

Ladywood Primary School



Barnsley Metropolitan Borough Council RECRUITMENT AND SELECTION POLICY

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RECRUITMENT AND SELECTION POLICY

1.0 INTRODUCTION

- 1.1 The Council aims to be an outstanding employer and the Recruitment and Selection Policy is designed to ensure that the best applicant is appointed and all applicants have a positive experience when applying for a position.
- 1.2 Failure to select the right applicant could result in poor performance that requires managing through the Probationary Period Review Policy and / or the Improving Employee Performance Policy.
- 1.3 The policy provides managers / headteachers with clear guidance to ensure that the recruitment process will promote equality of opportunity and be free from discrimination.
- 1.4 The Council is committed to safeguarding and promoting the welfare of children, young people and vulnerable adults and expects all employees and volunteers to share this commitment.
- 1.5 The policy has been developed in consultation with all recognised Trade Unions.
- 1.6 The policy applies to the appointment of all employees to the Council including those employed in Locally Managed Schools where the policy has been adopted by the Governing Body.
- 1.7 When recruiting volunteers, managers / headteachers must adopt the same rigorous recruitment measures as they would for paid employees. See [Working With Volunteers Policy](#).
- 1.8 The Council's Online Recruitment System (Engage ATS) must be used to facilitate completion of the Recruitment and Selection process and managers must refer to the [Recruiting Manager Guidance Notes \(Engage ATS\)](#). The system must be used to access application forms, correspond with applicants, record scores at both shortlisting and interview stage and, utilising the system's pre-employment checklist, for the uploading of all the required / applicable pre-employment documentation.

Utilising Engage ATS is not mandatory for locally managed schools. This is a decision for each school to make.

2.0 THE PROCESS

2.1 A vacancy arises

A vacancy can arise for a number of reasons i.e. through restructuring or simply when an employee leaves.

- 2.2 If the vacancy is as a result of a restructuring then the [Managing Change Policy](#) should be referred to prior to any recruitment process taking place. In the case of schools reference should be made to the Managing Change Policy for Schools

2.2. RING FENCED RECRUITMENT

Where a vacancy arises due to a restructure or down sizing and has been designated as a [Ring Fenced post](#), the procedure for recruiting to ring fenced posts should be followed, including the use of the Recruitment Authorisation Form for Ring Fenced posts. The procedure and the Form are both available on the Manager and Employee Hubs' under Recruitment & Selection.

Managers should have already discussed with their HR Business Partner the details of those employees who are included in the ring fence, the names of which can either be included in the Recruitment Authorisation Form for Ring Fenced posts, or emailed to the Human Resources Recruitment Team - jobs@barnsley.gov.uk

3.0 **REVIEWING THE VACANCY**

- 3.1 When a vacancy arises, the manager / headteacher should examine whether or not the post is still needed in its current form, or whether the duties and responsibilities can be carried out in another way.
- 3.2 The information to support these decisions should come from discussions with the previous employee through the [Exit Strategy](#) process and a critical review of the post in light of the ongoing Efficiency Agenda, budget constraints and service requirements as detailed in the Business Plan / School Budget.
- 3.3 If a post is to be recruited to, the manager / headteacher should consider whether or not the Job Profile is still accurate, or whether it requires amending / updating. See 3.8 below. This is an opportunity for all aspects of the post to be scrutinised prior to any recruitment process commencing.
- 3.4 Managers / headteachers must ensure the skills / abilities required are accurately reflected in the Job Profile.
- 3.5 There is no requirement for schools to adopt the use of Job Profiles and you can continue to use the current format of Job Description and Employee Specification. If you would like more information on Job Profiles, please contact a member of the Reward Team on 01226 773795.

For schools there are Generic Job Descriptions and Employee Specifications for a range of positions which can be found [here](#)

3.6 **Job Profile**

The Job Profile describes the skills and responsibilities required to undertake duties for a position. An index of profiles can be found [here](#) which are available to managers to adopt. The Job Profile will form the basis of the selection criteria which will be used for both the shortlisting and interviewing process.

- 3.7 Where a post has been recruited to, and where at a later date, but within 3 months after the first recruitment exercise, another post becomes vacant, and the same generic Job Profile with the same content is to be used, the recruiting manager may utilise 'the unsuccessful at interview' candidates from the first recruitment exercise. This will still apply when the first post was advertised permanently, but the second post is to be advertised temporarily.

For example: A Commissioning Manager post is advertised and recruited to in Business Unit 1. From this exercise there are 6 remaining shortlisted candidates. The following month a Commissioning Manager post becomes vacant in Business Unit 2. Providing the posts are linked to the same Job Profile the recruiting manager for this post has the following options:

Option 1 – The recruiting manager contacts the 6 candidates from BU1 to ascertain whether they are interested in attending an interview for the post in BU2 and interviews those who are interested.

Option 2 – The recruiting manager advertises the post for 1 week and in addition to shortlisting any applications received, the recruiting manager also contacts the 6 candidates from BU1 to ascertain whether they are interested in attending an interview for the post in BU2. The recruiting manager would then interview those shortlisted from the advert plus the interested parties from the 6 candidates in BU1.

Option 3 – The recruiting manager does not wish to consider the 6 shortlisted candidates from the post in BU1 and instead advertises and recruits in the normal way.

- 3.8 The Job Profile contains the requirements of the post in regard to education and training, relevant experience, general and special knowledge, skills and abilities and additional requirements. See [Guidance on Qualifications](#). The information contained within this document allows potential applicants to self-select at an early stage in the recruitment process, so it is important that the criteria are relevant to the post, readily understood and can be demonstrated by the applicant at either the application or interview stage, or both.
- 3.9 Careful consideration should be given to both the type and level of knowledge required to carry out the job duties, as qualifications do vary in size as well as difficulty. The Guide on Qualification Sizes [Guidance on Qualifications](#) provides more detail, but please contact your Workforce Development Strategy Officer should you require more information or support.
- 3.10 It is important to identify the most appropriate qualification and qualification level required for the role and to make sure that the qualifications and levels exist, otherwise, you may encounter difficulties when recruiting to the post. It's useful to do some research on the types of qualifications and levels available before developing the Job Profile. Contact your Workforce Development Strategy Officer should you require more information or support.
- 3.11 For further guidance on the information to be included in this document, [see Job Profile Guidance](#)

4.0 **RECRUITMENT AUTHORISATION AND PROCEDURE (NON SCHOOLS)**

4.1 **Planning the Recruitment Process**

The recruiting manager should plan the recruitment timetable, ensuring sufficient time to implement the process thoroughly. Points to consider are:

- Appropriate panel members and availability
- Access to IT system (Engage ATS)
- Advert approval process
- Current Job Profile
- Selection tests.
- Interview dates/location etc.

When using a generic Job Profile, the recruiting manager might need to be more specific about the job role within the advert content.

The recruiting manager should allow enough flexibility in the process to manage specific requests e.g. information in Braille, CD, large print or easy read.

4.2 **Considering ‘At Risk’ Employees**

Prior to submitting a Recruitment Authorisation Form, the recruiting manager must consider whether or not there are suitable “At Risk” employees within the immediate service area. For further advice, please access the [Managing Change Policy](#). If there are none, the manager can progress with the advertisement. Following advertisement, “At Risk” employees within the Council are eligible to apply for the vacancy, and must be considered in accordance with the [Managing Change Policy](#). Applications should be considered on a priority basis, as defined in the policy.

4.3 **Advertisement of a Vacancy**

All vacancies will be advertised internally on Engage ATS as a matter of course.

All closing dates will be two weeks from the date of publication, unless there are mitigating circumstances not allowing this. Justification for a different closing date must be provided by the relevant Service Director.

For vacancies working with children, young people and vulnerable adults, the following statement: *“Barnsley Metropolitan Borough Council is committed to safeguarding and promoting the welfare of children, young people and vulnerable adults and expects all staff and volunteers to share this commitment”* should be included in:

- Publicity Materials
- Engage ATS
- Advertisements
- Candidate Information Packs
- Induction Training

4.4 **Advert Content**

All adverts should include:

- Job Title
- Location
- Salary
- Essential Criteria e.g. qualifications/experience
- Closing Date
- Permanent/Temporary/Fixed Term (including the end date of the contract)
- Hours of Work
- DBS/BPSS (see para 9.2)
- Summary of Job in Advert Content

4.5 **External Printed Media Advert**

Due to the financial cost of external adverts, wherever possible, the wording should be kept to a minimum.

If larger adverts are required within printed media, such as newspapers, journals or magazines, permission must be sought from Executive Directors and agreed with the Service Director Human Resources and Business Support.

4.6 **External / Internal Web Based Media Adverts**

Internet based adverts do not need to be kept to a minimum and can be advertised on both externally hosted websites and on Engage ATS. This also applies to internal adverts which will appear on Engage ATS, available to Council employees only.

4.7

Submission Deadlines

The deadline for vacancies is Thursday at 2pm, to appear the following Friday (dependent on requested media).

4.8

Approval to Recruit – Electronic Recruitment Authorisation Form (ERAF)

When selecting the appropriate ERAF, managers must consider the type of check needed.

This will ensure that the correct Engage ATS Job Application Form is selected by the Human Resources Recruitment team.

In order to advertise a vacancy either internally or externally, the Human Resources Recruitment Team require a [Recruitment Authorisation Form \(ERAF\)](#) which must be fully completed, including the Part A Exposure Profile. The ERAF will go through a workflow and must be authorised by a Head of Service / Service Director. This will include with the Job Profile, and any other supporting information.

Following receipt of a completed Recruitment Authorisation Form and associated documentation, Human Resources Recruitment Team will prepare the vacancy for advertisement.

4.9

Approval of Adverts / Costs

The recruiting manager will receive the advert proof (and associated costs) for approval, via email from the Human Resources Recruitment Team. Costs will be subsequently charged using SAP to the cost code provided. Any delays in the advert / costs not being approved by specific deadlines will result in a delay in advertising and could incur a cancellation charge (at the discretion of the media).

4.10

Receiving Applications

Recruiting managers will be notified by email when a vacancy is activated. Managers will have access to Engage ATS, so that applications can be monitored whilst the recruitment campaign is active. Applications may be viewed on screen, but they must not be processed until after the closing date.

Following the closing date, another email will be issued to the recruiting manager informing them that the vacancy has closed and to proceed with the recruitment process.

“At Risk”, Internal and Work Choice applicants will be flagged by Engage ATS and must be considered in order of priority, provided they meet the “At Risk” criteria. (Please see [Managing Change Policy](#)).

Engage ATS must be used by the recruiting manager to access application forms, correspond with applicants and can be used to record scores at both the shortlisting and interview stages. Alternatively, if the scores for both the shortlisting and interview stage are completed off-line, recruiting managers must ensure that they are uploaded onto Engage ATS via the ‘Additional docs’ icon on the system.

4.11

Considering Applications

“At Risk”, Internal and Work Choice applicants must be considered in order of priority, as detailed below.

Applications received must be considered in order as follows:-

- Priority 1 'At Risk' applicants:
Women who will be redundant at the end of their period of ordinary / additional maternity leave.
- Priority 2 'At Risk' applicants:
Employees who are under notice of redundancy, or who have been confirmed by an Occupational Health report as being unable to continue in their existing posts.
- Priority 3 'At Risk' applicants:
Employees in receipt of safeguarding pay who are seeking an alternative post to match the contractual earnings of their former salary.
- Disabled applicants who meet all of the essential criteria
- Other internal/external applicants **and** applicants who are participants of the Work Choice Programme

An [AR1 Consideration for Redeployment Form](#) must be completed for 'At Risk' applicants who do not meet the essential criteria on the Job Profile, or if they are not suitable at interview. The AR1 should be retained for a minimum of 12 months (in case of challenge) and can be scanned and uploaded onto Engage ATS via the 'Additional docs' icon, against individual candidates.

Agency Workers are eligible to apply for positions as Internal applicants from day one, but cannot be afforded 'At Risk' status. Please refer to Agency Worker information on the Manager and Employee Hubs' for further details.

5.0 RECRUITMENT AUTHORISATION AND PROCEDURE (Locally Managed Community / VC Schools)

5.1 Establishing a Vacancy

A vacancy will have arisen due to the school creating an additional post or an existing post holder having left their employment. The establishment of a new post on the school structure will be subject to approval by the appropriate committee of the Governing Body. The recruitment to an existing vacant post will be subject to approval by the School Senior Leadership Team.

If the post is a new post, it will require evaluation by Human Resources Pay and Reward Team prior to placing an advert (only applicable for support posts e.g. Administration / Secretary).

5.2

Placing an Advertisement

Schools that purchase the Barnsley HR Services have full access to the facilities of Engage ATS.

The advertisement will require the following essential details:

- Publication that the advert is to be placed in

- Post Title
- Grade
- Hours of work (Term time etc...)
- Requirements for the post i.e. experience, qualifications etc.
- Type of contract e.g. is the post permanent or fixed term
- Deadline
- Contact details for the application pack (not required for online applications)

5.3

External Printed Media Advert

All advertisement requests must be sent to the BarnsleyHRforSchools@barnsley.gov.uk Inbox. The team will liaise with the school's chosen publication and the school, in respect of the advert content. The school will have the opportunity to make amendments to the advert proof and provide final approval of advert content and cost.

6.0 **SELECTION PROCESS**

6.1 **Choosing the Interview Selection Panel**

At least one member of the panel **must** undertake appropriate recruitment and selection training. It is a legal requirement for one member of the panel to have completed the Safer Recruitment Training (Safer Recruitment Consortium) when recruiting to a post working with children. For further information, please visit the [NSPCC Website](#)

The Chair of the panel must be agreed at the start of the process. They will be responsible for co-ordinating the process and ensuring that collective decisions are made.

6.2 **Make-up of the Selection Panel**

There must be a minimum of two people on the selection panel. There should be no single sex panels and the panel should aim to reflect the diverse make-up of the community. Panel members must be able to commit the time required to the selection process and once the panel members have been established, they should remain the same throughout the selection process. If circumstances occur where this is not possible, please seek advice from your HR Business Advisory Service.

For Schools appointments, guidance should be obtained from the [Guidance on Managing Staff Employment in Schools](#).

6.3 **External Representatives and Service Users**

Where the panel includes external representatives or service users, the Chair should ensure that scoring is only carried out by those members of the panel who are - Elected Members; Council Employees; School Governors; Joint Fund Holders or Partners. Any other panel member may take part in the assessment; however, they should not be involved in the final selection. Where a post is jointly funded, the roles and responsibilities should be agreed before the start of the process.

For senior posts in Adult Social Care, the service users will be selected from a panel of individuals who are members of the Service User and Carer Board (A representative Board for health and social care groups in Barnsley with responsibility for influencing forward planning and delivery of services relating to health, well-being and social care).

6.4 **Shortlisting Process**

The shortlisting decisions can be recorded on Engage ATS. Alternatively, if Shortlisting Grids are completed off-line, recruiting managers must ensure that they are uploaded onto Engage ATS via the 'Additional docs' icon on the system.

6.5 Qualifications

Recruiting managers are informed that from the 01 October 2016, the following points are applicable to qualifications:

- Vocational (work-related) qualifications held by candidates must be a minimum of a Certificate. Candidates holding Awards will not be deemed as meeting the essential criteria for the post.
- Employees commencing vocational qualifications in order to achieve the required qualification for their post under the Managing Change Policy must achieve a Certificate as a minimum, with Awards no longer accepted as meeting the essential qualification criteria.

6.6

Declaration of Personal Interests

If it becomes apparent that a panel member has a personal relationship with an applicant which may impact on their ability to be unbiased, they must withdraw from the panel. See [Code of Conduct](#) for further information. Each panel member should individually assess each application form.

6.7

Essential Criteria

The completed application form must be assessed against the essential criteria for the post, as detailed on the Job Profile. Shortlisted applicants must meet all of the essential criteria.

Following the individual shortlisting process the panel should meet and discuss their individual assessments and reach a consensus decision on which applicants are to be shortlisted / invited for interview.

The Chair of the panel should record the panel's collective decision on Engage ATS, utilising the Shortlisting Grid, which will provide the reasons for not shortlisting an applicant. If the Engage ATS Shortlisting Grid is not utilised, the Chair must ensure that the paper format of the Shortlisting Grid is scanned and uploaded via the 'Additional docs' icon on the system.

6.8

Scrutinising the Application Form

The application forms must be scrutinised to identify any inconsistencies; discrepancies; gaps in an applicant's employment history; repeated changes of employment or in the case of teachers a move from a permanent post to a supply, or temporary post.

If the applicant has met the essential criteria but the panel have any concerns, the applicant should be shortlisted and questioned further at interview to explore reasons.

6.9

Employment History

Managers should verify employees 3 year employment history and document any breaks in employment. Engage ATS notes section may be used to record breaks in employment.

To ensure that prospective employees are not concealing associations or gaps, employing departments and agencies should, as a minimum, verify recent (past 3 years) employment or

academic history. Approaches to a previous and/or current employer should not be made without the individual's prior written permission.

6.10 **Desirable / Minor Criteria**

In the event that there are a large number of applicants who meet all the essential criteria, then the desirable / minor criteria can be used to reduce the number of shortlisted applicants.

6.11 **Disabled Applicants**

All applicants with a disability who meet all of the essential criteria must be offered an interview, to ensure they have the opportunity to demonstrate their abilities. The exception being instances where there are internal at risk applicants who must be considered in order of priority (see section 4.11). Appropriate arrangements may need to be made for disabled applicants to attend the interview, in terms of access and support.

6.12 **Employment of Persons in Receipt of a Pension or Redundancy / Severance Payment**

The Council is under a statutory duty to appoint on merit and has to ensure that it complies with all appropriate employment and equalities legislation. The Council will always seek to appoint the best available candidate to a post who has the skills, knowledge, experience, abilities and qualities needed for the post.

If a candidate is an employee in receipt of a pension (this includes ill health pensions) from a public sector organisation including local government, civil service, teachers pensions, police (Civil or Warranted Officers), armed forces, or any other covered by the Modification Order or a redundancy / severance payment as a result of being made compulsory redundant this will not rule them out from being employed by the Council.

The re-engagement of public sector employees can, in some circumstances, provide practical solutions to specific workload / project staffing needs due to their previous knowledge and experience.

The authority will consider applications from persons in receipt of pensions and there is no barrier to such a person being appointed. Pensions Regulations have provisions to reduce pension payments in certain circumstances of those who return to work within local government service. Should an applicant in receipt of a pension be successful, they should be advised that commencing employment with the authority may affect their pension entitlements and they should therefore seek advice from the relevant Pensions Authority.

The authority will also apply the provisions of the Statutory Redundancy Payments Modification Order regarding the recovery of redundancy payments if this is relevant and appropriate.

6.13 **Correct Job Profiles**

Job Profiles or Job Descriptions / Employee Specifications **must** be correct before advertising. This will avoid posts being advertised with the incorrect criteria.

6.14 **Selection Methods**

Managers / headteachers should consider a range of appropriate selection methods, some of which could include:

- Psychometric Testing
- Typing Test
- Aptitude Test
- Presentation
- Observation
- In-Tray Exercise

If testing is used, this should be scored in accordance with the Assessment Scoring System. If tests are included, these should be relevant to the essential criteria and be appropriate for the level of the post.

7.0 PREPARATION FOR INTERVIEWS

7.1 **Before the interview**, if any of the shortlisted applicants have listed criminal convictions or cautions on their application form, the Chair must refer to the Policy on [Employment of Ex-Offenders](#).

7.2 Inviting Shortlisted Applicants for Interview

Pre-employment checks

All managers are reminded of their responsibility for ensuring that all pre-employment checks are carried out, not only for employees who are to work for the Council, but also Agency staff recruited via Matrix. In the case of Agency staff, managers must ensure that evidence has been obtained and checked. For those positions not requiring an Enhanced or Standard DBS check, managers must ensure that the Agency worker fully complies with the Baseline Personnel Security Standard (BPSS). For employees who are to work for the Council managers must again ensure that where the position does not require an Enhanced or Standard DBS check the employee fully complies with the BPSS.

Interviews for all posts must be face to face. The shortlisted applicants must be invited by email to attend the interview via Engage ATS. The email will inform the applicant that they need to bring to the interview originals of the following:

- Qualification certificates i.e. those specified on the Job Profile (in the absence of a certificate a note-headed letter from the awarding body will suffice)
- Proof of their right to work in the UK (See guidance on Preventing Illegal Working for full details)
- Driving licence and insurance documents (only where required as part of the job e.g. driver)
- For posts requiring DBS Checks: a valid passport, a current driving licence (if the applicant has both a valid passport and a current driving licence then they **MUST** bring both of these to the interview), or birth certificate. In addition to the documents already mentioned, the applicant **MUST** also bring evidence of National Insurance number and evidence of Current Address (address evidence must be less than three months old)
- **Police Vetting Checks**
This is only for posts which require unsupervised access to Police sites or systems and other designated posts. This is NOT a DBS check.

If any tests have been arranged, this must also be included in the email so that the applicant can be prepared.

Schools that do not choose to utilise Engage ATS, should access standard letters via the Manager and Employee Hubs': School Recruitment & Selection.

7.3 Requesting References

Engage ATS has the functionality to request references by email (the Job Profile is automatically attached to this email). Where applicants have provided email addresses for each referee, Engage ATS must be used.

For referees whose email addresses are unknown, reference requests can be made off-line, by sending the **Reference Request Letter**; the **Reference Request Form**; and the Job Profile. However by contacting the Human Resources Recruitment Team there is the option for a referee's email address to be added to Engage ATS.

For posts involving contact with children or vulnerable adults, the panel should send for references for **all** shortlisted applicants by emailing Reference Requests via Engage ATS (where email addresses have been provided).

If a shortlisted applicant has **not** given their permission to contact their current employer, the panel should contact them and inform them that, as they have been shortlisted and the post involves contact with children or vulnerable adults, references will now be sought.

For posts which **do not** involve contact with children or vulnerable adults the panel should send for references after the interviews have taken place, but only for the preferred candidate.

If the preferred candidate has **not** given their permission to contact their current employer, the panel will need to contact them and state that, as they are the preferred candidate, references will be required before the appointment can be confirmed.

If an applicant has **not** provided their current employer as a referee, the reason for this should be discussed at the interview. If the applicant is from college, they should provide details of their lecturer, or an alternative professional referee and not family or friends.

For posts working with children or young people, wherever possible a reference relating to a role in which the applicant worked with children should be obtained.

For posts in residential care, 3 references are required.

Character references may be required in Faith Schools; however, this should be in addition to the two employment references.

If a referee does not respond to the request for a reference, the applicant must be contacted to ask them to follow it up or to provide another referee. A reminder can be automatically generated from Engage ATS and an alert sent to the manager once a reference is received.

Managers should document their review and acceptance of personal references if applicable.

7.4 Checking References

For posts involving contact with children or vulnerable adults the panel should open the references **before** interviewing, so that any concerns or issues are identified and can be explored further with the referee and taken up with the applicant at interview.

References should be used appropriately to determine the applicants' suitability. Panel members must not use references for shortlisting purposes.

If the references reveal any inconsistencies or doubts about the person's suitability, the issues should be clarified with the referee and recorded in writing.

Any details about disciplinary action or allegations made should be considered in the circumstances of the individual case. If a sanction is no longer live then it should not be taken into account unless it is related to the safety and welfare of children, young people or vulnerable adults.

7.5 Questioning Against the Criteria

Questions must always relate to the criteria in the Job Profile. However, it is important to probe areas of the application form if more information can be obtained about the applicant's experience, skills and abilities. The panel may decide to set a benchmark score prior to the interviews. This may be particularly useful where there are a limited number of applicants.

Future Council

In addition to the questions related to the criteria in the Job Profile, Recruiting Managers must also explore candidates' knowledge of Future Council and how they, as individuals, would demonstrate the Visions and Values of the Council. Please see Appendix 1.

7.6 Questioning Techniques

There are a number of types of questions that can be used, the main ones being open and closed questions.

7.7 **Closed questions** can be used when checking out facts, and will usually elicit "Yes" or "No" answers.

7.8 **Open questions** can get the interviewee to talk and can often cover the topic in depth. They often begin with "What, Why, When, How, Tell me about, Please describe".

7.9 Inappropriate Questioning

These are any questions relating to:

- Marital status (including children)
- Gender Identity
- Ethnicity
- Disability
- Sexual orientation (including gender re-assignment)
- Religion and Belief
- Age

7.10 Posts involving working with children

An example criteria in a Job Profile for a post working with children may be:

Committed to protecting children and young people, therefore example questions might be:

Tell us about an instance when you have taken action to help protect a child or
Describe the procedures that need to be in place to protect children or
How in your work life so far have you tried to ensure that children are protected?

7.11 Interview Assessment Sheet

When the questions have been agreed, the [Interview Assessment Sheet](#) should be completed identifying the Essential and Desirable / Minor criteria from the Job Profile to be tested at interview, alongside the relevant factor i.e. Relevant Experience, Education and Training, General and Special Knowledge, Skills and Abilities and Additional Requirements. The questions can be recorded on Engage ATS.

The first two boxes should detail the question to be asked to explore the applicant's ability to meet the criteria and the evidence required (model answer).

The third box is for notes to be taken during interview.

Interview Assessment Sheets can be recorded on Engage ATS. Alternatively if the Interview Assessment Sheets are completed off-line, recruiting managers must ensure that they are uploaded onto Engage ATS via the 'Additional docs' icon on the system.

7.12 **Supplementary Questions - Concerns / Discrepancies / Gaps in Employment.**

There may be a number of supplementary questions that need to be asked, dependent upon the individual's personal information supplied in the application form / reference. These can include:-

- Gaps and discrepancies in the applicants employment history,
- The reasons for a history of repeated changes in employment without any clear career progression, or in the case of teachers, a mid-career move to supply teaching or temporary work,
- The applicants' attitude toward children, young people or vulnerable adults,
- Their ability to support the Council's agenda for safeguarding and promoting the welfare of children,
- Concerns or discrepancies arising from the information provided by the applicant and/or a referee and,
- Asking the applicant if they wish to declare anything in light of the requirements for a DBS enhanced/Standard Check / Basic Criminal Record Check.

The panel must be prepared to probe when they feel that the applicant has not given a complete answer.

8.0 **THE INTERVIEW**

Arrangements need to be made to meet and greet the applicants on arrival. The designated person can also be responsible for taking copies of the requested documentation from each applicant.

To ensure a professional interview, the interview should be planned to agree which panel member will ask which questions. All panel members should score applicants in accordance with the following scoring system:-

8.1 **Assessment Scoring System**

0. Does not meet the criterion – showed no evidence of the skills/experience/ability.
1. Barely adequate – evidence only had some relevance.
2. Adequate – evidence was relevant and showed some knowledge and understanding.
3. Good – evidence answered the question and showed knowledge and understanding.
4. Excellent – evidence demonstrated an in-depth knowledge and understanding.

8.2 Undertaking the Interview

Each panel member should record the interview, assess the responses the applicant has provided and score each question on the [Interview Assessment Sheet](#) and then complete the Overall Individual Score box. To avoid influencing other panel members, **do not at this stage discuss an applicant until all panel members have completed making their notes and scores.**

8.3 Selecting the Right Applicant

At the end of the interview process, the Chair should encourage discussion about each applicant's overall performance, including any tests and presentations, to arrive at an agreed score against each question. This will enable the panel to compare all the scores and reach a decision and this must be recorded on each panel member's [Interview Assessment Sheet](#). The Overall Panel Score box is then completed. The panel should appoint the applicant with the highest score against the Essential Criteria. The box to indicate whether the applicant has been selected or not must be completed. Where an applicant is not selected for appointment, the reasons should be given in the box provided.

All interview scores can be recorded on Engage ATS where applicable. Alternatively, if the Interview Assessment Sheets are completed off-line, recruiting managers must ensure that they are uploaded onto Engage ATS via the 'Additional docs' icon on the system.

If a benchmark score was set and the highest score has not met the benchmark, then the panel will need to consider re-advertising the post.

If two applicants' essential criteria scores are equal or very close **and one of the two applicants is disabled, the post must be offered to the disabled applicant.** If there are no disabled applicants and the scores are equal, the panel should add on the scores from the desirable / minor criteria and appoint the applicant with the highest score. If the panel is unable to make a decision, the two applicants must be invited back for further questioning on the existing criteria. The decision must be recorded on Engage ATS.

If the successful applicant is disabled, reasonable adjustments must be considered before the post is offered (see [Supporting Disabled Employees at Work Policy](#) and [Disability and Impairment Leave Policy](#)). Details of any adjustments needed should be included in the Preferred Candidate Email.

8.4 Verification of Qualifications

The Chair of the panel must check the authenticity of qualification documents; photo copies are not acceptable. If the applicant cannot produce an original certificate or a certified copy, or a note-headed letter of confirmation from the awarding body, they will need to contact the awarding body personally to obtain written verification. Where a qualification cannot be verified / produced, then no offer of employment can be made.

8.5 Verification of Right to Work

At the interview, the Chair of the panel must check all applicants' proof of their right to work in the United Kingdom see [Preventing Illegal Working Policy](#). This applies to new starters only.

8.6 Preferred Candidate

Engage ATS must be used to produce all correspondence.

The standard preferred candidate email must be sent via Engage ATS detailing any outstanding checks that are needed e.g. Medical clearance, DBS clearance (where necessary), Overseas Criminal Record clearance (where necessary), Basic Criminal Record Check (where necessary), *a reasonable account of any significant periods (6 months or more in the past 3 years) of time living abroad* (where necessary), and satisfactory references.

Under no circumstances should a verbal offer of employment be made to the candidate.

Engage ATS must be used to produce a preferred candidate email, which will simultaneously issue the candidate with a pre-employment screening medical questionnaire. For those schools, that do not utilise Engage ATS, the relevant email and link are available on the Manager and Employee Hubs': School Recruitment & Selection: 5 Decision Making Process.

8.7 Process Contract Email

All pre-employment documentation, which has to be uploaded onto Engage ATS, will at this stage have been uploaded. However for the majority of positions, the offer of employment will still be subject to a satisfactory Disclosure and Barring Service (DBS) or satisfactory Basic Criminal Records check; therefore it is important that the email clearly states what is outstanding. The email must be carefully edited, appropriate to individuals.

8.8 Unsuccessful Applicants

An email must be sent to all unsuccessful applicants informing them of the outcome of the interview, including details of who they should contact for feedback.

8.9 Feedback to Applicants

The Chair of the panel should not only provide positive and constructive feedback, identifying key areas where the applicant performed well, but also provide feedback for future interviews which could improve the applicant's future overall scores.

8.10 Removal and Disturbance Allowance Policy

Where the successful applicant must relocate to take up the position, the applicant may be entitled to receive some assistance with relocation expenses. See [Removal and Disturbance Allowances Policy](#).

9.0 PRE-EMPLOYMENT CHECKS

In addition to the following pre-employment checks, managers are reminded that references and evidence of the required qualifications also form part of the pre-employment checks. Please refer to [Pre-employment Checks - Document Requirements](#)

9.1 Medical Clearance

No new appointments will be confirmed without medical clearance. The recruiting manager must complete **Part A Exposure Profile** for the post (see section 4.8 Approval to Recruit - Recruitment Authorisation Form) which indicates whether a low risk (short) or high risk (full) pre-employment questionnaire is required (this will automatically be issued with the preferred candidate email).

Please refer to the Manager and Employee Hubs': School Recruitment and Selection; All Documents - for the associated Non-Engage system user documents.

Clearance will be sent by email from the OHU not only to the nominated manager (usually the Chair of the panel), but also to all named panel members on the Recruitment Authorisation Form.

9.2

DBS Clearance

For posts requiring DBS clearance, the verifier must arrange to meet with the preferred candidate to complete the e-Bulk DBS Application Form (the recruiting manager should have already taken copies of the required DBS documents at the interview stage, ensuring that, if the preferred candidate has both a valid passport and a current driving licence, they have copies of both). If the preferred candidate lives some distance away, there is the option to complete an e-Bulk Application Form – ‘applicant not present’. [DBS Identity Checking](#)

9.3

[Guidance](#)

Baseline Personnel Security Standard (BPSS) – Applicable to Council Network Users Only

For posts requiring compliance with the Baseline Personnel Security Standard (BPSS) i.e. Network Users, and where the post does not require an Enhanced / Standard DBS check, the preferred candidate will be required to undergo a Basic Criminal Record check, of any unspent criminal convictions. The Chair of the panel must contact the preferred candidate and advise them to make a Basic Criminal Record check appointment with the HR Safeguarding Team.

[BPSS Policy](#)

10.0 CONTRACT OF EMPLOYMENT

A contract of employment will only be generated when the Chair of the panel has utilised the pre-employment checklist on Engage ATS and has uploaded all the required / applicable recruitment documentation onto the system including, if applicable, any visa documentation. At the point of the pre-employment checklist being approved by the HR Recruitment Team, the Chair of the panel may then contact the preferred candidate to arrange a start date.

[Pre-employment Checks - Document Requirements](#)

The Chair of the Panel must then ensure that the relevant e-form is completed (NS01 or VC01), for storage on the employee's personal file. Further guidance on completing the e-forms can be obtained by emailing: fspayrollandpensions@barnsley.gov.uk or by accessing the Manager and Employee Hubs':

[NS01 New Starter Form - User Guide](#)

[VC01 Variation to Contract Form Change of Position - User Guide](#)

10.1 Assimilation

When a recruitment exercise has taken place involving Assimilation, rather than utilising Engage ATS, recruiting managers are required to upload, as an attachment to the VC01, all the required / applicable recruitment documentation. [Pre-employment Checks - Document Requirements](#) [Managing Change Policy](#)

11.0 COMMENCEMENT OF EMPLOYMENT

On commencement of employment, managers / headteachers must refer to the Council's [Corporate Induction Guidance](#) and [Probationary Period Review Policy](#)

12.0 RECRUITMENT COMPLAINTS PROCEDURE

Should a complaint be raised by an applicant during the recruitment process, the [Recruitment Complaints Procedure](#) should be followed.

13.0 EQUALITY AND DIVERSITY

This policy has been impact assessed by Human Resources, if on reading this policy you feel there are any equality and diversity issues, please contact the Human Resources Manager (Recruitment and HR Safeguarding) who will, if necessary, ensure the policy is reviewed.

13.1 Equalities Monitoring

The Council has a duty under the Equalities Act 2010 to monitor applications for employment.

Equalities monitoring helps to show whether the Council's workforce reflects the borough's diverse community and if practices and procedures are fair to all groups.

Engage ATS, when used appropriately, will record all aspects of equalities monitoring at each stage of the recruitment process. The system is capable of producing a number of bespoke reports, dependent upon the criteria required for reporting purposes.

Monitoring is also necessary in respect of gender, disability, religion and belief, sexual orientation and age at both the shortlisting and appointment stages.

14.0 PUBLIC SERVANTS WITH CUSTOMER FACING ROLES

Recruiting managers are informed that the Government is delivering its commitment to legislate to ensure that every public sector worker, operating in a customer-facing role, speaks fluent English, and is delivering this commitment through Part 7 of the Immigration Act 2016. This creates a duty to ensure that all public authority staff working in customer-facing roles speak fluent English or Welsh, to an appropriate standard.

As such, a Statutory Code of Practice has been developed containing guidance on the standards and practices expected of public authorities when complying with their legal duty under the Act. [Code of Practice](#)

15.0 INCOME TAX AND NATIONAL INSURANCE CONTRIBUTIONS

Payment of salary and wages are assessable to tax under Schedule E (75) [ICTA 1988, S150, FA 2002, S35].

A contract of employment will usually give rise to payment of salary or wage. As such, any payment of salary or wage made by the Council under a contract of employment will be subject to income tax and national insurance in the normal manner.

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Document Control

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|-------------------------|---|
| Implementation Date | |
| Author | Recruitment Team |
| Revised/Updated | November2021 |
| Brief Reason for Change | Changed HR Intranet to Manager and Employee Hubs' |
| Version Control | |

Appendix 1

Our Values and Behaviours – Example Questions

We're A Team

1. Tell me about a time where others you were working with on a project disagreed with your ideas, yet you needed to work with them all? What did you do?
2. Give me an example when you worked with a colleague who was not doing their share of the work. How did you handle it?
3. We have all had times where we've worked in teams that did not get along. Describe a time this has happened to you. What happened? What role did you take? What was the result?
4. What are some of the things you are doing to ensure the effectiveness of the team you are leading?
5. Have you been on a dysfunctional team? What did you do as a team member or team leader to address the problem?
6. How do you encourage people on your team to express their ideas and opinions? Can you give an example?

We're Honest

1. What values do you use to guide your work? Describe a time where these were challenged.
2. Describe a time in your career where you thought that complete honesty was not the right thing to do? Why did you think this? What did you do?
3. We all have times where we are asked to implement policies that we do not agree with. What have you done in this situation?
4. If you can, tell me about a time when your trustworthiness was challenged. How did you react/respond?
5. Tell us about a specific time when you had to handle a tough problem which challenged fairness or ethical issues?
6. Trust requires personal accountability. Can you tell me about a time when you chose to trust someone? What was the outcome?
7. Discuss a time when your integrity was challenged. How did you handle it?

We'll Be Excellent

1. Describe a project or idea that was implemented primarily because of your efforts. What was your role? What was the outcome?
2. Tell us about an innovation that you've introduced in your work area?
3. What have you done to introduce change or redefine the way work gets done in your area?
4. What type of efforts are you making to serve your customers and exceed their expectations?
5. How are you gathering feedback from your customers and how do you use this feedback?

6. Please describe a situation where you have actively sought dialogue with a service user to improve services they receive – how did you go about this and what was involved?
7. Tell us about a time when you have helped someone develop a plan to achieve their goals? What was your role? How did you contribute?

We're Proud

1. What are you most proud of in your working life?
2. How would you ensure that you embrace the Councils' values in this role?