be identified and rectified. *(type your response in the space below)*

5.3 What policies procedures, working standards, legislation or other guidelines assist the post holder when making decisions? *(type your response in the space below)*

SECTION 6

6 Resources

Personal and identifiable accountability for physical and financial resources including those of clients.

6.1 Cash / Financial Resources

Is the post personally and identifiably accountable for the accurate handling / security of cash and cheques? If yes specify the average amount controlled at any one time and the nature of the accountability.

Average amount controlled at any one time	Nature of accountability (Indicate whether this is continuous or shared with others).	Frequency (How often are these resources handled: daily, weekly, monthly, etc).

6.2 Plant / Equipment

Is the post personally accountable for the proper use / safekeeping of plant / equipment? If yes please indicate the type(s) of plant / equipment and the nature of the accountability.

Type of plant / equipment	Nature of accountability (Indicate whether this is continuous or shared with others)	Frequency (How often are these resources handled: daily, weekly, monthly, etc).

6.3 Stocks / Materials

Is the post personally accountable for materials / items of stock? If yes please indicate the type and approximate value and the nature of accountability.

Type and approximate average value of materials / stock (held at any one time)	Nature of accountability (Indicate whether this is continuous or shared with others).	Frequency (How often are these resources handled: daily, weekly, monthly, etc).

SECTION 6 CONT'D

6.4 Data Systems

Is the post personally accountable for the use, manipulation and safe keeping of data systems whether manual or computerised? If yes please indicate the type of system(s) and the nature of the accountability.

Type of Data System	Nature of accountability (Indicate whether this is continuous or shared with others).	Frequency (How often are these resources handled: daily, weekly, monthly, etc).

Please explain the importance of the data systems identified above to the Council's operations.

(type your response in the space below)

6.5 Buildings

Is the post personally accountable for the proper use and safe keeping of buildings? If yes please indicate the type of building(s) concerned and the nature of accountability.

Type of Building	Nature of accountability (Indicate whether this is continuous or shared with others).	Frequency (How often are these resources handled: daily, weekly, monthly, etc).

SECTION 7

7 Work Environment

i) Work Demands

The impact of deadlines, interruptions, changes in priorities and resource conflicts on the post.

A. Work Plan

How is the post's work planned? *(type your response in the space below)*

B. Interruptions / Changes to the work plan

How often is the planned work of the post subject to interruptions and / or changes?

Give examples, identifying the cause of the interruption and the frequency with which it occurs.

Nature of interruption	Example of reason for interruption	Frequency (How often do these interruptions occur: daily, weekly, monthly, etc).	How does this impact on planned activities (Carry out same/similar work following interruption, change in scheduled work)

C. Deadlines

Is the work of the post subject to deadlines? Yes or No *(delete one)*

If yes, who sets the deadlines? *(type your response in the space below)*

Nature of deadline	Example of deadline	Frequency of deadline (Daily, weekly, monthly, etc).

Does the post holder seek guidance in identifying / agreeing priorities?

Yes or No *(delete one)*

D. Conflicting Priorities / Resource Needs

Does the post have to RESOLVE situations where there are conflicting priorities / resource needs? If yes give examples of situations the post encounters and explain how the post resolves them. Indicate how frequently these situations occur. *(type your response in the space below)*

SECTION 7 CONT'D

ii) Physical Demands

The amounts and continuity of physical effort required to do the job.

A. Type and Frequency of Physical Demand

Please indicate the type, frequency and duration of any physically demanding activity that is a requirement of the post.

Type of physically demanding activity (e.g. standing, walking, lifting, cleaning, keyboarding)	Frequency and duration (e.g. 2 hours every day)

B. Use of IT Equipment

Does the post require the use of IT equipment? If yes please indicate the nature and level of usage.

Nature of usage (e.g. spreadsheets, data entry)	Level of usage (e.g. 2 hours every day)

SECTION 7 CONT'D

iii) Working Conditions

A. Normal Place of Work

Indicate the post's normal place(s) of work (e.g. office, client's house, workshop etc.) Where more than one place is specified please indicate the relative time spent in each.
(type your response in the space below)

B. Disagreeable Conditions

Is the post exposed to any disagreeable conditions (e.g. working outside, noise, dirt, etc.)? If yes please indicate the type of condition below and the frequency and duration of exposure.

Nature of condition (e.g. noise, working outside)	Level of exposure (e.g. 2 hours every day)

SECTION 7 CONT'D

iv) Work Context

A. Potential Risk to Personal Health and Safety

Is there any potential risk to personal safety, illness, health? If yes please give examples stating who or what poses the potential risk and the frequency of exposure

Nature of risk	Frequency of exposure (Daily, weekly, monthly, etc).

If the post involves contact with the public or clients can the post holder call on the immediate support of other members of staff? Please give examples. ***(type your response in the space below)***

SECTION 8

8 Knowledge and Skill

This factor measures knowledge and skills, in their broadest sense, in relation to the work or discipline required by any job covered by the Scheme, and which are necessary for the competent performance of the full duties and responsibilities of the job.

8.1 Type of Knowledge and Skill

These may include technical, professional, operational or specialist disciplines such as caring, interpersonal, literacy and linguistic skills, diplomacy, sensitivity, tact, dexterity, numeracy, knowledge of equipment and machinery, operational techniques, concepts, theories, procedures, and communications and management skills.

Note: this will form part of the person specification

Type of knowledge / skill	Depth of knowledge / skill (e.g. basic knowledge, working knowledge, council expert, statutory qualifications)	Essential / Desirable

8.2 Most Important Areas of Knowledge

From the above list give the two / three most important. Please give specific work examples to explain what is delivered in the job by an effective application of these two or three types of knowledge / skill. ***(type your response in the space below)***

SECTION 8 CONT'D

8.3 Experience

Describe the type of experience required to do the job (e.g. domestic / non-work environment / voluntary work / academic work / other). *(type your response in the space below)*

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SECTION 9

9 Further Observations

Please add any additional points that may not have been adequately covered in this questionnaire.

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SECTION 10 *(This section must be completed by hand)*

10 I consider that this questionnaire is a fair and accurate statement of the requirements of the job.

Signed: _____ (Post Holder(s)) Date: _____

Signed: _____ (Line Manager) Date: _____

Signed: _____ (Head of Service) Date: _____

(If required)

In the event of a disagreement, the Head of Service must clearly record validation of their principal decision.

PLEASE E-MAIL YOUR COMPLETED JDQ TO hr@oadby-wigstn.gov.uk BY THE DEADLINE DATE.

THE LAST THREE PAGES OF THE JDQ (SIGNATURE REQUIREMENTS AND ADDITIONAL COMMENTS FOLLOWING SCHEDULED INTERVIEW) MUST BE PRINTED OFF, COMPLETED BY HAND AND RETURNED TO HR IN AN ENVELOPE MARKED 'PRIVATE AND CONFIDENTIAL', AGAIN BY THE DEADLINE DATE.

**Please Note:
This JDQ will be used for the interview and will be retained by the Analyst**



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AMENDED CONTENTS AGREED BY

Signed: _____ **(Post Holder(s))** **Date:**

Signed: _____ **(Line Manager)** **Date:**

Signed: _____ **(Analyst)** **Date:**

OADBY AND WIGSTON BOROUGH COUNCIL



JOB EVALUATION SCHEME JOB DESCRIPTION QUESTIONNAIRE NOTES FOR GUIDANCE



INVESTOR IN PEOPLE

JOB DESCRIPTION QUESTIONNAIRE NOTES FOR GUIDANCE

INTRODUCTION

DATA PROTECTION

The information captured in this questionnaire is required in order to evaluate the post. This information will be recorded on the Job Evaluation (JE) computer system and only accessed by the JE team. If you have any questions about data protection, please contact Sue Knight, JE Analyst.

BACKGROUND

1. Under the Single Status Agreement, which brought together former manual workers and APT&C staff under one common pay spine, there must be a common arrangement for assessing levels of pay.
2. In order to accomplish this, all Council jobs covered by the Single Status Agreement will be evaluated using the Greater London Provincial Council Job Evaluation Scheme (GLPC).
3. Once completed, the Job Description Questionnaire (JDQ), along with any supporting documents (structure chart, job description, job specification), will afford the information required in order to evaluate your post.

GUIDANCE FOR CONSIDERATION

1. The questionnaire consists of 10 sections, the majority of which cover different factors of the post. The rest of this booklet will take you through the factors, explaining the information required.
2. You may wish to complete a rough draft of the questionnaire first as this will help you think about what you do.
3. You may find it useful to refer to your Job Description (where one exists), when completing the questionnaire.
4. It is important you provide examples from your usual, regular work activities, not unusual or one-off situations.
5. The advice in this guide book also reflects the questions you will be asked during the interview although the Analyst will prompt you during the interview with further questions to gain further information about the examples you give.
6. A Job Analyst, your Line Manager or your Trade Union representative may be able to help you complete this questionnaire should you require assistance.

**NOTES FOR GUIDANCE ON COMPLETING OPENING PAGES
PERSONAL DETAILS**

In the opening pages you are required to provide certain basic information in order to identify you and your post.

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JOB EVALUATION PROCESS FLOW CHART

Analyst contacts post holder; confirms sending JDQ, completion date of JDQ (3 wks) & date of JE interview



Post holder completes JDQ & returns to Analyst 3 wks later with Line Manager's signature. Any disputes will be referred to Head of Service for final approval; resolutions must be built into 3 wk period.



Analyst reviews completed JDQ prior to interview



Post holder interviewed by Analyst, with Line Manager and TU representative (if requested).

NOTES FOR GUIDANCE ON COMPLETING OPENING PAGES

MAIN PURPOSE OF THE JOB

1. Please provide a statement which describes, in one or two sentences, the overall purpose of your job (post). This should provide information about why your job exists.
2. The statement should identify the following about your job:-
 - what you do
 - why you do what you do (for who and what)
 - the results of your work
3. Examples of statements are provided below:-
 - to provide financial advice to the Chief Executive's Department for budget preparation
 - to lead a team in meeting targets related to Council Housing refurbishment
4. It is important to make the statement specific to your own job and not others in your team or section.
5. Remember, a Job Analyst, your Line Manager or your Trade Union representative may be able to help you complete this questionnaire should you require assistance.

MAIN RESPONSIBILITIES, DUTIES AND TASKS

This section requires you to list the main responsibilities of your job.

1. For most jobs a list of 6 main responsibilities will be enough to describe the job. Together they should represent all the key outputs of your job.
2. Each of the main responsibilities should:-
 - be distinct from the other main responsibilities and describe a particular area in which you must achieve results by your actions;
 - relate to your job and not your supervisors job, your section or the Council as a whole
 - describe what you do, why you do what you do and for what reason (not how you do it). Sometimes called the 'Do what, to what, for what' format.
3. Examples of main responsibilities described in such a way that are listed below:-

'DO WHAT'	'TO WHAT'	'FOR WHAT'
-----------	-----------	------------

i) To design and deliver	training programmes	for Members
ii) To provide advice, support and training	on all aspects of budget preparation	for the Authority

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NOTES FOR GUIDANCE ON COMPLETING SECTION 1

SUPERVISION / MANAGEMENT OF PEOPLE

In Section 1 you have to provide information about those staff you supervise / manage.

1. This factor measures your responsibility for others who are directly accountable to you for aspects of supervision / management and for others whose work you can be considered directly accountable and in particular the qualitative aspects of supervision / management of staff.
2. There are different aspects of supervision / management. The questionnaire is designed to assess those aspects for which you have responsibility.
3. It is important that you describe whether and how you allocate and control the work of other staff rather than simply stating that you do it.
4. Direct supervision / management is concerned with those staff who report to you in some way and not staff who seek general advice and guidance from you.
5. You should also identify whether you supervise / manage staff undertaking the same kind of work, or whether you supervise / manage more than one group of staff engaged in different activities.
6. If you supervise / manage staff in more than one location, you will need to describe how.

**Please Note:
for this factor there is no distinction made between supervision
and management**

NOTES FOR GUIDANCE ON COMPLETING SECTION 2

CREATIVITY AND INNOVATION

This Section is measuring creativity in the broadest sense of the word. In completing this section, you should describe the extent to which you are required to be creative, innovative and imaginative in your job in responding to issues and in the resolution of problems.

1. All public sector work is to a greater or lesser extent carried out with regard to the broad policy objectives of the organisation concerned. The purpose of this factor is to measure the degree of creativity required to ensure the satisfactory completion of the individual function, task, etc.

2. The factor looks to identify the details, implications, variety and complexity of problems, the recognition and interpretation of evidence, consideration of evidence, consideration of alternatives and development of solutions.

3. Creativity and innovation can be exercised in a number of ways depending on the nature of your work. Examples include:-

- caring and counselling
- design and application of information technology systems and programmes
- repair and maintenance of hard and soft landscapes, buildings, plant and machinery
- cleanliness and well-being of the environment
- preparation of specification and tenders
- development and implementation of policy, practice and procedures and in the use of the written and spoken word

4. You will need to indicate to what extent your work is assisted by statutory legislation, guidelines, established policies, procedure and systems. This includes the need to adopt consistent practices where reference is regularly made to similar issues and how they were dealt with in the past.

Please Note:
Consideration should not be given under this factor to any decision-making element which may be involved in the exercise of creativity. This is more appropriately measured under the Decisions Factor

NOTES FOR GUIDANCE ON COMPLETING SECTION 3

CONTACTS AND RELATIONSHIPS

In Section 3 you should identify the range of personal contacts and nature of the relationships with other people and organisations which you are required to make in the course of your work.

1. The purpose, content, potential outcome and conflict / stress of a contact are more important factors than the status of the person or organisation with whom the contact is made.

2. Contacts must play a significant part in your work and be frequently made. Regular contact requirements are those which should be identified. Rare exceptional levels of contact will not normally be identified unless they can be shown as a significant part of your work.

- Contacts and relationships include Elected Members of the Council, other employees of the Council, members of the public, the client group you work with and people / organisations outside the Council
- Nature of the contacts might involve customer / client services, caring, assessing, support, evaluating, advising, fact-finding, interviewing, developing, motivating, influencing, persuading, negotiating, providing or obtaining information from others.

3. You should also explain the purpose and frequency of the contact.

4. If you negotiate on behalf of the Council, you should identify the contact and describe the purpose and frequency of the relationship. As examples, negotiations may be with contractors, suppliers, service users and trade unions.

Please Note:

Consideration should not be given under this factor to any decision-making element which may be involved in contacts. This is more appropriately measured under the Decisions Factor.

NOTES FOR GUIDANCE ON COMPLETING SECTIONS 4 AND 5

DECISIONS AND CONSEQUENCES

Sections 4 and 5 assess the need within your work for you to make decisions or recommendations and what the consequences of those decisions or recommendations are.

1. Direct decisions are those where action is taken without reference to a higher authority. Recommendations are treated as decisions where action is recommended to a higher authority within the organisation or to another department which is accountable for making the direct decisions. Normally recommendations carry less accountability than direct decisions. Where the job requires a regular involvement with working parties or other similar groups making collective decisions, it is necessary to identify your actual role.
2. Firstly you are required to describe your freedom to act by reference to the discretion you have within your work to make decisions or recommendations. This is the Discretion Sub-Factor which assesses the need to make choices, the accountability for the outcome, the constraints upon decisions and the availability of guidelines, advice, precedents, regulations and procedures which will determine the extent of discretion.
3. You are then required to describe the consequences of the decisions or recommendations you make. This is the Consequences Sub-Factor which assesses the nature of the consequences or outcome of the decisions which will be considered in terms of the effect upon people, property, finance, budgets, policies, objectives, targets etc. both inside and outside your directorate or the Authority.
4. You should consider the most important decisions you have to make in the course of your work and the effect of these decisions.
5. You will need to describe the extent to which legislation, policies, procedures, working standards or other guidelines influence the decisions you make.
6. You should also distinguish between those decisions for which you have authority and those recommendations to others.
7. The consequences of your decisions and the likely effects clearly depend on your job. It could range from an incorrect decision not to make a housing benefit payment (which may be identified and rectified quite quickly), or could potentially be more serious such as inappropriately recommending a prosecution, (which could incur high costs to the Council both in money and bad publicity).
8. The decisions or recommendations you make must be part of the regular pattern of your work.

NOTES FOR GUIDANCE ON COMPLETING SECTION 6

RESOURCES

In Section 6 you are asked to identify those resources for which you have personal and identifiable accountability, including those of clients.

1. The factor covers the extent of responsibility for the proper handling, care, security and maintenance of such resources as equipment, plant, buildings and materials, which will include data and record systems whether manual or electronic. It also measures the direct accountability for the security and safekeeping of cash, cheques and other securities.

2. All Council employees are required to use such resources as tools, vehicles and equipment in a safe manner. The GLPC Job Evaluation Scheme looks to identify those resources for which you are personally responsible and accountable for their proper use and safekeeping.

Please Note:

This factor does not include people, your desk top computer, general office equipment e.g. desk, chair or uniforms e.g. work boots, hard hats

NOTES FOR GUIDANCE ON COMPLETING SECTION 7

WORK ENVIRONMENT

Throughout Section 7 you are required to describe the environment or conditions in which you work. You are required to describe your working environment under the following 4 headings:-

- **Work Demands**
- **Physical Demands**
- **Working Conditions**
- **Work Context**

i) Work Demands

- a) You should include in this section examples of deadlines you are required to meet and describe how often those deadlines change.
- b) Examples of deadlines include:-
- ensuring service users or equipment are collected at specific times
 - ensuring Council offices are unlocked and secured appropriately
 - completing forms and reports to certain dates
 - responding to planning applications

ii) Physical Demands

- a) You should describe the type and amount of physical effort required to do your job. Examples include bending, crouching, lifting, lowering, pressing, pulling, rolling, standing, stretching, walking and working in constrained positions.
- b) Physical demands also covers manual dexterity where speed and accuracy are important. Examples include consistently high use of a keyboard.

iii) Working Conditions

- a) You should describe the type of environment in which you work, for example whether or not you are office based or work outside.
- b) You should also identify any exposure to disagreeable or unpleasant working conditions and the frequency of the exposure
- c) Examples of disagreeable or unpleasant working conditions include dirt, dust, lighting, inclement weather, noise, ventilation, vibration
- d) Disagreeable or unpleasant working conditions associated with caring responsibilities should also be described, e.g. Residential Schemes

iv) Work Context

- a) You should identify the potential risk(s) to your health and general well-being of illness and injury.
- b) Such potential risk(s) include emotional as well as physical including abuse, aggression and risk of injury

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NOTES FOR GUIDANCE ON COMPLETING SECTION 8
KNOWLEDGE AND SKILLS

In Section 8 you have to describe the knowledge and skills necessary for the competent performance of the full range of responsibilities of your job.

1. The types of knowledge and skill required may include:-

- technical
- professional
- operational or specialist disciplines such as caring
- interpersonal
- literacy and linguistic skills
- diplomacy
- sensitivity
- tact
- dexterity
- numeracy
- knowledge of equipment and machinery
- operational techniques
- concepts
- theories
- procedures
- legislation
- communication and management skills

2. Any qualifications which are a statutory requirement for you should also be included but those which are only preferable are not relevant.

Please Note:
You should NOT include those knowledge and skills regarded as
advantageous
which enable you to perform your role over and above actual service
requirements

NOTES FOR GUIDANCE ON COMPLETING SECTION 9

FURTHER OBSERVATIONS

Section 9 provides you with an opportunity to make any points which you consider have not been adequately covered in the questionnaire.

1. You are reminded that relevant information is information which describes your work.

NOTES FOR GUIDANCE ON COMPLETING SECTION 10

SIGNATURE REQUIREMENTS

Section 10 needs to be signed by the post holder and Line Manager.

In the event of a dispute between the post holder and Line Manager the JDQ will also need to be signed by the Head of Service.

For generic roles the JDQ needs to be signed by all post holders undertaking the same or broadly similar role to indicate that the questionnaire is a fair and accurate statement of the requirements of the job.



OADBY AND WIGSTON BOROUGH COUNCIL

JOB DESCRIPTION

POST TITLE:	Compliance Officer
POST NO:	1012
SERVICE AREA:	Corporate Resources
GRADE:	Band 5 SCP 22-25
TEAM:	Compliance
RESPONSIBLE TO:	Head of Corporate Resources

JOB CONTEXT:

1. Be responsible for ensuring corporate compliance with access to information legislation including Freedom of Information (FOI), Data Protection Act (DPA), Environmental Information Regulations (EIR) and Regulation of Investigatory Powers Act (RIPA). To also include being an active participatory in information and data sharing protocols both internally and externally and further to ensure training is delivered Council wide in such areas. To effectively be the Council's gatekeeper for maintaining regulatory records, including but not exclusive to registers of risks, complaints, compliments, contracts, policies.
2. Be responsible for recording documenting and otherwise dealing with the management of corporate complaints, comments and compliments, both at an internal and external level, where complaints have been escalated to the Local Government Ombudsman. This is to include preparation, collation and presentation to the Information Commission where appropriate. Additionally, managing the corporate risk register for all staff and ensure compliance with Disclosure and Barring Service (DBS) processing where training is given to all staff on processes and practices so as to promote anti fraud and corruption practices.
3. Be responsible for maintaining databases of internal and external audit work plan flows by raising awareness of recommendations and flagging up areas of priority risk and those that require action and intervention. Also being responsible for the forward plan awareness and management of report writing schedules for the Council and in particular service areas.
4. Review old policies, create and update, prepare and manage policies in consultation with service areas and create maintain a database to this effect where regular dialogue, preparation and training exists in relation to DBS requirement, HR training and EIA's. This is particularly relevant in relation to safeguarding and volunteering opportunities within the Council, and the DBS assessment of those participating in either of those areas.
5. Promote and maintain a culture which places customers first and aims to deliver a high standard of service

MAIN DUTIES AND RESPONSIBILITIES:

1. Handling all enquiries, processing, gathering data and statistics in relation to access to information legislation in respect of FOI, DPA, EIR, RIPA and any other information or data sharing process, policy or legislation. This may include dealing with such information in relation to any matter going to court or resulting in litigation.
2. Be a representative of the Council in relation to all data sharing and access to information participatory groups so as to demonstrate Corporate compliance to legislation and to place the interests of the Council first.
3. Write, regularly review and update policies, processes and deliver training (i.e. PowerPoint presentations) in respect of access to information, FOI, DPA, EIR and RIPA, particularly in relation to covert and overt surveillance.
4. Write and maintain the Councils FOI publication scheme and develop systems to streamline processes in this regard. Allow for the collection of analytical data to be made easier and the process transparent.
5. Work with the Head of Corporate Resources (who will be the Council's nominated Monitoring Officer for RIPA unless otherwise delegated) in relation to all RIPA enquiries and monitor the central register for RIPA investigations and surveillance in this regard.
6. Deal with the administration of the Corporate compliments, comments and complaints procedure and be responsible for regular policy monitoring, review and updates. Be the first point of call in respect of such Corporate compliments, compliments and comments. Engage, liaise and co-ordinate all enquiries and progression to the Office of Surveillance Commissioner, Information Commissioner and Local Government Ombudsmen.
7. Be the lead co-ordinator in respect of audit recommendations, collection of information and actions on the risk register. To ensure the register of risks are appropriately referred to the Head of Service and that all recommendations and controls required are implemented in a timely fashion, in consultation with each service areas Head of Service (or other delegated officer) and Senior Management Team.
8. Maintain a register of all Corporate policies and to co-ordinate their review and update with the relevant officer (service area). To work with HR in respect of arranging training with appropriate officers on such policies and ensuring that all new policies have EIA's conducted upon them. To ensure that the appropriate "F" drive is data cleansed of policies and new policy work on the "P" drive is intact, and regularly reviewed and maintained.
9. Act as the Council's DBS co-ordinator, ensuring that all checks are current, relevant to the role and that all new employees, volunteers, Councillors etc. are all subject to appropriate clearances (wherever required) in consultation with HR. To ensure training is also provided to all officers, Councillors and volunteers in this regard.

10. Work in conjunction with the Council's lead Safeguarding officer and ensure that appropriate records of incidents, statistics and data is collected, and such statistical information is available. To co-ordinate training in this regard also.
11. Be the lead co-ordinator in respect of volunteer, work experience and young students' recruitment. To ensure appropriate welfare checks including DBS's, are carried out wherever appropriate. To also work with the Country Parks and Environment Manager to arrange for review and update of the Volunteer Policy.
12. Ensure co-ordination, facilitation, organisation and training on all of the above areas in conjunction with HR and the appropriate service area.

RESPONSIBILITY FOR RESOURCES:

The post holder will be required to ensure that any data systems under his/her control are kept secure and properly managed.

KEY FUNCTIONAL LINKS WITH:

Internal: All employees of the Council and Elected Members.

External: Residents of the Borough the General Public, other Local Authorities, external suppliers and consultants, and other external bodies, partnerships and organisations as required.

WORKING CONDITIONS AND ENVIRONMENT

1. The post is situated within the Main Council Offices at Station Road, Wigston. However you may be required to work from other sites and places within the Borough where your professional attendance is required.
2. The post holder may be required on occasion to work outside normal working hours to attend meetings or other occasions when your professional attendance is required. This will be reimbursed as time off in lieu at the appropriate rate.

ADDITIONAL REQUIREMENTS

1. This job description outlines the main duties of the post but does not exclude other duties, which may be undertaken to ensure the efficient operation of the Corporate Resources section. Other duties required will be consistent with those listed above and appropriate to the title and grade of the post.
2. Ensure equality of opportunity for all people, in service provision and in employment, and to work in a non discriminatory manner in accordance with the Council's Equality Agenda, pursuant to the Equality Act 2010.
3. Comply with the provisions of the Data Protection Act 1998, the Computer Misuse Act 1990, Human Rights Act and the Freedom of Information Act 2000, or any amendment or any statutory re-enactment thereof at all times.
4. To take all necessary steps in order to ensure that information acquired through their employment or contained within the Council is kept confidential.
5. This job description is a record as at the date below. Any changes to the job description will be carried out in consultation with the post holder, who will be expected to participate fully in such discussions. It is the Council's aim to reach a mutual agreement to reasonable changes but if this is not possible the

Council reserves the right to implement reasonable changes to the job description after consultation with the post holder.

6. Carry out all duties outlined above in accordance with all Council Policies and procedures.
7. To carry out any additional duties (as and when required) outside of the post holders duties to assist the Council in the operation and promotion of its business.

September 2014

I have read and accept the above:

Name:			
Signature:		Date:	

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Person Specification		DATE	
APPLICANT NAME			
POSITION		SERVICE AREA	
		COMPETENCY CRITERIA	
COMPETENCY	Essential	Desirable	
Communicates <i>"Gets the message across clearly and appropriately to meet the needs of the audience"</i>			
Team Player <i>"Contributes to teams to achieve agreed goals and/or manages individuals and tasks within those teams"</i>			
Manages the Job <i>"Prioritises tasks to make the best use of resources to deliver the job"</i>			
Delivers Customer Focused Services <i>"Actively involves internal and external customers/partners to develop and deliver effective, accurate and efficient services"</i>			
Optional Job Specific Competency			
Optional Job Specific Competency			
Qualifications/Technical/Vocational			



Oadby and Wigston Borough Council

Recruitment Advertisement (Example)

POSITION	Compliance Officer
CONTRACT TYPE	Fixed-Term
END DATE	31 March 2015 (Remove this row if not required)
PART TIME/FULL TIME	Part Time – 16 hours per week
BAND AND SCALE POINT	Band 6 SCP 26 - 29
SALARY PER ANNUM	£22,443 to £24,892 Pro-Rata (delete if not required)
SERVICE AREA	Corporate Resources

Brief Overview

An opportunity has arisen for a highly motivated and innovative individual who will be responsible for ensuring corporate compliance with Access to Information legislation including Freedom of Information (FOI), Data Protection (DPA), Environmental Information Regulations (EIR) and Regulation of Investigatory Powers Act (RIPA).

With proven in-depth knowledge and experience of Data Protection and Information Governance requirements, the post holder will have the ability to write and update policies, procedures and reports across all functions of the Authority, at the direction of the Head of Corporate Resources. Knowledge of the Local Government environment, policy and operations is therefore desirable criteria for this role, with the proven ability to work under pressure and meet tight deadlines.

The post holder will also be responsible for ensuring all complaints received by the Council are registered acknowledged and responded to within regulatory timescales and that the Council carry out their responsibilities as regards Disclosure & Barring Service (DBS) checks for applicable personnel.

It is essential that the post holder is able to adapt to ever changing legislative demands and has the ability to work co-operatively and constructively within own team and with others. Ideally the post holder will be RIPA trained and have the requisite knowledge and experience of safeguarding legislation.

Curriculum Vitae (CV) will not be accepted

Previous applicants need not apply

CLOSING DATE FOR APPLICATIONS	Monday 29 September 2014 at 12:00 noon
INTERVIEW DATE	Week commencing 6 October 2014

Please note only Oadby and Wigston Borough Council application forms will be accepted and can be downloaded from our website: www.oadby-wigston.gov.uk when a vacancy is available.

If you have not heard from us within 14 days of your application, please assume on this occasion your application has not been successful. Feedback will not be given at this stage of the recruitment process.

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Communicates
"Gets the message across clearly and appropriately to meet the needs of the audience"

LEVEL	COMPETENCY INDICATORS
1	Being aware of your impact and approach on others
	Knowing when and how to modify behaviour to achieve results
	Listening to new ideas and being willing to try out new things
	Using language or actions that demonstrates that you respect and value others
	Adapting the way information is presented to suit the needs of the circumstances and the audience
2	Making complex issues easier to understand for the community, employees and members
	Has the ability and willingness to exchange information/knowledge with others
	Listening to, trusting and valuing contributions from your own team, other teams in the council and partners
	Actively listening to feedback and taking action to respond to it
	Getting the right information at the right time, in the right format and at the right level of detail
	Being open and honest when advising the community, employees and members on what can and what can't be delivered
3	Using different approaches and skills to facilitate, lead and participate in national, regional and local meetings
	Putting forward persuasive arguments on needs based evidence to the stakeholders you are accountable to

Team Player
"Contributes to teams to achieve agreed goals and/or manages individuals and tasks within those teams"

LEVEL	COMPETENCY INDICATORS
1	Recognising and understanding the dynamics of how teams work
	Listening to, trusting and valuing contributions from your own team, other teams in the council
	Respects and shows consideration for others in team
	Understanding and valuing your own role within the team
	Works co-operatively to shared objectives
	Works well with others to build effective team and wider relationships.

2	Ensuring the structure of the team is fit for its purpose
	Recruiting and building a team with the appropriate mix of traits, skills and experience
	Using your team's skill mix effectively and taking actions to address skill and experience gaps
	Developing and consistently implementing team work ground rules for communicating, problem solving and decision making
	Encouraging and enabling your team to contribute to cross cutting team and partnership working
	Evaluating how effectively the team is working and taking action to resolve team issues and differences between team members as they arise
	Recognises and responds positively to differences between team members, including working styles, culture and communication.
3	Networking to identify others who can provide the knowledge, skill and resources necessary to resolve service issues

Manages the Job

"Prioritises tasks to make the best use of resources to deliver the job"

LEVEL	COMPETENCY INDICATORS
1	Uses appropriate ICT skills to deliver projects
	Meets daily job demands/projects using time available in an effective manner
	Thinks ahead, makes achievable plans to deliver goals
	Works within Health & Safety guidelines
	Knowing which issues and problems need to be dealt with promptly

	Knowing when to refer a problem and/or decision to someone else
	Taking ownership of problems and decisions that are within the agreed boundaries of your role
	Ensures developments in ICT are used appropriately to order to deliver an effective service
2	Ensures job demands do not put excess demands on the work life balance of individuals
	Ensuring that your team understands the parameters in which they make decisions and are accountable for these
	Ensuring problems and decisions are effectively delegated to the right team or individual
	Delegates suitable tasks to others, making good use of individuals, time, skills and potential for development
	Making sure that employees develop the skills and access the tools to do their job effectively
	Only tackling issues and decisions that you have delegated to your team in exceptional circumstances
	Anticipating and identifying where resources are working to less than full capacity
	Managing conflicting priorities when they emerge during the delivery of plans
	Giving a free rein to your team and individuals to resolve problems without undue interference, therefore providing development opportunities
3	Ensuring that your plans reflect corporate risk management principles
	Ensuring that the organisational resources are available and focused on delivering the agreed high level outcomes
	Understanding and applying strategic budgeting
	Understanding financial information and its implications on managing resources across the organisation
	Prioritising and resolving conflicting budget demands between directorates

Delivers Customer Focused Service

“Actively involves internal and external customers/partners to develop and deliver effective, accurate and efficient services”

LEVEL	COMPETENCY INDICATORS
1	Understands and delivers the needs of the customer
	Uses customer feedback to improve service
	Demonstrates care and concern for customers
	Sees customer queries through to completion
	Actively seeks feedback from the customer on the service they have received
	Regularly refreshes knowledge to ensure up to date and accurate information is given first time
2	Explaining and clarifying policies and plans to your team and other stakeholders
	Ensuring that policies, procedures and working practices are applied fairly and consistently within your service
	Responding quickly when your service and your team and individuals are not achieving agreed outcomes
	Analysing and interpreting policies and plans in order to develop and implement relevant and consistent working practices for your service
	Developing and implementing milestone plans for achieving outcomes in your service
	Taking timely actions to review and amend priorities and plans in the light of emerging issues
	Putting in place regular and systematic mechanisms for evidence monitoring and reviewing progress against plans
3	Reporting progress and implications on exceptions to stakeholders

Leadership and Management

“Agrees and sets clear, measurable targets and motivates others to achieve them. Recognises talent and skills and utilises these to achieve agreed objectives”

LEVEL	COMPETENCY INDICATOR
2	Carrying out informal performance reviews - not waiting for formal timescales
	Involving your team in reviewing and managing progress
	Takes appropriate action to address poor performance including development plans and appropriate support
	Encouraging good performance with praise, support and reward. Providing constructive feedback as required
	Recognising achievements and good performance against planned targets
	Takes appropriate action to address capacity/capability issues in order to resource adequately and effectively to achieve results
	Identifying organisational development needs against corporate targets
	Recognising and encouraging others to see the importance of developing the organisation, teams and individuals
	Ensuring that learning and development needs for employees and members are planned for and met
	Delegating accountability to the right level and holding teams and individuals to account
	Uses appropriate styles and methods to enthuse, motivate and guide individuals and teams toward goal achievement
	Inspiring confidence and a 'can do' approach to achieving the vision and direction
Setting examples that are consistent, provide direction and engender trust	
3	Anticipating changes and risks and identifying pressure points that could impact on resources
	Publicising the council's achievements to the stakeholders you are accountable to and the media
	Inspiring and challenging the organisation to achieve its full potential
	Sharing learning and best practice with the organisation and strategic partners and being open to learning from others

Manages Diversity

“Values and respects differences between people (and the service benefits that can arise), challenges discrimination and treats others with respect”

LEVEL	COMPETENCY INDICATOR
1	Understands the needs of the community and delivers a service that reflects these needs
	Has the capacity to recognise differences in people and responds positively to them
	Promotes a positive approach to diversity in the workplace
	Positively challenges discrimination
	Seeks to ensure employees and customers are treated fairly and equally
2	Has knowledge of the historical barriers and disadvantages people experience and is prepared to address discrimination by the use of positive action
	Behaves in a way that reflects and promotes the principles contained in valuing diversity policy that can be recognised by employees, customers, partners and colleagues
	Challenges behaviours and processes, which do not positively advance the diversity agenda whilst being prepared to accept feedback about own behaviour
	Recognise peoples' strengths, aspirations and abilities and helps to develop their potential
	Recognise peoples' strengths, aspirations and abilities as assets to assist in developing the service/improving service delivery
3	Actively encourages a variety of approaches, to the provision, delivery and evaluation of services so that those delivering and receiving the services are not disadvantaged in the process
	Listens, supports and monitors the diverse contributions made to service developments without prejudice

Manages Change “Understands the need for change and actively contributes and/or manages the change process”	
LEVEL	COMPETENCY INDICATOR
1	Being open to change and challenge
	Having the confidence to put forward creative and alternative ideas and solutions
	Listening to new ideas and being willing to try out new things
	Being open minded and enthusiastic about taking on new ideas
2	Sourcing the relevant information needed to resolve problems and support decisions in a thorough and timely way
	Being assertive and confident about challenging current thinking and practice
	Finding and promoting innovative ways of doing things
	Understands the impact and the process of change on the individual and on the team and manages accordingly
	Being resourceful and creative when developing or finding solutions to problems
	Making the best use of specialist knowledge and experience within the team and outside it
3	Developing, evaluating and recommending options
	Devoting time to understand, analyse and interpret the issues and implications of problems and decisions
	Involving others in generating options and joint solutions to ensure buy in and commitment

Strategically Focused

“Is able to see the bigger picture and focuses decision-making on the achievement of agreed long-term goals”

LEVEL	COMPETENCY INDICATOR
2	Putting in place routine mechanisms for monitoring and reviewing progress against corporate outcomes
	Taking actions to address issues and exceptions identified
	Ensuring that teams and individuals understand corporate strategic outcomes and the contribution they make towards them
3	Ensuring that national issues and demands are fed into the organisation in a timely way so that actions can be taken to review and amend priorities and plans
	Reviewing and monitoring progress against corporate strategic outcomes as opposed to inputs and outputs
	Managing conflicting priorities when they emerge during the delivery of corporate, partnership and directorate plans
	Redefining corporate priorities during the delivery of plans in response to local and national demands
	Responding quickly when the organisation is not performing to expectations

<p style="text-align: center;">Politically Sensitive “Demonstrates behaviours that are sensitive to the aspirations and perceptions of others”</p>	
LEVEL	COMPETENCY INDICATOR
1	Handling contentious and/or politically sensitive news appropriately
	Understands the context of national and local politics
2	Being open and honest when advising on and explaining to customers, your team and other stakeholders what can and what can't be delivered and why
	Continues personal development in attending seminars/workshops to keep up to date with legal and policy issues
	Being politically aware when advising and supporting members and being sensitive to their agendas whilst understanding their boundaries
	Actively aware of best practice within other organisations and uses, when necessary, best practice within own organisation
3	Networking to identify others who can provide the knowledge, skill and resource necessary to resolve community and corporate issues
	Developing and presenting options and recommendations to the cabinet and scrutiny on issues of corporate policy, legislation and standard
	Developing and using formal and informal networks both within and outside the council
	Developing formal and informal networks at local, regional and national levels

Collaborates and Engages with Others

“Actively involves internal and external partners to develop and achieve shared goals and objectives. Ensures decision making is properly informed with others including the local community, partners and other stakeholders”

LEVEL	COMPETENCY INDICATORS
1	Understanding the agendas and issues of other teams and partners
	Being aware of and sensitive to other teams' and partners' aspirations and agendas
	Encourage working partnerships with the wider diverse community
	Looking to involve external stakeholders in service requirements
2	Balancing your team's aspirations and goals with those of partnerships
	Encouraging and enabling your team to contribute to cross cutting team and partnership working
	Working together with partners to develop shared targets and ways of working being willing to put your own personal views aside for the sake of the team and partnerships
	Recognising and celebrating the achievements of the team, individuals, the organisation and other stakeholders
	Encouraging and enabling stakeholders to actively engage in defining service improvements
	Undertake reviews/surveys to meet the requirements of the local community
	Showing commitment to, communicating and supporting partnership objectives
	Feeding back to stakeholders the influence their engagement has had and/or reasons why it has not been pursued
3	Seeing the linkages with other teams and partners and looking for opportunities to work together in order to improve service delivery
	Looking inside and outside of local government and beyond the region for inspiration, ideas and best practice

Example In Tray Exercise

Below are examples of in-tray exercises which can be used to assess organisation / prioritisation skills.

Examples should be developed to be appropriate for the role being recruited to – for example, the scenarios included should be written to reflect scenarios / tasks which are likely to occur in the role.

Example 1

Below you will find a number of situations a Human Resources Assistant may be faced with on a daily basis.

Your job is to decide whether each task is low, medium or high priority and to also explain very briefly why you would prioritise it in this way and briefly how you would deal with each scenario.

1. A departmental contact calls to arrange to meet with you regarding a new HR procedure that has come into effect. *(please tick and outline your rationale below)*

High	Med	Low	Reason:

2. A staff member comes to HR reception and tells you that he/she has not been paid. They are not very happy and wish to make a complaint. *(please tick and outline your rationale below)*

High	Med	Low	Reason:

3. It is payroll deadline day (for changes to be made to records for people to be paid correctly) and there is still post from departments to open at 3pm in the afternoon. *(please tick and outline your rationale below)*

High	Med	Low	Reason:

Example 2

You have arrived at work today and have the tasks listed in the table below to complete. Please decide how you would deal with each task, give each a priority order (1-4, 1 being the highest priority) and outline brief reasons for the priority level given and brief comments on how you would deal with the task.

Task	Priority order (1-4)	Reason for priority order and comments on how you would deal with the task
20 messages on your voicemail from members of staff / customers asking for information on XXX		
35 emails – some attaching application forms for vacancies / courses for which applications close today and some that close next week.		
A telephone message from the Director with an unspecified query about a vacancy being advertised / details on the website / an employee		
An email from a candidate / member of staff who is experiencing problems using the online application process / accessing the website / vacancy information		

Example Presentation Exercise**Example 1 – Team Leader**

You are appointed as the Team Leader for the Customer Services department and have identified an area of improvement which you choose to label as 'Getting it right first time'. In order to get the team on board with your idea, it is important that you communicate your ideas with them through a presentation.

Task – Time allowed: 20 minutes (allow 5 minutes reading time)

Prepare a presentation in order to clearly deliver what is meant by 'Getting it right first time'.

Consider the following:

- How this will be achieved
- Who is affected
- Who can be involved
- What are the likely barriers/concerns/restrictions and what will be done to overcome these
- How you will get team buy-in

Presentation – Time allowed: 10 minutes

You will be given 10 minutes at the start of the interview to deliver your presentation

Example 2 – Technical Officer

You are employed as a planning technician. A new method of how to submit planning application forms has been introduced and you must cascade this information to planning administrators who used to process this information manually. Front-line Customer Service staff also require to know this information therefore it is more appropriate to group both teams together to deliver the same message. All staff have always processed applications manually and may be restrictive to the new computerised application process.

Task – 20 minutes (allow 5 minutes reading time)

Prepare a presentation to deliver to planning administrators and Customer Service staff.

You may wish to consider the following:

- When this will come into effect
- Training needs
- Who can be involved
- What are the likely barriers/concerns/restrictions and what will be done to overcome these
- How you will get team buy-in

Example Case Study Exercise

You have been given two case studies below. You are requested to respond to them in connection with your duty under the FOI legislation **ONLY**. You have 30 minutes to consider your responses to the case studies and provide a written response to the Interview Panel. (The Panel will not assess you on the quality of your presentation; it will assess you on the content material.)

Example Case Study 1

Director of Property, Business and Regulatory Services
Three Ministers House
High Street
WINCHESTER
Hampshire

Hardwork House
Century 21 Technology Park
ALDERSHOT
Hampshire
Hardwork Cleaning Services Ltd.
13 December, 2004

Dear Sir

RE: Award of Cleaning Services Contract - Area 2, South-east Hampshire

We were surprised to learn that our tender for the above contract had not been successful and that the contract had in fact been awarded to our local competitor, Aaron Cleaning Services Ltd.

In order that we can learn for the future, to make ourselves more competitive and put us in a position where we can offer your Council better value in future tendering situations, we would be grateful if you could let us have certain information regarding the successful bid. In particular, please could you let us have:-

1. The total tendered price submitted by Aaron Services Ltd.
2. A copy of the full schedule of rates submitted by Aaron Services Ltd.
3. Details of any other cleaning contracts to be tendered in the next 12 months.

Trusting that we can continue to offer you a very competitive service.

Yours faithfully

A.Abel
Managing Director

Example Case Study 2

The Architect in Property Business and Regulatory Services, with responsibility for managing a contract for building works at one of the Council's residential care homes, receives the following e-mail on the 28 January 2005.

RE: BUILDING WORKS AT GOLDEN LAWNS RESIDENTIAL CARE HOME

My mother, a resident at the above named home, suffered a minor accident this morning, in circumstances which lead us to believe that the building contractor that you have engaged is not taking all the steps that they should do to manage risks to health and safety.

Having made some enquiries, I gather there was a similar concern some six months ago when the same contractor was engaged to do works at Silver Trees Residential Home. At that time residents and their families were told that the matter had been addressed and would not be repeated.

I am concerned that the practices of this contractor are giving rise to grave risks to the health and safety of vulnerable people. In these circumstances, can you please let me have copies of any investigations you have conducted in respect of this contractor's compliance with health and safety duties while engaged by your Authority.

Thank you.
R Pearce (Son of Mrs Lily Pearce, Resident)

Example Role Play Exercise

Example telephone call role play

Time allowed: 15 minutes preparation, 15 minutes role play

Below is a scenario which you may be faced with in your position as a Revenues Officer. You will have 15 minutes to read over the scenario and make notes as required. You can keep your notes with you during the role play, however role play will be treated as a real-life example and therefore there will not be an opportunity to stop part way though. The role play will continue until such time that you conclude.

Please read over the scenario below and make notes as required. After 15 minutes, you will be required to sit back-to-back with a member of the interview panel who will pretend to be the customer. The role play is to establish your call handling skills in what could be a real-life scenario, not your technical understanding of the topic; you will not be assessed on this.

Scenario

You are appointed as the Revenues Officer as part of a busy team of five. You have a supervisor for your team, Joanne Smith and a Line Manager, Winston Luther. It is Wednesday and Winston Luther is busy today and has asked that you do not disturb him under any circumstance. You are also aware he is away at a meeting tomorrow until 3:00 p.m. and that he is not returning to the office until Friday.

You receive a call from a customer who is unhappy. Their account is in arrears because their single person discount has been stopped. The customer tells you they wish to appeal the decision and they do not want to speak to your supervisor because they have spoken to Joanne before and was not happy with her response.

Example face-to-face role play

Time allowed: 15 minutes preparation, 15 minutes role play

Below is a scenario which you may be faced with in your position as a Customer Services Advisor. You will have 15 minutes to read over the scenario and make notes as required. You can keep your notes with you during the role play, however role play will be treated as a real-life example and therefore there will not be an opportunity to stop part way though. The role play will continue until such time that you conclude.

Please read over the scenario below and make notes as required. After 15 minutes, you will be required to sit opposite the interview panel who will pretend to be customers. The role play is to establish your customer service skills in what could be a real-life scenario, not your technical understanding of the topic; you will not be assessed on this.

Scenario

You are appointed as a Customer Services Advisor in a small team of six. There are two people away from the office today due to sickness and holiday; therefore the team is extremely stretched. You are working alone on the face-to-face area and there are large queues of people waiting to see you.

The next customer you see has just lost her late partner who passed away suddenly and seems to have become very introvert. The customer has brought their friend with them in support.

Example Administrative Exercise

There are two administrative exercises below; the time allowed for each exercise is 15 minutes.

Exercise 1

Place the following names in alphabetical order by their surname. Number them 1 – 20, 1 being the first name and 20 being the final name in the order.

Number order	First name	Surname
	Rajinder	Chawda
	Jeff	Clark
	Craig	Jackson
	Farhana	Singh
	Barbara	Czeck
	Anna	Smith
	Timothy	Jones
	Emily	Jack
	James	Clarkson
	Alicia	Harding
	Luther	Jones
	Jaspreet	Singh
	Ellis	Hadley
	Harpinder	Patel
	Marc	Grace
	Annabelle	Smith
	Harsam	Patel
	Michael	Graham
	Amit	Chavda
	Luke	Wyatt

Exercise 2

1. Place the following sums in order from least to greatest:

Number order	Sum	Total
	$1572 - 989$	
	$20.58 + 32.13$	
	$279 - 361$	
	3×68.18	
	$3 \times 3 \times 3$	
	$(6 \times 8) - 16$	
	$56 \times 0 \times 12$	
	8×12.26	

	$26.39 - 8.72$	
	$81 - 5.81 - 0.68$	

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Notification of Offer Form

Date of completion:

Position Details:

Post title:	
Post number:	
Band:	
Scale Points:	

Successful Candidate Details

Name:	
Application No.:	
Overall Score:	
Agreed salary on commencement:	
Notice period:	
Date of continuous service:	
Provisional start date*:	
*subject to prompt receipt of satisfactory documentation, e.g. references, DBS checks. DBS checks can take up to six weeks to be returned.	

Completed by:

PRINT NAME:	SIGNATURE:	JOB TITLE:

HR ONLY – Starter Checklist Documentation

	Document type and reference:	Review date (VISA):	Filed:
Immigration, Asylum and Nationality			
	Date requested:	Date received:	
Medical questionnaire			

Date and initial	Date requested:	Reminder sent*:	Date received*:	Approved by HoS*:	Filed:
Reference 1					
Reference 2					
Continuous Service (CS) confirmed:	YES	NO	N/A	Date of CS:	
Continuous Service type: e.g. Local Authority, Housing Trust etc.					

Date and initial	Date sent to DBS:	DBS check completed*:	Date received* (from employee):	Approved by HoS*:	Filed:
DBS Check					

Date and initial	Requested:	Received*:	Penalties/Convictions inc. 'spent' date:	Filed:	
Driving licence					
HGV licence					
Car insurance for business use:	Required:	YES	NO	Date received:	

Immigration, Asylum and Nationality Act 2006 (Section 19 – February 2008)

Under the above Act the Council is responsible for checking the immigration status of a potential employee.

Where requested you must provide:-

One of the original documents from List A or

Two of the original documents from List B (either combination) – these documents will be checked every 12 Months.

LIST A DOCUMENTS

- A passport showing that the holder, or a person named in the passport as the child of the holder is a British citizen or a citizen of the United Kingdom and Colonies having the right of abode in the United Kingdom
- A passport or national identity card showing that the holder, or a person named in the passport as the child of the holder, is a national of European Economic Area country or Switzerland; **or**
- A residence permit, registration certificate or document certifying or indicating permanent residence issued by the Home Office or the Border and Immigration Agency to a national of a European Economic Area country or Switzerland; **or**
- A permanent residence card issued by the Home Office or the Border and Immigration Agency to the family member of national of a European Economic Area country or Switzerland; **or**
- A Biometric Immigration Document issued by the Border and Immigration Agency to the holder which indicates that the person named in it is allowed to stay indefinitely in the United Kingdom, or has no time limit on their stay in the United Kingdom; **or**
- A passport or travel document endorsed to show that the holder is exempt from immigration control, is allowed to stay indefinitely in the United Kingdom, has the right of abode in the united Kingdom, or has time limit on their stay in the United Kingdom; **or**
- An Immigration Status Document issued by the Home Office or the Border and Immigration Agency to the holder with an endorsement indicating that the person named in it is allowed to stay indefinitely in the United Kingdom, or has no time limit on their stay in the United Kingdom, **when produced in combination with** an official document giving the person's permanent National Insurance Number and their name issued by a Government agency or a previous employer (e.g. P45, P60, National Insurance Card); **or**
- A full birth certificate issued in the United Kingdom which includes the name(s) of at least one of the holder's parents , **when produced in combination with** an official document giving the person's permanent National Insurance Number and their name issued by a Government agency or a previous employer (e.g. P45, P60, National Insurance Card); **or**
- A full adoption certificate issued in the United Kingdom which includes the name (s) of at least one of the holder's adoptive parents, **when produced in combination with** an official document giving the person's permanent National Insurance Number and their name issued by a government agency or a previous employer (e.g. P45, P60, National Insurance Card); **or**
- A birth certificate issued in the Channel Islands, the Isle of Man, or Ireland, **when produced in combination with** an official document giving the person's permanent National Insurance Number and their name issued by a Government agency or a previous employer (e.g. P45,P60, National Insurance Card); **or**
- An adoption certificate issued in the Channel Islands, the Isle of Man, or Ireland, **when produced in combination with** an official document giving the person's permanent National Insurance Number and their name issued by Government agency or a previous employer (e.g. P45,P60, National Insurance Card); **or**
- A certificate of registration or naturalisation as a British citizen, **when produced in combination with** an official document giving the person's permanent National Insurance Number and their name issued by Government agency or previous employer (e.g. P45, P60, National Insurance Card); **or**

- A letter issued by the Home Office or the border and Immigration Agency to the holder which indicates that the person named in it is allowed to stay indefinitely in the United Kingdom, or has no time limit on their stay, **when produced in combination with** an official document giving the person's permanent National Insurance Number and their name issued by Government agency or a previous employer (e.g. P45, P60, National Insurance Card).
-

LIST B DOCUMENTS

- A passport or other travel document endorsed to show that the holder is allowed to stay in the United Kingdom and is allowed to do the work in question provided that it does not require the issue of a work permit; **or**
 - A Biometric Immigration Document, issued by the Border and Immigration Agency to the holder which indicates that the person named in it can stay in the United Kingdom and is allowed to do the work in question; **or**
 - A work permit or other approval to take employment issued by the Home Office or the Border and Immigration Agency, **when produced in combination with** either a passport or another travel document endorsed to show that the holder is allowed to stay in the United Kingdom and is allowed to do the in question, or a letter issued by the Home Office or the Border and Immigration Agency to the holder, or the employer or prospective employer confirming the same; **or**
 - A certificate of application issued by the Home Officer or the Border and Immigration Agency to or for a family member of a national of a European Economic Area country or Switzerland, stating that the holder is permitted to take employment, which is less than 6 months old, when produced in combination with evidence of verification by the Border and Immigration Agency Employer Checking Service; **or**
 - A residence card or document issued by the Home Office or the Border and Immigration Agency to a family member or a national of a European Economic Area country or Switzerland; **or**
 - An Application Registration Card (ARC) issued by the Home Office or the Border and Immigration Agency stating that the holder is permitted to take employment, **when produced in combination with** evidence of verification by the Border and Immigration Agency Employer Checking Service; **or**
 - An Immigration Status Document issued by the Home Office or the Border and Immigration Agency to the holder with an endorsement indicating that the person named in it can stay in the United Kingdom, and is allowed to do the work in question, **when produced in combination with** an official document giving the person's permanent National Insurance Number and their name issued by a Government agency or previous employer (e.g. P45, P60, National Insurance Card); **or**
 - A letter issued by the Home Office or the Border and Immigration Agency to the holder or the employer or prospective employer, which indicates that the person named in it can stay in the United Kingdom and is allowed to do work in question, **when produced in combination with** an official document giving the person's permanent National Insurance Number and their name issued by the Government agency or previous employer (e.g. P45, P60, National Insurance Card).
-

For current information on the above document please visit www.bia.homeoffice.gov.uk

Thank you for your assistance

Oadby and Wigston Borough Council
PART 1: Relocation Allowance - Application for Funding

Employee

Name: _____ Date of Application _____

Relocation Address: _____

Postcode: _____

Contact Telephone Home: _____ Mobile: _____

Bank Details Sort Code: ___ / ___ / ___ Account No.: _____

Account Name: _____ Roll No.: _____ (if applicable)

Position: _____

Start Date: _____

Cost:

Cost type:

	The full cost of transporting and insuring household and other effects, subject to the production of three tenders for the cost of such transportation and insurance. The amount paid by the Council, after the removal has taken place, will be that of the lowest tender, no matter which was accepted by the employee concerned.
	Legal and Estate Agents fees, up to a maximum of £2,000, in connection with the necessary sale and/or purchase of a residence.
	A lump sum payment of £500 to cover all other costs and disbursements
	Total Cost

Declaration

I confirm the above information is completely accurate. I have attached the corresponding invoices and/or receipts as required to confirm the same. I understand I will only receive payment within the parameters as outlined above.

I acknowledge that payment granted under part 2 of this agreement is towards the cost of relocating my home in order to take up the Council's offer of appointment. This payment is granted on the condition I will remain in post with Oadby and Wigston Borough Council for a period of four years. If my employment ceases to exist within this four year period, I acknowledge that a sum proportionate to the unexpired part of the four years will become repayable as follows:

- 100% within 2 years
- 75% within 3 years
- 50% within 4 years

Where there is a requirement for repayment, I agree for this to be deducted from my salary and/or through the Council's debt recovery process as required.

Signed: _____ Print Name: _____

Total Relocation Allowance granted

Granted:

Cost type:

The full cost of transporting and insuring household and other effects, subject to the production of three tenders for the cost of such transportation and insurance. The amount paid by the Council, after the removal has taken place, will be that of the lowest tender, no matter which was accepted by the employee concerned.

Legal and Estate Agents fees, up to a maximum of £2,000, in connection with the necessary sale and/or purchase of a residence.

A lump sum payment of £500 to cover all other costs and disbursements

Total granted

Valid receipts/invoices received and checked for authenticity:

Date relocation allowance form received: _____

Cost code for authorised payment: _____ / _____

Checked and authorised by: (HEAD OF SERVICE ONLY)

Print Name: _____

Signed: _____

Position: _____

Date: _____

Oadby and Wigston Borough Council
Career Development Matrix

Employee Name

Start Date of Employment

Continuous Service Date
(if applicable)

Probation Period Passed

YES	NO

Current Position Details

Job Title

Start Date

Line Manager

Service Area

Band/Scale Point

Contract Type

Permanent

FTC

Temporary

Salary

Expected End Date

Vacant Position Details

Job Title

Line Manager

Service Area

Band/Scale Point

Contract Type

Permanent

FTC

Temporary

Starting Salary
If successfully appointed

Expected End Date

Person Specification

Extracted from the person specification, please outline examples of where you have gained pertinent skill and experience for the role, using real-life examples.

[Insert criteria here]

Please provide examples in brief of how your skills and experience meet this criteria

0
Does not meet the criteria

1
Partially meets the criteria

2
Fully meets the criteria

[Insert criteria here]

Please provide examples in brief of how your skills and experience meet this criteria

0
Does not meet the criteria

1
Partially meets the criteria

2
Fully meets the criteria

[Insert criteria here]		
Please provide examples in brief of how your skills and experience meet this criteria		
0 Does not meet the criteria	1 Partially meets the criteria	2 Fully meets the criteria

[Insert criteria here]		
Please provide examples in brief of how your skills and experience meet this criteria		
0 Does not meet the criteria	1 Partially meets the criteria	2 Fully meets the criteria

[Insert criteria here]		
Please provide examples in brief of how your skills and experience meet this criteria		
0 Does not meet the criteria	1 Partially meets the criteria	2 Fully meets the criteria

Maximum Score (M)	Overall Score (O)	Percentage (O/M)*100
Divide the overall score by the maximum score and multiply by 100 to get the percentage. The overall score must be at least 80% of the maximum in order for the employee to be successful for interview.		

Successful for Interview: YES NO Interview Date:

Please ensure feedback is recorded below and given to unsuccessful candidates without delay.

Line Manager Comments:

This section should be made to note feedback for the employee either at application or interview stage.

	Feedback Given (date):	
Offer of Position (date)	Substantive Line Manager Notified (date)	

Signed:

Employee:

Line Manager:

EXIT INTERVIEW QUESTIONNAIRE

We are monitoring the reasons for employees leaving to better understand why they leave and to assist us in improving our ability to recruit and retain staff.

This questionnaire will be used to form the basis of an 'exit interview' conducted by a member of the HR, and will be forwarded to your Head of Service.

Employee Name		Location/Section	
Job Title		Date of Joining	
Line Manager		Date of Leaving	

1 Why are you leaving your current job? (Please tick as many boxes as you wish)

- | | |
|---|--|
| <input type="checkbox"/> Promotion with another company | <input type="checkbox"/> Ill health or accident |
| <input type="checkbox"/> Change of job / career | <input type="checkbox"/> Early retirement |
| <input type="checkbox"/> Set up own business | <input type="checkbox"/> Reached age retirement |
| <input type="checkbox"/> Further education / training | <input type="checkbox"/> Maternity |
| <input type="checkbox"/> Moving from the area | <input type="checkbox"/> Domestic or family reason |
| <input type="checkbox"/> Travel difficulties | <input type="checkbox"/> Taking up full time study |
| <input type="checkbox"/> Working conditions | <input type="checkbox"/> General dissatisfaction |
| <input type="checkbox"/> Relationships with colleagues | <input type="checkbox"/> Other (please specify) |

2 Background to your reasons for leaving

2.1 What did you like most about your job and why?

2.2 What did you like least about your job and why?

2.3 Was your workload fair?

2.4 Were your duties clearly defined? Yes / No Is the job description accurate? Yes / No
[If "No", please explain why not below]

2.5 Did you receive adequate training, both on the job and specialised?

2.6 Do you have any suggestions for improvements to your job?

2.7 Do you think morale in your section was:

- | | |
|------------------------------------|-------------------------------|
| <input type="checkbox"/> Very good | <input type="checkbox"/> Fair |
| <input type="checkbox"/> Good | <input type="checkbox"/> Poor |

Why?

2.8 Were safety procedures properly followed?

2.9 How would you rate your manager/supervisor?

- | | |
|------------------------------------|-------------------------------|
| <input type="checkbox"/> Very good | <input type="checkbox"/> Fair |
| <input type="checkbox"/> Good | <input type="checkbox"/> Poor |

Why?

2.10 How do you feel about the pay and benefits provided by the Authority?

2.11 Why did you decide to leave the Authority?

2.12 If you are taking up another job where will you be working?

2.13 What type of work will you be doing? Why is it better?

2.14 Do you have any other comments?

3 What factors influenced your decision to resign? (Please indicate all applicable)

- | | |
|---|--|
| <input type="checkbox"/> Salary | <input type="checkbox"/> Lack of training |
| <input type="checkbox"/> Lack of Job satisfaction | <input type="checkbox"/> Dissatisfaction with policies |
| <input type="checkbox"/> Too much responsibility | <input type="checkbox"/> Dissatisfaction with management |
| <input type="checkbox"/> Stress / pressure | <input type="checkbox"/> Poor conditions of employment |
| <input type="checkbox"/> Lack of prospects | <input type="checkbox"/> Sex discrimination |
| <input type="checkbox"/> Low level of work | <input type="checkbox"/> Race discrimination |
| <input type="checkbox"/> Increased workloads | <input type="checkbox"/> Disability discrimination |
| <input type="checkbox"/> Lack of communication | <input type="checkbox"/> Other (please specify) |
| <input type="checkbox"/> Desire to progress in career | <input type="checkbox"/> Other (please specify) |

4 What factors may have influenced you to remain with the Authority?

For example: Higher salary, better training or promotion opportunities or management support

5 Is there anything else you would wish us to know regarding your employment or your resignation?

Interviewee's Signature **Date**

Interviewer's Signature **Date**

Thank you for your co-operation – please return the completed form to HR

PERSONNEL USE ONLY			
Payroll Informed		Post Entry Training Checked	

Establishment Updated		Property Returned (mobile / citrix key, keys etc)	
Holiday Entitlement Checked		Bupa Membership Terminated	



Oadby and Wigston Borough Council Corporate Resources

CONFIDENTIAL
<< addressee >>

Email: vanisha.patel@oadby-wigston.gov.uk
Web Site: www.oadby-wigston.gov.uk

Please ask for: Vanisha Patel
Direct: 0116 2572727

Date

Dear << name >> ,

Reference Request – First name & Surname

We acknowledge receipt of your request regarding the above mentioned individual. Please see details below:

Name:
Job Title:
Start Date:
End Date:
Reason for Leaving:
Sickness in last 12 months:
Disciplinary:

It is Oadby and Wigston Borough Council's policy to confine references to confirmation of factual data concerning the individual's employment with the Council. Judgement as to the aptitude and suitability for other appointments must remain the responsibility of the prospective employer.

While the information provided is, to the best of Oadby and Wigston Borough Council's knowledge and completely accurate, Oadby & Wigston Borough Council cannot accept any liability for decisions based on it.

If I can be of any further assistance in the meantime please do not hesitate to contact me.

Vanisha Patel

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