

Isle of Wight Council
**SAFER RECRUITMENT
POLICY**
2014 - 2016

1 Document Information

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3 Policy Statement

Elected members together with the senior management team are fully committed to safeguarding and promoting the welfare of children, young people, vulnerable adults and older people we work with and expect all staff and volunteers to share this commitment. It is recognised that this can only be achieved through sound procedures, good cross council and interagency co-operation (including our partners) and the recruitment and retention of competent, motivated employees who are suited to, and meet the clearance requirements to work in the roles they undertake. The council has a statutory duty to appoint based upon merit.

3.1 Valuing Diversity

The Isle of Wight Council recognises the value of, and seeks to achieve a diverse workforce which includes people from different backgrounds with a range of skills and abilities. We are committed to ensuring that the recruitment and selection processes operated by the council are conducted in a manner that is systematic, efficient, effective and promotes equality of opportunity. We will actively enforce our obligations under law to not discriminate against applicants for employment on the grounds of age, gender (including gender reassignment status), sexual orientation, marital/civil partnership status, disability, race, belief or whether someone is pregnant or on maternity leave.

3.1.1 Rehabilitation of Offenders Act 1974

Some positions will be exempt from the Rehabilitation of Offenders Act 1974, which means that applicants applying to work in positions described as 'regulated activity' that includes undertaking tasks that involves regularly caring for, training, supervising or being solely in charge of young people under the age of 18 children or any form of treatment or therapy; or form of training, teaching, instruction, assistance, advice or guidance provided wholly or mainly for adults who needs care because of their age, health or disability. There are also certain occupations that include teachers, chartered or certified accountants, lawyers, social workers and jobs that include licensing that are exempt from the Act. In these instances all applicants will be required to declare spent and unspent convictions, cautions and bind overs and must undertake to have a Disclosure and Barring Service (DBS) check at the level appropriate to the job. Supporting guidance on the appropriate DBS check, is available [HERE](#).

We are committed to ensuring people who have been convicted are treated fairly and given opportunity to establish their suitability for a position.

4 Pre-recruitment process

The objective of the recruitment process is to attract, select and retain staff who make a positive contribution to the success of achieving the objectives of the service, and in doing so assist in the delivery of the council's key priorities and agreed outcomes. The same principles apply to volunteers and people seeking work experience with the council (for more information on volunteers see section 5). Making the recruitment experience a positive one ensures that the council is making a good impression on potential employees from the outset. Carrying out well planned and considered recruitment processes helps to reduce the risk of making a bad selection decision that may cause problems in the workplace in the future, as well as failing to meet safeguarding requirements.

4.1 Recruitment planning and advertising

It is essential to have an accurate and up to date job/role description and person specification that has been job evaluated. Before considering replacing a vacant position, managers should consider the following options:

- A transfer of work/responsibilities to other staff
- Restructure or re-design of work/the team to accommodate workload
- Reducing standard of service provided
- Acting up potential within team

If it is decided that a position must be recruited to then the 'Vacancies Form' must be completed for the vacancy to be sent to authorisation panel for approval. All Children's Services positions require further approval from the management team at Hampshire County Council. Please note the following process;

Posts that are determined as being 'front line' which includes adult social care (social worker's etc); those providing front line care in care homes and other residential establishments; and leisure centre attendants are automatically classed as being approved. Complete section 1 [HERE](#).

Vacancy replacement requests for existing staffing posts or other contractual changes to include: adjustments to contractual working hours; voluntary redundancy; acting up allowances/ secondment/ short term engagement of agency staff; severance costs/tribunal awards, etc. will require email agreement that the budget is available and Head of Service approval. Once this is gained the form needs to be completed at section 2 [HERE](#) in order to be sent to authorisation panel for approval before being allowed to proceed with recruitment.

All restructure requests, or additions to establishment will require approval from Corporate Management Team (CMT) following email agreement that the budget is available and Head of Service approval. A business case will need to be completed [HERE](#). Once this is completed the vacancy form also needs to be completed at section 3 [HERE](#) in order to be sent to CMT for approval before being allowed to proceed with recruitment.

Authorisation may not always be granted for vacant positions.

4.1.1 A structured approach to recruitment

Taking a structured approach to recruitment will:

- Minimise the risk of appointing someone who is unsuitable
- Ensure that the competencies identified on the person specification are met

- Enable managers to track that all processes are undertaken step by step
- Make sure that records of processes and decisions are kept

Following a rigorous process will help managers to avoid:

- Making assumptions about an individual's suitability without written evidence
- Inconsistency of processes based upon the position or candidate
- Making personal judgements

4.1.2 Advertising a vacancy

Certain professional roles that are identified in the business case may well require targeted advertising in national and professional journals/periodicals or through the use of social media. Depending upon the job the usual process for advertising a vacancy is listed below:

- Circulate adverts to those on the redeployment list, and if no interest followed by;
- Advertise jobs internally, and if no interest followed by;
- Advertise jobs externally.

This process is the standard route for advertising vacancies, but approval may be sought within the business case to amalgamate these stages.

The following paragraph should be included in all job adverts

The Isle of Wight Council is committed to safeguarding and promoting the welfare of children and vulnerable adults and operates stringent safer recruitment practices.

More information on preparing adverts can be found at section 6.

4.1.3 Job Descriptions and Person Specifications

The job description and person specification requires careful thought. Everything that will accompany the job description and person specification such as application form, information/guidance for applicants must be up to date. Any relevant information about the vacancy should make reference to the responsibilities that the person will have, including for safeguarding, once the position is filled.

Spending time on this part of the process will make selection decision making much clearer, straightforward and reduce the risk of a poor appointment.

Your job/role description should include:

- The job purpose – why the job exists
- Where the role fits in relation to the team and the Council
- The main duties and responsibilities of the role and expected outcomes to be delivered
- The specific safeguarding responsibilities of the post holder, including the group that the person will work with (children or adults)

A model blank job description is available at Appendix 1

The job description will carry the following paragraph

The Isle of Wight Council is committed to safeguarding and promoting the welfare of children and vulnerable adults and operates stringent safer recruitment practices.

The person specification is the tool we use to describe the characteristics of the person that is needed to undertake the role. The competencies of the job should be clearly stated and describe what is expected of the person and how they are expected to deliver to the standard of the job. The person specification should include:

- The experience, knowledge, skills and abilities and qualifications if a requirement and/or alternatives that may be considered appropriate in the absence of formal qualifications
- Whether the experience, knowledge, skills and abilities are essential or desirable to undertake the role
- Whether the experience, knowledge, skills and abilities will be determined through the application process, at interview, tested or a combination
- Descriptions that clearly define the competencies of the role and how people are expected to demonstrate them
- How the safeguarding responsibilities of the position are to be delivered

A model blank person specification is available at Appendix 2

5 Volunteers and work experience

Any volunteers who are supporting council services are seen by users of these services as being safe and trustworthy. To ensure that all volunteers are appropriately appointed it is essential that the same principles of recruitment and selection are followed. Managers must ensure that a rigorous process is carried out when volunteers (including work experience placements) are intending to spend time in any council work environment:

- An application to volunteer or undertake work experience must be completed along with a declaration of offences form
- Checks are undertaken (including a DBS check for anyone working in an unsupervised capacity with children and vulnerable adults or who has access to their personal information through council systems)
- References are sought (which are verbally followed up for anyone working with children and vulnerable adults)
- Face to face interviews with prospective volunteers and work experience applicants

Further guidelines for both managers and volunteers can be found [HERE](#)

6 Advertising

The Council very rarely advertises jobs in print, but it uses an advert format to attract and promote a vacancy via iWight.com and in other ways including newspapers, online Jobs Boards and social media. The purpose of the advert is to clearly describe the purpose of the job and the skills and characteristics of the person needed to undertake the duties. The advert should use plain English and be brief but provide clear descriptions

6.1 Adverts should contain the following information

- The job title
- Expected working patterns where they exist
- Whether available for job share or other flexible working options that might be available
- The requirement of the job, if the title isn't explicit
- Any essential requirements of job applicants to do the job
- A brief description of the team and service and what it is seeking to achieve
- Contract terms e.g. permanent/fixed term
- How to apply e.g. providing clear and friendly instructions on what the applicant must do to apply for the job, what additional information will be required (if applicable) and the closing date
- Give a name of a contact person with details (such as telephone number and/or email address) if an applicant wants more information. Please ensure that this number is attended during the vacancy period and that requests for information are followed up.

Avoid

- Using words such as young or mature, in both adverts **and** in job descriptions
- Asking for 'years experience', just ask for experience
- Stipulating a particular group that you aim to recruit from (such as older workers)
- Images in adverts that could be considered discriminatory

If you are unsure about the advert, please speak to Human Resources.

6.1.1 Templates

Advert templates can be found on the HR intranet pages to ensure that the Council presents a consistent image [HERE](#).

6.1.2 Advertising a vacancy

The Shared Services team at Westridge take care of a number of recruitment processes that include pre-recruitment checks and placing adverts for vacancies. Their mailbox is adverts@iow.gov.uk. Vacancies are placed in the Council's vacancy sheet, for both internal and external advertising. External vacancies appear on www.iwight.com. Vacancies advertised in the County Press and on Isle of Wight Jobs signpost people to www.iwight.com.

If approval has been given for adverts to be advertised externally (for example a 'hard to fill' specialised post) then it is possible that the team at Westridge in partnership with the Council's Strategic Partnerships team can help to identify appropriate periodicals or websites that attract a specific readership. You are likely to be aware of any specialist trade journals which may be suitable. However, these periodicals can often be expensive to advertise in. Isle of Wight Jobs is a local business that specialises in promoting vacancies through its social media channels, often at a more modest cost than with print media.

7 Application forms and information packs

It is important to ensure that the correct application form is used, and that it is accompanied by the essential supporting information, some of which is required by law to be returned by the applicant.

7.1 Application forms

The council provides application forms and recruitment forms, which can be found [HERE](#).

Each form is suitable for different purposes. There is a form just for teaching staff. The two forms that are used for non-teaching staff are used if

- You are recruiting to a position that doesn't require a DBS check
- You are recruiting to a position that does require a DBS check

It is not good practice to accept curriculum vitae drawn up by the applicants in place of an application form. It may not contain the information that managers need to ensure that the necessary forms are completed upon appointment, and may also mean that applicants only include the information that they want you to see.

7.1.1 Information pack to candidates

The pack should include a copy of:

- The application form, and explanatory notes about completing the form
- The job description and person specification
- Additional employment form
- Declaration of offences form
- Equality Monitoring form
- A safeguarding statement (if applicable)
- Policy statement for the employment of ex-offenders
- Any further documents that provide information on the job

At this stage it is good to be prepared as a panel to have the dates for face to face interviews in diaries. Interview dates should be included in the information pack provided to candidates.

8 Scrutinising and shortlisting

It is important that a panel is created who will undertake the scrutiny, shortlisting and selection process. It is good practice to ensure that this panel is made up of the same people throughout the process, and if this is not possible then there should be, as far as is possible, consistency of a core or core members who oversee the process throughout to the final selection decision. The panel should contain a minimum of two people, one of whom should act as chair.

The panel chair and panel members should have undertaken Recruitment and Selection training, appropriate Safeguarding training and Equality and Diversity training every three years.

At this stage the panel should determine what selection methods it is going to use before scrutinising and shortlisting.

8.1 Selection methods

The panel interview is a standard method for identifying a successful candidate. There are a number of other methods that can be used to support a more robust decision. One or more of these methods can be used depending on which are most suitable to help you to decide who is the best candidate for the job and how much time you may have to analyse the results;

- Psychometric tests
- In tray exercises
- Group exercises
- Tests
- Observed scenarios
- Presentations

Choosing to use different or extra methods of selection depends on a range of factors. These include whether you need to trim down the number of applicants to a more manageable cohort for interviewing; you need to assess the skills of individuals; you want to observe how people respond in work situations; it is necessary to test claims made by an applicant that they can do what they say they can do.

It is important that when assessing the results of these tests that they are done objectively, and by people suitably skilled or qualified to do so. Preparing for additional selection methods takes time, so bear this in mind as part of the recruitment process. You may need a venue, people to attend and ways to record results.

Applicants should be aware that you wish to use additional selection methods. This must be clear in all communication, and you must explain what will happen, when, how long these tests will take and that they will form part of the whole selection process.

It is essential that records of the results and subsequent discussions are held and that these form part of the overall selection decision. This will make a process robust and defensible against any future challenges.

If you want advice on additional methods as part of the selection process, speak to your HR Business Partner.

8.1.1 Scrutiny – general principles

All applications must be thoroughly scrutinised to ensure that they are fully and properly completed, that this information provided is consistent and doesn't contain any discrepancies. It is important to identify any gaps in employment.

Incomplete applications should not be accepted.

Any anomalies or discrepancies or gaps in employment identified by the scrutiny should be noted so that they can be taken up as part of the consideration of whether to short list the applicant.

As well as reasons for obvious gaps in employment, the reasons for a history of repeated changes of employment without any clear career or salary progression, or a mid-career move from a permanent post to a fixed term post, also need to be explored and verified.

8.1.2 Shortlisting

All candidates must be assessed equally against the criteria contained in the person specification without exception or variation (except in respect of the 'double tick standard, see 8.1.3). An example shortlisting form is provided at Appendix 3 and can be found [HERE](#).

Shortlisting panels should guard against shortlisting known candidates who do not meet the person specification.

It is important to score the shortlisting consistently. A guide to scoring in order to shortlist is provided at Appendix 3.

Ensure that:

- All applications are read at least once assessing against the content and relevance to the person specification
- Panel members check off all of the essential criteria from the application form first
- Selection criteria is applied to all candidates in a structured and consistent way
- Gut reactions or snap decisions are avoided based on an initial assessment of the application form
- All panel members remain objective
- The records of the shortlisting must be consistent and the decisions clear as they may need to be justified if challenged.

As a panel it may be necessary to set a threshold to ensure that only a certain number of applicants progress to the next stage. If the panel decides to do this it must ensure that any criteria other than shortlisting against the person specification is taken into account and the scoring adjusted accordingly and notes kept.

8.1.3 Double tick standard

The Council is committed to the double tick standard, which means that if an applicant who declares a disability meets the essential requirements of the person specification then they must be given the opportunity to attend the selection interview (and other assessment methods if appropriate).

8.1.4 Informing unsuccessful applicants

When people make the effort to complete an application form for a job it can be very disappointing when they hear nothing. The Isle of Wight Council wants to remain at the top of

people's lists of potential employers when they are applying for vacancies, so it is important that we promote a positive image even if they are unsuccessful.

It is recommended that if there are a lot of applicants for a job then the recruiting manager send an email message to applicants. Suggested wording is available [HERE](#).

9 References and checks

The purpose of seeking references is to obtain objective and factual information to support appointment decisions. They should always be sought and obtained directly from the referee.

9.1 Best practice

Do not rely on references or testimonials provided by the candidate, or on open references and testimonials i.e. 'to whom it may concern'. It is not unknown for candidates to forge references. Open references and testimonials may be the result of compromise agreements and are unlikely to include any adverse comments.

Ideally references should be sought on all short listed candidates, including internal ones unless people are already working in the team, and should be obtained before interview so that any issues of concern they raise can be explored further with the referee. In jobs where clearances are required then it is appropriate to follow up whether claims of experience or particular qualifications are verified by the referee and written confirmation of the facts provided. This can be done by telephone. In exceptional circumstances it might not be possible to obtain references prior to interview, either because of the delay on behalf of the referee, or because a candidate strongly objects to their current employer being approached at that stage.

In any case where a reference has not been received prior to the completion of the selection process, no candidate should be appointed until two satisfactory references have been obtained and any concerns or issues are resolved.

9.1.1 Seeking references

The model reference letters and proformas (see Appendices 4 to 8) should be used when seeking references. There are different proformas that should be used depending upon the job. All requests for references should seek objective verifiable information and not subjective opinion.

Some employers are choosing to use their own standard format to provide references. Some jobs will explicitly require information from a current or previous employer about an applicants conduct, ability, suitability and potential to fulfil the requirements in the person specification, but in most instances the applicant should ensure that at least one reference is from their current or most recent employer. It is essential that referees provide a full and complete reference that meets the requirements of the proforma reference.

If all questions have not been answered or the reference is vague or unspecific, the referee should be telephoned and asked to provide written answers or clarification as appropriate. Managers may find that referees are unwilling to provide more than basic information and they cannot compel them to do so. In all cases where the position has been determined as requiring a DBS check, managers should verbally follow up when a reference has been received to clarify any information that has been provided and keep a written record of what was discussed, which should then be attached to any recruitment documentation and filed on the prospective employees HR file.

Information provided on a reference should be compared with the application form to ensure that the information provided about the candidate is about his/her employment with the referee and is consistent with the information provided on the form. Any discrepancy should be taken up with the applicant at interview and a written note made of the applicant's response, which should be incorporated into the other interview notes/proforma that should be kept as part of the interview process.

When an applicant requests that references are not approached prior to interview, this should be respected, but any successful candidate who has made this request must be informed that their appointment will only be confirmed upon the receipt of successful references as described above. These references must be sought immediately once the candidate has given their consent. The same principle applies if references fail to arrive prior to the interview taking place.

Internal candidates

Candidates moving from one role to another within the council will require only one reference from their current line manager.

Waivers

References may only be waived if the candidate is making a downwards, sideways or promotional move within their existing team and the recruitment process is being undertaken by their existing line manager.

9.1.2 Causes for concern

Any information about past disciplinary action or allegations or criminal convictions should be considered in the context of the original case. Cases in which an issue was satisfactorily resolved some time ago, or an allegation was determined to be unfounded or did not require formal disciplinary sanctions, and in which no further issues have been raised, are less likely to cause concern than more recent or serious issues. Some past disciplinary action should be disregarded and/or not even referred to by the provider of the reference as it will have been 'spent' and presumably should have been expunged from the employee's HR file after a reasonable period of time (excluding information in respect of the Rehabilitation of Offenders Act, in which case further advice from your HR Business Partner should be sought).

If the references highlight a history of repeated concerns or allegations over time they will be likely to be a cause of concern, and again these should be discussed with the applicant.

If the job requirements involve working with, or handling personal information on children, young people or adults in receipt of care and if an applicant is not currently employed with working with these groups, it is advisable to check with the establishment the role they were last employed in and reasons for leaving. Checking back over a number of previous roles may be necessary to provide a more complete employment history.

9.1.3 Providing references

References that are being provided about an employee's work with the Isle of Wight Council must be signed off by the relevant Head of Service or Strategic Manager before being released.

References must be true, accurate and fair and not create a misleading impression. This applies to the whole reference, and not just sentences that can be misread out of context. Managers providing professional references have a duty of care to the council, to the recipient of the reference, and also to the individual to whom the reference refers. The council as well as the person who gave the reference could be held liable for providing a negligent reference.

Being asked to provide a reference is not an opportunity to raise issues or concerns about an employee that have not previously been raised with them direct. It would not be appropriate,

therefore, for you to highlight any issues or concerns in relation to the employee's capability to undertake their role if you have not already raised these concerns with the employee direct, in accordance with the Council's Capability Procedure.

Information about sensitive personal data cannot be provided without the subject's explicit consent. This information may include:

- Race
- Gender
- Age
- Disability
- Sexual orientation
- Marital status
- Pregnancy or maternity status
- Status of gender reassignment
- Religion or belief
- Physical or mental health
- Trade union membership
- Criminal offences

The number of sick days can be confirmed only if an individual is conditionally offered the position, but the reasons for absence may only be provided with the subject's explicit consent.

Managers must be clear upon which the basis of a reference is being provided. This may include:

- The referee's relationship to the subject
- The length of time the manager has known the subject
- The date of writing the reference

Managers may include a disclaimer within a reference that states "This reference is given to the addressee in confidence and only for the purposes for which it was requested. It is given in good faith but neither the writer, nor Isle of Wight Council, accepts any responsibility or liability for any loss or damage caused to the addressee or any third party as a result of any reliance being placed on it."

If a reference is challenged this must be raised with the appropriate Head of Service or Strategic Manager and HR Business Partner.

If a manager is asked to verbally clarify information provided in a reference, the original written reference must be referred to, and opinion or deviation from the original statements left unchanged. If further information is provided that was not contained on the original reference, then this must be recorded, kept with the original reference, and followed up in writing to the requester.

9.1.4 'Off the record' references

There is no such thing as off the record references and this must be made clear to anyone requesting such a 'chat'. It should be borne in mind that it is not uncommon nowadays for people to record telephone conversations and/or at least to make and keep a written record.

9.1.5 Character or personal references

All references provided by council managers on council headed paper and using council job titles and council contact details must only ever be treated as professional references. If a

request is made to provide a character or personal reference then this cannot be made on council headed paper, using a manager's job title or referring to any council contact details such as addresses, telephone numbers or email addresses.

9.1.6 DBS and pre-employment checks

The Disclosure and Barring Service (DBS) helps employers in England and Wales to make safer recruitment decisions. A number of jobs within the Council require that checks are carried out before a person starts employment, and after a period of time during their continuing employment.

The type of roles that require checks include those that involve work with children, young people and adults in receipt of care or support, but there are a range of jobs within the Council that may require checks to take place.

The general rule is that any job where someone has unsupervised access to children or adults on a frequent, intensive or overnight basis will require an enhanced DBS check. Certain professions will also require a DBS check. Risk assessments must be undertaken by managers to determine if a DBS check is appropriate, and the flowchart at Appendix 1 of the manager's guidelines is designed to support this process. Further information about the work of the DBS is available [HERE](#).

Below is an indicative list of jobs and professions that are likely to be found across the Isle of Wight Council that require a DBS check.

The type of jobs that require DBS checks include:

- Licensing staff responsible for issuing taxi driver licenses
- Leisure centre staff who have unsupervised access on a frequent, intensive or overnight basis which includes supervising carers at leisure facilities (see clarification box at Appendix 1)

Professions that require DBS checks include:

- Social workers and social care assistants
- Teachers
- Barrister and solicitor
- Chartered accountant and certified accountant
- Registered health professionals
- Registered foreign lawyer
- Legal executive

If an unsupervised job (or unsupervised volunteer position) takes place in one of the following locations, then an enhanced DBS check will automatically be required:

- Schools
- Pupil Referral Units
- Childcare premises (inc. nurseries)
- Residential children's homes
- Children's centres
- Adult care homes

For more comprehensive information on the DBS process please refer to the [EMPLOYMENT SCREENING POLICY](#).

Teaching jobs may require additional levels of checks for teachers who may have a sanction/restriction applied by professional bodies within the EEA. This can be checked by the relevant employing body through [NCTL Teacher Services](#). Further information is available through the [EMPLOYMENT SCREENING POLICY](#).

10 Using agency workers

The council uses temporary workers to fill vacancies on a short term basis that cannot be filled through the traditional recruitment processes.

10.1 When will agency workers be used?

The council will only use temporary workers following receiving appropriate approval and to allow for flexibility on a short term basis. The council will hire agency workers to assist when:

- Occasional work projects require them (often as a result of a procured tender exercise)
- Inability to recruit to key, critical roles
- Sudden demands for additional staff
- Absence of employees possibly due to long term sickness absence

10.2 Process for finding agency workers

The Council has an agreement with Matrix SCM to provide all temporary agency and interim workers. Matrix require agencies working with them to undertake pre-employment checks before they are made available to the council. This arrangement does not cover consultants or interim cover for senior managers. Please see [Guidelines for the Use of Agency Staff](#) for more information. Also please see the [DBS Guidance for Managers](#) for further information and 10.2.1 below.

10.2.1 Protocol for the engagement of agency based social workers in England

A protocol for the use of agency based social workers is available [HERE](#)

10.3 Employing agency workers

All agency workers will be given the same access to the council's facilities in the same way as any other employee. This access will be from the first day of the agency worker's assignment with the council. The line manager will provide details to agency workers of the council's facilities on the first day of their assignment.

From the first day that the agency worker begins with the council they will be entitled to view and apply for any internally advertised vacancies. Managers should be aware that after 12 weeks of commencing the assignment, agency workers will be entitled to the same basic pay and working conditions as someone directly recruited to a position. This will include pay, rest breaks and annual leave entitlement, plus any appropriate shift or rota allowances.

11 Interviews

The face to face interview remains a significant method of deciding who will be appointed to a vacancy, although you should consider other methods of testing applicants as the results from these can be very helpful. As mentioned in the scrutinising and shortlisting section the decision following an interview can also be made with other factors being taken into consideration (such as the scores of tests (including in-tray exercises, psychometric assessments and other relevant tests) or activities (presentations, observed tasks etc).

11.1 Invitation to interview

When arranging an interview a reasonable amount of notice must be given to the candidates and dates arranged with the interviewing panel. It is good practice to use the same panel who have undertaken shortlisting to also conduct the interviews. The panel should establish the timescales for the interviews, and timetables should be arranged in advance and the dates issued with the recruitment packs.

Arrangements, where possible, should be made for unexpected situations, such as sickness of panel members or rooms for interviews suddenly becoming unavailable.

In order to ensure that all shortlisted candidates are given a fair and equal chance of attending interview, consideration must be given to applicants with any specific needs, and reasonable adjustments must be made in order to accommodate their requirements. Failure to do so may lead to claims of unfair and discriminatory practice.

In addition to the arrangements for interviews – date, time and place, directions to the venue, membership of the interviewing panel, instructions to bring details of qualifications and evidence of identity/eligibility to work in the UK – the invitation should remind candidates how the interview will be conducted and the areas it will explore including, where appropriate, suitability to work with children, young people or vulnerable adults. If stakeholders are to be used in either a formal or informal capacity then this should be included, detailing who they are and what role they will play in informing the final decision. A copy of the example invitation to interview letter can be found at Appendix 9.

Managers should ensure that they stress that the identity of the successful candidate will need to be checked thoroughly to ensure that the person is who she or he claims to be. Details about the pre employment checks and evidence of identity that are required can be found in the [Managers Guidance for the Prevention of Illegal Working](#) and the [Employment Screening Policy](#).

It is important to inform all candidates applying for a post that will involve working in an unsupervised capacity with children, young people and adults receiving care that they will be required to complete an application for a DBS Enhanced Disclosure straight away.

11.1.1 Documentary evidence

Shortlisted applicants must provide original or certified copies of documentary evidence, for example, educational and professional qualifications. If a candidate cannot provide the original document, then they must obtain a letter confirming the qualification from the awarding body.

Original documents for all evidence proving identity must be given. Photocopies are not acceptable. Copies of all documentary proof of both qualifications and identity must be taken

and held with the application form and disclosure of criminal offences form. This information will be held on the successful applicants personnel file.

11.2 Interview panel

Although it is possible for one person to conduct an interview, this is not recommended. A minimum of two people and preferably three interviewers will allow for a more robust process. This allows for one person to ask questions and listen to responses, whilst the other panel member/s observe and take notes. This also reduces the risk of any dispute about what was said or asked at interview.

11.2.1 Panel members

The members of the panel should:

- Have the necessary authority to make decisions about appointments
- Be appropriately trained in Recruitment and Selection and have received the appropriate Safeguarding training and Equality and Diversity training, details of which can be found on the Personal Development link on SAP self service for Council staff
- Meet prior to the interviews to be clear as to the desired standard for the job to which they are appointing, consider issues to be explored and decide who will ask questions about each of those, and agree the assessment criteria/scoring in accordance with the person specification

The panel should agree a set of questions that they will ask that relate to the requirements of the post, and how these should be scored. The matrix at Appendix 9 should be used for scoring, and a score sheet should be used for each member of the panel. Scores should be aggregated at the end of the interviews and the average scores used when making the final decision. The panel should also decide how they will follow up on answers and what supplementary questions they may wish to ask.

Where a candidate is known personally to a member of the selection panel it must be declared before shortlisting takes place. It may be necessary to change the selection panel to ensure that there is no conflict of interest and that the council's Code of Practice and equal opportunity principles are adhered to. Should there be any uncertainty please contact Strategic Human Resources for advice.

Good interviewing techniques should include:

- Introducing yourself and panel members and explaining your role
- Explaining how the interview will proceed
- Keeping to time
- Dressing appropriately (you are representing the Council)
- Maintaining eye contact
- Listening more than you speak
- Be interested in what you are being told
- Digging deeper by asking probing questions
- Having water at hand
- Being considerate of nervousness, allowing time for questions to be answered
- Explaining about what will happen after the interview and timescales for responding

For more detailed information about the interview process itself please see 11.3 Interview Scope.

11.2.2 Competency based approach

The person specification will provide the basis upon which to construct questions. The questions should seek to gain evidence from the candidate how they have responded to, or dealt with, in an actual situation, or questions that test a candidate's attitudes and understanding of issues. In order to get a clear picture of someone's competence, or ability to do the job, the questions should relate directly to the specification that has been prepared. The National Careers Service provides guidance for job seekers on the type of questions asked by interviewers, you may find some of the [topics and model questions](#) helpful.

It may not always be possible to recruit a fully experienced person, but using competency based questions it is possible to identify potential that can be developed to meet the needs of the vacancy.

Example: Using a person specification that states 'Demonstrates practical experience of using risk assessments in a busy work environment to reduce accidents'. A question for someone who has stated that they have experience of using risk assessments could be:

'Tell me about how you have used risk assessments to reduce accidents?'

A question for someone who has not stated the use of risk assessments could be:

'Tell me about an occasion when you have assessed a risk and what action did you take to avoid an accident?'

11.3 Interview scope

The interview should assess and evaluate the applicant's suitability for the post. In addition it is important that the interview panel considers the following issues.

The panel chair should:

- Welcome the candidate and introduce panel members and explain what will happen and how the selection process works
- Ask questions and direct other panel members to ask questions, either in turn or based upon a prearranged system
- Supply information to the candidate about the job, the area they are recruiting to and the council, including pay and conditions
- Thank the candidate for attending, inviting any questions and informing them of when a decision is likely to be made
- Check the documentation that has been requested has been provided
- Ensure that all panel members have recorded their comments and scores (see 10.3.3)
- Lead the evaluation process and ensure that the process is managed fairly and that differences of opinion are recorded and addressed before settling on a successful candidate and a reserve candidate (if appropriate)
- Make sure that the outcome of the selection process is communicated to each candidate as quickly as possible, by telephone followed by a formal letter. The chair should also offer to provide feedback if the candidate requests it.

11.3.1 Attitude

Vacancies that exist for people being brought into contact with children, young people and adults receiving care will need to consider:

- The candidates attitude towards these groups
- His/her ability to support the council's agenda for Safeguarding and promoting the health and welfare of these groups

- What is the motivation behind working with these groups
- What is the understanding of establishing appropriate relationships and personal boundaries with people within these groups
- Emotional resilience in working with the behaviours demonstrated by people within these groups

11.3.2 Concerns and clarification

The panel should probe if there are any gaps shown in the candidate's employment history. This could indicate time spent abroad, travelling, for example, that may be a smokescreen for more serious instances, such as prison sentences served overseas.

The panel should also challenge any discrepancies arising from information provided by the candidate and/or a referee.

It is important to ask if the candidate has anything that they wish to declare in light of the requirement of a potential DBS check. The same applies if the panel doesn't have all references back, the candidate should be given the opportunity to discuss or declare anything that may come to light as a result of contacting the referees. Model questions that may be used in safeguarding recruitment interviews are available at Appendix 11.

11.3.3 Maintaining records

Notes should be kept of each interview. Score sheets should also be retained. All records relating to interview decisions should be kept for at least six months. Should any candidate complain of unfair selection or discrimination these notes should be referred to.

11.3.4 Stakeholder involvement

There may be occasions when stakeholders are involved in assisting the decision making. This should be made clear when providing interview information to candidates. This is often commonly used in schools during the appointment of teachers, but is also a requirement for appointments of workers who will have substantial contact with children and young people, or when the worker will oversee such work. Using stakeholders should not be considered to be an 'add on'. Rather it is an essential aspect of recruitment in some sectors and the panel chair has a responsibility to integrate stakeholder involvement throughout the process, which includes considering the scoring of stakeholders if it is clear that their views will be sought and used in recruiting a new employee.

Young people should be involved in the recruitment of managers, senior staff or workers who will be involved in the development of their services. Consideration should be given to whether having a separate young people's panel would also be beneficial. A protocol for the involvement of young people in the recruitment of new staff is available [HERE](#).

Stakeholders can include members of the community, service users, school children and parents. Example situations when stakeholders are included can be:

- On interview panels
- Conducting tours
- Attending 'meet and greet' sessions
- Observing or scoring on selection tests or presentations

All stakeholders must be trained suitably to undertake recruitment processes (including note taking and scoring). This will include needing to be aware of the Council's recruitment

processes, understanding Safeguarding responsibilities and Equality and Diversity considerations.

Using stakeholders may not always include acting as a panel member. Stakeholders may develop tests and assessments that help compliment the process, and this may make the recruitment process more relevant to what type of person they are hoping to recruit. The panel chair must liaise closely with stakeholders throughout the process to ensure that the entire process is consistent, clear and delivered in a timely manner.

Any feedback used by the recruitment panel provided by stakeholders that forms part of the decision making must be properly recorded and kept with all other notes relating to interview decisions. If stakeholder feedback is not being used to inform the selection process then candidates (and stakeholders) must be made aware of this, and if this is the case then the panel must not use any opinion made by stakeholders to affect the decision to fill a vacancy.

Stakeholders are not employees. Therefore the selection panel must also consider whether remuneration is appropriate for time spent assisting the panel and attending any selection activity. This should be agreed in writing at the outset.

12 Conditional Offer of Appointment: Positive Action and Pre Appointment Checks

Be aware that a verbal offer of appointment is treated as a legally binding agreement between the council and the applicant. Any verbal offer must be treated the same way as a written offer and so should include the following words:

- All offers are subject to pre-employment checks, and these include but are not restricted to satisfactory references, evidence of your qualifications (if applicable) and your eligibility to work in the UK. Certain posts may be required to undertake criminal record checks and health checks. You should be aware that the Isle of Wight Council may withdraw an offer should we become aware of any information that leads us to believe that you are not suitable to be employed in the job.

When offering an appointment to a prospective job applicant, there are a number of checks that must be undertaken before the person can start work. Managers must also consider whether they choose to apply positive action guidelines, which are detailed below.

12.1 Positive Action

If a manager is faced with a choice of two equally capable and equally scoring applicants (after all the selection processes have been completed) then the manager may decide to recruit based on whether the candidate will increase or improve the diversity of the team.

The Equality Act 2010 allowed employers to make recruitment decisions based upon improving equal access to employment. The act protects people from being treated less favourably because they have what is termed as a 'protected characteristic':

- Age
- Disability
- Gender reassignment
- Marriage and civil partnership
- Pregnancy and maternity
- Race (including ethnic or national origin, colour and nationality)
- Religion or belief (including lack of belief)
- Gender
- Sexual orientation

Positive action applies to all these protected characteristics.

PLEASE NOTE that if information about any of the above characteristics has not been voluntarily supplied you should not ask candidates about it.

Before considering whether positive action may be applicable, managers must review the comprehensive guidelines that can be found [HERE](#).

12.2 Pre Appointment Checks

An offer of appointment to the successful candidate should be conditional upon:

- The receipt of at least two satisfactory references (if those have not already been received);
- Verification of eligibility to be employed in the UK, see the following link for more detailed information if not already undertaken at interview stage see [HERE](#)

- Verification of the candidate's identity (if that couldn't be verified immediately after the interview). See the link above for a detailed list of acceptable identity documents
- Where applicable, verification of the candidates medical fitness (see [HERE](#) for the guidelines on when it may be appropriate to seek pre-employment medical assessments of fitness). Some areas of work demand that a new employee must be both physically and mentally fit in order to demonstrate competence to fulfil the duties of their job – post employment medical checks can and should be carried out in these circumstances, but advice should be sought from Human Resources first.
- Verification of qualifications (if not verified after the interview)
- Verification of professional status where required, e.g. GTC registration, HCPC registration etc. If there are any doubts please contact Human Resources.
- Where appropriate a satisfactory DBS Disclosure. See guidance within the [Employment Screening Policy](#)
- for teaching posts, verification of successful completion of statutory induction period (applies to those who attained QTS after 7 May 1999) and
- for non teaching posts, satisfactory completion of the probationary period (for existing employees)

12.2.1 DBS disclosure follow up

Human Resources will liaise with recruiting managers in order to follow relevant DBS guidance if a disclosure indicates that a disclosure is not clear. Only the applicant will receive a declaration stating the nature of any convictions, the manager will simply be informed that convictions exist. The recruiting manager should seek a satisfactory explanation from the applicant regarding the information contained in the declaration.

It may be the case that an applicant may have forgotten or incorrectly remembered information on convictions they have because they occurred a long time ago or the applicant was young when the offences occurred.

If a judgement is reached that the applicant deliberately falsified the information supplied on the job application the recommendation would be that the job offer should be withdrawn. It is normal policy that any deliberate falsification on an application, in any respect, will debar an applicant from appointment.

12.2.2 Checking

All checks should be:

- Confirmed in writing
- Documented and retained on the personnel file (subject to certain restrictions on the retention of information imposed by DBS regulations)
- For school based staff (including teachers) recorded on the school based database or central record
- Followed up where they are unsatisfactory or there are discrepancies in the information provided

12.2.3 When information about an applicant reveals a significant issue

Where

- The candidate is found to be on a barred list or the DBS Disclosure shows s/he has been disqualified from working with children by a Court; or
- An applicant has provided false information in, or in support of, his/her application; or
- There are serious concerns about an applicants suitability to work with children, young people or adults in care

The manager should contact Strategic Human Resources for advice as the facts may need to be reported to the Police and/or the Local Children's Safeguarding Board (LSCB).

13 Unsuccessful candidates

13.1 Immediately following interviews

Unsuccessful candidates should be contacted as soon as possible. It is good practice to call them as soon as the decision to appoint has been made, but only after the successful applicant has verbally confirmed that they will accept the position. It is good practice to provide feedback, where requested, for example;

- Start positively, thanking them for attending the interview
- Tell the candidate why they were unsuccessful, i.e. it was felt that they did not have the necessary skills or enough knowledge for the job whereas the successful candidate demonstrated significant capability for that particular role
- Avoid using any comments that could be perceived as discriminatory. All feedback should only relate to the person specification and job description, remaining tactful to ensure feelings are not hurt
- The feedback should aim to help the candidate in future interviews, not to damage confidence

13.1.1 Keeping records

All information relating to each short listed applicant must be kept securely for at least 6 months (see 11.3.3).

14 Post appointment induction

The importance of inducting a new member of staff, volunteer or work experience person cannot be over emphasised. A positive induction has a lasting impression and can help in both retaining excellent employees, and ensuring that new staff become more productive more quickly. Induction should ensure that new staff should fully understand the culture and requirements of their new working environment and is proportionate to the requirements of their role and contracted working hours.

14.1 Induction purpose

Alongside the required attendance at the corporate induction programme, services and teams should produce an induction programme for all new staff and any volunteers regardless of previous experience. The purpose of induction is to:

- Provide training and information about the service/team's policies and procedures
- Support individuals in a way that is appropriate for their role
- Confirm the expected conduct and behaviour
- Provide opportunities for the new starter to discuss any issues or concerns about their role or responsibilities
- Allow the line manager or mentor to recognise any concerns or issues about the person's ability or suitability at the outset and address them straight away.

14.1.1 Induction content

The content and nature of the induction programme will vary accordingly to the role and previous experience of the new starter, but consideration must be given to any specific safeguarding responsibilities, data protection issues, IT security, diversity issues and health and safety requirements. This means that any induction programme must include:

- Reference to any policies and procedures that relate to safeguarding, data protection, IT security, diversity and health and safety
- Clear statements of the requirements of safe practices and the conduct and behaviour expected of staff
- How issues can be raised, with clear instruction on who to escalate them to
- Reference to all other procedures such as disciplinary, capability, whistle blowing and grievance processes

A checklist to help with preparing for induction can be found [HERE](#).

14.1.2 Probation

Everyone moving into a new role, whether from outside the council with or without local government experience or within the council will undertake a probation period upon commencing their new role. The guidelines on how to manage this process can be found [HERE](#).

15 Maintaining a Safer Culture

Throughout this document there has been consistent reference to safeguarding issues. It is essential that all staff across the Council have appropriate training and induction to ensure that they understand their roles and responsibilities and are confident in carrying them out.

Staff, volunteers and the people who use and receive Council services should all feel that the safety and welfare of children, young people and adults receiving care will be listened to and taken seriously. The Council is committed to an ethos of safeguarding and promoting the welfare of children, young people and adults receiving care and protecting staff, which is supported by;

- A Safeguarding Policy that explicitly states the principles, responsibilities and conduct of staff
- Procedures for acting on allegations and disclosures
- Guidelines for schools and educational establishments
- Training and briefings for teams and services
- Materials that are available for all staff

15.1.1 Supporting a Safer Culture

The Safeguarding Statement carries up to date information on the scope of safeguarding, how to recognise safeguarding issues and how concerns are escalated. The statement can be found [HERE](#).

16 Related Documents

- Sustainable Community Strategy - *Eco-Island* www.eco-island.org.uk
- Corporate Plan www.iwight.com/council/documents
<http://wightnet.iow.gov.uk/documentlibrary/view/safeguarding-adults-policy-and-procedures-section-1-of-3>
- Safeguarding Adults Policy and Procedures Sections 1, 2, and 3
<http://wightnet.iow.gov.uk/documentlibrary/view/safeguarding-adults-policy-and-procedures-section-2-of-3>
<http://wightnet.iow.gov.uk/documentlibrary/view/safeguarding-adults-policy-and-procedures-section-3-of-3>
- Local Safeguarding Children Boards www.4lscb.org.uk
- Manager's DBS Guidance <http://wightnet.iow.gov.uk/documentlibrary/view/dbs-guidance-for-managers>
- Employment Screening Policy <http://wightnet.iow.gov.uk/documentlibrary/view/employment-screening-policy>
- Guidelines on the prevention of illegal working <http://wightnet.iow.gov.uk/documentlibrary/view/managers-guidance-on-the-prevention-of-illegal-working>
- Guidelines on pre-employment medical checks <http://wightnet.iow.gov.uk/documentlibrary/view/guidance-for-managers-on-pre-employment-medical-checks>
- Positive Action Guidelines <http://wightnet.iow.gov.uk/documentlibrary/view/guidelines-on-recruitment-and-positive-action>
- Protocol for the involvement of Young People in the recruitment of new staff http://wightnet2000.iow.gov.uk/staff/personnel_services/Human_Resources_Recruitment_Team/theinvol.asp
- Corporate Equalities Employment Policy <http://wightnet.iow.gov.uk/documentlibrary/view/corporate-equalities-employment-policy>

Appendix 1 – Job Description

Identifying Facts	
Title of Post:	
Directorate:	Post No:
Section:	Date:
Responsible to:	

Job Purpose

Major Tasks

1. Promote equality as an integral part of a role and treat everyone with fairness and dignity.
2. To develop and maintain a generic skill set that allows the Isle of Wight Council to employ your skills, abilities and experience across the Council and its formal partnerships as needed
- 3.
- 4.
- 5.
- 6.

Generic quality statement: The Isle of Wight Council expects that its staff will adhere to its policies and procedures. All members of staff are expected to be familiar with procedures and undertake appropriate activities to support their learning and development.

Safeguarding - The Isle of Wight Council is committed to safeguarding and promoting the welfare of children and vulnerable adults and operates stringent safer recruitment practices.

Diversity and Equality - All employees are expected to treat others with dignity and respect.

Health and Safety - The Isle of Wight Council has a duty to protect employees and all employees have a duty to protect themselves and others from harm as far as is reasonably practicable.

Data Protection and ICT Security – All employees are required to ensure that any information or data collected or input in to a council system complies with the standards set out and any associated processes that are specific to an area of work.

This job description is correct as at the date given above. In consultation with the postholder it is liable to variation by management to reflect or anticipate changes to the job. As a term of employment the postholder may be required to undertake other duties in this post or, following consultation, any other post in any of the Isle of Wight Council's Directorates.

Appendix 2 – Person Specification and guidelines

JOB TITLE:

DEPARTMENT:

GRADE:

POST NO:

PREPARED BY:

DATE:

E = ESSENTIAL		SOURCE OF EVIDENCE - APPLICATION =		A
D = DESIRABLE		TEST INTERVIEW =		T I
	1. EXPERIENCE, direct work experience, other relevant experience.		W =	
				A/I
				A/I
				A/I
				A/I
				A/I
	2. KNOWLEDGE, without which the job cannot be done effectively.		W =	
				A/I /T
				A/I /T
				A/I
				A/I
				A/I
	3. SKILLS & ABILITIES, Essential/Capable of doing, Desirable/Able to train.		W =	
				A/I
				A/I
				A/I
				A/I
				A/I
				A/I
				A/I
				A/I
				A/I
	4. QUALIFICATIONS, TRAINING & EDUCATION, also identify training to be given.		W =	
				A/I
				A/I
				A/I
				A/I
	5. PERSONALITY, SOCIAL SKILLS, Relationships, thinking style, disposition.		W =	
				I
				A/I

			A/I
			A/I
			A/I
			A/I
	6. OTHER FACTORS, Physical, Mobility, Availability, Conditions, etc.	W =	A/I
	CONTRA INDICATIONS, if any	W =	A/I
			A/I

PERSON SPECIFICATIONS:-

1. The Person Specification must form the basis for the advertisement (together with the job description), and for decisions about shortlisting and appointment. It is a crucial part of the recruitment and selection process which requires particular care and attention.
2. Essential criteria are the minimum requirements for the post. Desirable criteria may include additional relevant and useful attributes likely to enhance job performance, entries under this column will serve as a useful second sift at shortlisting stage to reduce applicant numbers where necessary.
3. Knowledge, skills and abilities must be specifically related to the needs of the job.
4. Qualifications, education and training requirements should not normally exceed the minimum for satisfactory job performance unless candidates are recruited on the basis of potential career development.
5. All criteria must be directly related to the job and applied equally to all candidates regardless of gender, race, creed, disability, marital status or age.
6. Potential training to help candidates achieve satisfactory job performance should be identified.

COMPLETION OF THE FORM OVERLEAF:-

- A. Each point on the PS should be classified as either Essential or Desirable in the column provided on the left hand side of the form.
- B. "W=" it is recommended that a weighting system is attached to each of the PS headings numbered 1-6. This will reflect the relative importance of each overall heading to success in the job. The recommended system of weighting would be '1 - of low importance' through to '5 - very important'. Thus when shortlisting and assessing candidates after interview, differentiation may be made on a sound and objective basis.
- C. Every item included in the PS must be capable of being measured, therefore the column on the right hand side should be completed to show how each item is to be assessed.

EXAMPLE

1. EXPERIENCE

E At least two years experience of dealing with the public in a work or other relevant situation **W=5** A

IE This is an essential requirement rated as being very important, to be assessed through information included in the application form.

Appendix 3 – Shortlisting record of assessment

SHORT LISTING TEMPLATE

This form should be used to record the justification for shortlisting applicants for interview/assessment.

Assess the suitability of each candidate against the categories of the person specification and record the result in the assessment criteria below. You may choose to use either the 10 point score matrix or 5 point score matrix (see below).

Record the weighting (W) of each category from the person specification in the table below as this is used to calculate the score, weighting is denoted by the W= on the person specification. To calculate the score simply multiply the points awarded by the weighting.

Candidate name and comments	Assessment criteria (Score x Weighting)														Total Score	Shortlisted (yes/no)	
	Experience W=		Knowledge W=		Skills/Abilities W=		Qualifications/ Training/ Education W=		Personality/ Social Skills W=		Other Factors W=		Contra Indications W=				
	Score	Weighted score	Score	Weighted Score	Score	Weighted Score	Score	Weighted Score	Score	Weighted Score	Score	Weighted Score	Score	Weighted Score			

Example

Please see below for an example of recording shortlisting scores. You will see that weightings from the person specification have been added and these are multiplied to the points awarded to give a score for each category (e.g. 5 (fully meets requirements) x 4 (weighting) = 20). These are added at the end to give a total score for each applicant. This example uses the 5 point scoring mechanism.

Candidate name and comments	Assessment criteria (Score x Weighting)														Total Score	Shortlisted (yes/no)
	Experience W=4		Knowledge W=4		Skills/Abilities W=3		Qualifications/ Training/ Education W=3		Personality/ Social Skills W=3		Other Factors W=2		Contra Indications W=0			
	Score	Weighted score	Score	Weighted Score	Score	Weighted Score	Score	Weighted Score	Score	Weighted Score	Score	Weighted Score	Score	Weighted Score		
Joe Bloggs. <i>Not working at present, made redundant three months ago from EXXEL laminates, Cowes- can start immediately</i>	4	16	3	12	4	12	5	15	n/a	n/a	3	6			61	y
Jane Doe. <i>Internal applicant has worked in various Council depts. – two months’ notice needed</i>	3	12	3	12	3	9	5	15	n/a	n/a	3	6			54	y
Wendy Winbloes. <i>Works at Harrisons supermarket in accounts, twenty years’ service – one months’ notice</i>	4	16	4	16	4	12	5	15	n/a	n/a	4	8			67	y
Larry Parkes. <i>Photographer, self-employed – can start immediately- handwritten application (computer skills?)</i>	2	8	2	8	1	3	2	6	n/a	n/a	2	4			29	n
Sue Me. <i>Internal applicant, currently an apprentice – spelling errors on application form – one months’ notice</i>	3	12	2	8	2	6	3	9	n/a	n/a	2	4			39	n

Short listing scoring matrix

To assist in making effective short listing decisions there are two options available to managers, a 10 point scoring matrix and a 5 point scoring matrix.

10 point scoring matrix

A 10 point scoring matrix allows managers to use a more narrow range of scores across a 10 point spectrum. This means that managers can score more precisely when considering a number of application forms that offer similar but not identical information and therefore may need to be broken down further.

Score	Requirements	Response
10	Fully meets	Excellent
9	Fully meets	Very good
8	Fully meets	Good
7	Meets	Fairly good
6	Meets	Adequate
5	Meets with reservations	Adequate/incomplete in some parts
4	Meets with reservations	Adequate/incomplete in most parts
3	Meets with reservations	Attempted but poor
2	Meets with significant reservations	Little attempt
1	Fails	Unacceptable

5 point scoring matrix

A five point scoring matrix is likely to be more widely used. This is a simpler system that can be applied to most application situations where there are application forms that clearly demonstrate knowledge, skills, experience, qualifications and other factors.

Score	Requirements	Response
5	Fully met	Excellent
4	Met	Good
3	Mostly met	Adequate
2	Partially met	Attempted
1	Fails to meet	Unacceptable

Appendix 4 – Model Reference Letter

Addressee Only

From

Tel

Fax

Email *@iow.gov.uk*

DX 56361 Newport (Isle of
Wight)

Our Ref:

Your Ref:

Dear

NAME:

POST APPLIED FOR:

The above named person has given your name as a referee in applying for the post of [NAME OF POST]

I should be grateful if you could let me have your frank assessment of this candidate's suitability for the post in question by completing the enclosed form. A copy of the job description and person specification is enclosed for your information.

Please accept my thanks for your reply, which I shall be grateful to receive within 10 days of the date of this letter.

A stamped addressed envelope is enclosed or Fax No: or email: *@iow.gov.uk*

Yours sincerely

Appendix 5 – Model Reference Request (non-DBS)

REFERENCE REQUEST

NAME OF CANDIDATE: _____

POST BEING APPLIED FOR: _____

Current Job Title:
Current Salary/Pay Scale:
Dates of Employment: From: _____ To: _____
Main Duties and Responsibilities:
Assessment: Please give your assessment of the candidate's abilities below: Please continue on a separate sheet where appropriate. Please include a list of the candidate's main strengths, skills and any weaknesses.

Additional Information: If you answer NO to question b) or YES to question c) and f) please provide additional details. If more space is required please attach a separate sheet.		
a) Why is this candidate leaving your employment?		
b) Are you aware of any reason why the candidate should not be employed?	Yes	No
(If yes please provide further information)		
c) Would you re-employ this candidate?	Yes	No
(If no please provide further information)		
d) How long have you know this candidate and in what capacity? Years _____ In what capacity? _____		
e) Would you please comment on the candidate's punctuality and attendance and whether these were satisfactory? Please ensure that you do not refer to any disability related issues unless you have the employee's express consent to do so.		
f) Has the candidate any current formal disciplinary or capability sanctions (that are not spent)?	Yes	No

If yes what was the reason for disciplinary action?

When did it occur?

The reference provided will be retained for a period of 6 months if the candidate is unsuccessful or until the candidate leaves the employment if successful. The candidate has a right to see the reference under the Data Protection Act 1998. Please confirm in writing if you wish your identity to be withheld from any subject access request.

Signed	Position
Name	Telephone Number
Date	

Thank you for taking the time to complete this reference.

Please return this form in the enclosed envelope.

Appendix 6 – Model Reference Request (Children and Young People)

REFERENCE REQUEST (Safeguarding position – children and young people)

NAME OF CANDIDATE: _____

POST BEING APPLIED FOR: _____

Current Job Title: Current Salary/Pay Scale: Dates of Employment: From: _____ To: _____
Main Duties and Responsibilities:
<p>Assessment: Please give your assessment of the candidate’s professional abilities below: Please continue on a separate sheet where appropriate. Please include a list of the candidates main strengths, skills and any weaknesses.</p>

<p>Additional Information: If you answer NO to question a) or YES to question b) and h) please provide additional details. If more space is required please attach a separate sheet.</p>		
<p>a) Why is this candidate leaving your employment?</p>		
<p>b) Are you aware of any reason why the candidate should not be employed?</p>	<p>Yes</p>	<p>No</p>
<p>(If yes please provide further information)</p>		
<p>c) Would you re-employ this candidate?</p>	<p>Yes</p>	<p>No</p>
<p>(If no please provide further information)</p>		
<p>d) How long have you know this candidate and in what capacity?</p> <p>Years _____</p> <p>In what capacity? _____</p>		
<p>e) Would you please comment on the candidate's punctuality and attendance and whether these were satisfactory? Please ensure that you do not refer to any disability related issues unless you have the employee's express consent to do so.</p>		

f) Has the candidate any formal disciplinary or capability sanctions?	Yes	No
<p>What was the reason for disciplinary or capability sanctions?</p> <p>When did it occur?</p> <p>Please include:</p> <ul style="list-style-type: none"> • Details of any disciplinary procedures the candidate has been subject to in which the disciplinary sanction is current; • Details of any disciplinary procedures the candidate has been subject to involving issues related to the safety and welfare of children or young people, including any in which the disciplinary sanction has expired, and the outcome of those; and • Details of any allegations or concerns that have been raised about the candidate that relate to the safety and welfare of children and young people or behaviour towards children or young people, and the outcome of those concerns e.g. whether the allegations or concern was investigated, the conclusion reached, and how the matter was resolved. 		
i) Suitability to work with children		
Do you know of ANY reason why this applicant may not be suitable to work with children?	Yes	No
If yes please give details		
<p>The post for which application has been made is exempt from Section 4 (ii) of the Rehabilitation of Offenders Act 1974 by virtue of the Exceptions Order 1975. It is not, therefore, in any way contrary to the Act to reveal any information you may have concerning convictions, which would otherwise be considered as "spent" in relation to this application and which you consider relevant to an assessment of the candidate's suitability for a position where such an exemption is appropriate.</p>		
<p>The reference provided will be retained for a period of 6 months if the candidate is unsuccessful or until the candidate leaves the employment if successful. The candidate has a right to see the reference under the Data Protection Act 1998. Please confirm in writing if you wish your identity to be withheld from any subject access request.</p>		
Signed	Position	
Name	Telephone Number	
Date		

Thank you for taking the time to complete this reference.

Please return this form in the enclosed envelope.

Appendix 7 – Model Reference Request (Adults)

REFERENCE REQUEST (Safeguarding – adults)

NAME OF CANDIDATE: _____

POST BEING APPLIED FOR: _____

Current Job Title:
Current Salary/Pay Scale:
Dates of Employment: From: _____ To: _____
Main Duties and Responsibilities:
<p>Assessment: Please give your assessment of the candidate's professional abilities below: Please continue on a separate sheet where appropriate. Please include a list of the candidate's main strengths and any weaknesses.</p>

<p>Additional Information: If you answer NO to question a) or YES to question b) and f) please provide additional details. If more space is required please attach a separate sheet.</p>		
<p>a) Why is this candidate leaving your employment?</p> 		
<p>b) Are you aware of any reason why the candidate should not be employed?</p>	<p>Yes</p>	<p>No</p>
<p>(If yes please provide further information)</p> 		
<p>c) Would you re-employ this candidate?</p> 		
<p>(If no please provide further information)</p> 		
<p>d) How long have you know this candidate and in what capacity?</p> <p>Years _____</p> <p>In what capacity? _____</p>		

e) Would you please comment on the candidate's punctuality and attendance and whether these were satisfactory? Please ensure that you do not refer to any disability related issues unless you have the employee's express consent to do so.

f) Has there ever been any formal disciplinary or capability sanction?	Yes	No
--	-----	----

What was the reason for disciplinary or capability sanctions?

When did it occur?

Please include:

- Details of any disciplinary procedures the candidate has been subject to in which the disciplinary sanction is current;
- Details of any disciplinary procedures the candidate has been subject to involving issues related to the safety and welfare of adults, including any in which the disciplinary sanction has expired, and the outcome of those; and
- Details of any allegations or concerns that have been raised about the candidate that relate to the safety and welfare of adults or behaviour towards adults, and the outcome of those concerns e.g. whether the allegations or concern was investigated, the conclusion reached, and how the matter was resolved.

i) Suitability to work with adults		
Do you know of ANY reason why this applicant may not be suitable to work with adults?	Yes	No
If yes please give details		
The post for which application has been made is exempt from Section 4 (ii) of the Rehabilitation of Offenders Act 1974 by virtue of the Exceptions Order 1975. It is not, therefore, in any way contrary to the Act to reveal any information you may have concerning convictions, which would otherwise be considered as "spent" in relation to this application and which you consider relevant to an assessment of the candidate's suitability for a position where such an exemption is appropriate.		
The reference provided will be retained for a period of 6 months if the candidate is unsuccessful or until the candidate leaves the employment if successful. The candidate has a right to see the reference under the Data Protection Act 1998. Please confirm in writing if you wish your identity to be withheld from any subject access request.		
Signed	Position	
Name	Telephone Number	
Date		

Thank you for taking the time to complete this reference.

Please return this form in the enclosed envelope.

Appendix 8 – Invitation to Interview letter

Directorate of [Name]
Director [Name]

Addressee Only

From
[Name], [Title]
[Address]

Tel (01983) 821000 Ext: []
Fax (01983) [number]
Email [Name]@iow.gov.uk
DX 56361 Newport (Isle of Wight)

17 March 2016

Dear

APPOINTMENT OF xxx REF: xxx
DIRECTORATE OF xxx

With reference to your application for the above position I am pleased to invite you to attend for an interview on xxx as follows:

Venue:

[Delete as appropriate]

Meet the team: *time*

Meet stakeholders: *time*

Test/observation exercise/in tray exercise/presentation: *time*]

Interview Time:

The interviewing panel are as follows:

Chair:

Panel Member

Panel Member

[Delete as appropriate]

You will be required to undertake a selection test/observation exercise/in tray exercise/make a presentation on xxx of no more than xx minutes. Please advise of any presentation equipment you may require]

Please bring with you certificates which will validate the qualifications you have identified in your application form, together with proof in relation to your right to live and work in the UK (please see attached list).

I would be grateful if you could please telephone me on 823672 as soon as possible in order to confirm whether you are able to attend. If you have specific needs regarding access or equipment to assist you please let me know.

Yours sincerely,

[Name]
[Title]

Appendix 9 - Interview Assessment Form

INTERVIEW/FINAL SELECTION - RECORD OF ASSESSMENT

ASSESSOR.....

JOB TITLE..... DEPARTMENT..... DATE.....

SUMMARY OF RATINGS – apply either the 10 point or 5 point score system consistently throughout the interview assessment process.

Candidate name and comments	Assessment criteria (Score x Weighting)														Total Score	Successful (yes/no)
	Experience W=		Knowledge W=		Skills/Abilities W=		Qualifications/ Training/ Education W=		Personality/ Social Skills W=		Other Factors W=		Contra Indications W=			
	Score	Weighted score	Score	Weighted Score	Score	Weighted Score	Score	Weighted Score	Score	Weighted Score	Score	Weighted Score	Score	Weighted Score		

Additional notes:-

Guidance notes:

Assess the suitability of each candidate against the categories of the person specification and record the result in the assessment criteria below. You may choose to use either the 10 point score matrix or 5 point score matrix (see below).

Record the weighting (W) of each category from the person specification in the table below as this is used to calculate the score, weighting is denoted by the W= on the person specification. To calculate the score simply multiply the points awarded by the weighting.

INTERVIEW/FINAL SELECTION ASSESSMENT**5 Point Score system**

Score	Requirements	Response
5	Fully met	Excellent
4	Met	Good
3	Mostly met	Adequate
2	Partially met	Attempted
1	Fails to meet	Unacceptable

10 Point Score system

Score	Requirements	Response
10	Fully meets	Excellent
9	Fully meets	Very good
8	Fully meets	Good
7	Meets	Fairly good
6	Meets	Adequate
5	Meets with reservations	Adequate/incomplete in some parts
4	Meets with reservations	Adequate/incomplete in most parts
3	Meets with reservations	Attempted but poor
2	Meets with significant reservations	Little attempt
1	Fails	Unacceptable

EXAMPLE:

Candidate name and comments n.b. qualifications/training/education score amended to reflect willingness to train further	Assessment criteria (Score x Weighting)														Total Score	Successful (yes/no)
	Experience W=4		Knowledge W=4		Skills/Abilities W=3		Qualifications/ Training/ Education W=3		Personality/ Social Skills W=3		Other Factors W=2		Contra Indications W=0			
	Score	Weighted score	Score	Weighted Score	Score	Weighted Score	Score	Weighted Score	Score	Weighted Score	Score	Weighted Score	Score	Weighted Score		
Joe Bloggs. Chatty and able to get his message across. Not overly nervous. Clearly demonstrated knowledge. A little hesitant about further training.	4	16	3	12	4	12	4	12	4	12	3	6	-	-	70	Y
Jane Doe. Very nervous and quiet. Quality of answers very good and depth of knowledge outstanding. Willing to continue learning.	3	12	3	12	3	9	5	15	3	9	3	6	-	-	63	N
Wendy Winbloes. Unprepared. Found it difficult to communicate well and fell into uncomfortable silences. Training question elicited a shoulder shrug.	4	16	4	16	4	12	1	3	1	3	4	8	-	-	58	N

Additional notes:

Appendix 10 – Safeguarding interview model questions

In addition to assessing and evaluating the applicant's suitability for the particular post, the interview panel should also explore: the candidate's attitude towards children and young people and his/her ability to support the council's agenda for safeguarding and promoting the welfare of children.

- What attracted you to this post?
- How do you think your own childhood may have influenced your practice with children / vulnerable adults?
- What motivates you to work with children / vulnerable adults?
- Tell us about your interests outside work.
- What would you do if you were concerned about a colleague's behaviour towards children / vulnerable adults?
- Give an example of when you have had to respond to challenging behaviour. How did it affect you emotionally? How did you cope with the aftermath?
- When do you think it is appropriate to physically intervene in a situation involving young people / vulnerable adults?
- What are staff's responsibilities in protecting children?
- Give examples of what you would consider to be appropriate and inappropriate behaviour.
- Safeguarding children / vulnerable adults is an important part of our work. Can you give me some examples of how you would contribute to making the organisation a safer environment for children?
- Bullying is often a serious issue that has to be dealt with in all areas of work. In your experience what is the best way to deal with it? How did your previous organisation tackle the problem?

Danger Signs

- Candidates may show a poor understanding of appropriate boundaries.
- Candidates may imply that adults and children are equal in every sense, ignoring disparities of power and authority.
- There may be an inability to recognise the inherent vulnerability of children from troubled or disadvantaged backgrounds.
- There is a tendency to view children / vulnerable adults in idealised or romanticised terms.
- There appears to be an over identification with children / vulnerable adults and a lack of intimate or supportive relationships with other adults.
- Lack or no understanding or appreciation of children's needs or expectations.
- They appear to want the role in order to meet their own needs rather than the needs of children / vulnerable adults.
- Using inappropriate language when talking about children / vulnerable adults.
- Vagueness about experiences and/or gaps on the application form or unable to provide examples to support their answers.
- A maverick – unwilling to follow rules, procedures or work with others.

