



Recruitment and Selection Guidelines

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A. INTRODUCTION

A1 RECRUITMENT AND SELECTION POLICY STATEMENT

Sefton Council will recruit and select all employees in an equitable, effective and efficient manner to employ the best person for the job and ensure that high service standards are maintained.

These guidelines set out the practices and procedures that must be followed in order to enable the Council's policy to be achieved.

The guidelines are directed at **all** those who are involved in the recruitment and selection process at **every stage**.

It is essential that the guidelines are fully understood and adhered to both in "word and spirit". Training is available through the [melearning](#) portal or via the Workforce Learning and Development Team.

A2 THE IMPORTANCE OF RECRUITMENT & SELECTION

People are the Council's greatest asset.

The recruitment of staff is a major investment for the Council. Mistakes are costly, not just in financial terms but also in terms of staff morale, productivity and turnover.

The importance of the Recruitment and Selection procedure cannot be stressed enough. In the process of recruiting staff you will be committing the Authority to many thousands of pounds in expenditure for advertising, interviewing, administering tests, staff time, training and pay. It is important that you carry out the process with due consideration to these guidelines which will help you to recruit the right person for the job in the correct way.

Adherence to the guidelines will ensure that:

- recruitment decisions are made in a fair and equitable manner based on open and relevant objective criteria
- the most suitable person for the job is appointed and, therefore, high standards of service are maintained
- applicants are not unfairly discriminated against (further information in [section B](#))
- the Council can demonstrate it is a good and credible employer that deserves the confidence of the public
- allegations of unfair treatment can be successfully resisted.

There is a commitment to keep this policy and the guidelines under review - changes will be made to reflect developments in good practice and in the law or if the guidelines are found to be in need of refinement in the light of operating experience.

A3 ROLES AND RESPONSIBILITIES

Whatever part of the recruitment process you may be involved in, it is important that you understand the whole process, so you know how your role fits into the bigger picture.

There are very serious issues around confidentiality and simple privacy, as well as legal requirements such as the Data Protection Principles that must be observed in relation to the recruitment process. A professional and thorough approach is always required.

If you are to be on a selection panel you have an obligation to ensure you understand the full extent of your involvement from the beginning of the process through to the end. This includes making sure information is provided on short listed and appointed candidates for monitoring purposes.

Advice and guidance is available from Corporate HR and through various other sources. Contact details can be found in [Appendix 1](#).

A4 MONITORING

There is a legal requirement placed on all Authorities to monitor equalities information, this includes recruitment and selection. In addition to its legal obligations, Sefton Council takes the view that effective monitoring is essential in ensuring that the Council's Equalities Policies are being adhered to.

Monitoring forms are issued to all applicants applying for vacancies within the Authority. Statistics are then compiled to monitor the stages within the recruitment process for each and every job. This information is reported to the appropriate Cabinet Member on an annual basis and helps to inform future recruitment policy decisions. The report is published and held on [Sefton's website](#).

A5 FREEDOM OF INFORMATION

The Freedom of Information Act allows candidates access to all information relied upon in the decision making process where requested. Thorough notes must be kept of all decisions in order to ensure that information is available if requested and that any issues can be resolved.

B. EQUALITIES IN RECRUITMENT AND SELECTION

B1 BRIEF GUIDE TO EQUALITY ISSUES

The Council is committed to providing equality of opportunity to job applicants and those who use Council services, and it is the duty of every employee to avoid and eliminate discrimination.

The Council's Equal opportunities Policy statement is as follows:

“Sefton Council is an Equal Opportunities Employer. In pursuance of this policy it is striving to ensure that no job applicant or employee receives less favourable treatment on the grounds of race, sex, disability, age, gender identity, religion or belief, sexual orientation, pregnancy and maternity, marriage and civil partnership, or is disadvantaged by conditions or requirements which cannot be shown to be justifiable. To achieve this the Council will take active and positive steps to eliminate discrimination, reduce the effects of past discrimination and promote equality in employment. Selection criteria and procedures will be reviewed to ensure that individuals are selected, promoted and treated on the basis of their relevant merit and abilities. All employees will be given full opportunity and, where appropriate, special training to progress within the organisation. The Authority is willing to examine any aspect of policy or service where reasonable evidence is presented that discrimination might exist.”

It is important that those who are involved in the recruitment and selection process have an understanding of the law relating to equal opportunities and the potential for discrimination if a systematic and objective approach is not applied.

Unlawful discrimination can arise in a number of ways, some of which are not necessarily obvious. It is important to appreciate the distinction between direct and indirect discrimination:

Direct Discrimination Treating a person unfavourably because of, for example, their race or sex whilst disregarding their ability to do the job, e.g. not appointing a woman because she is married or not appointing an individual because of their religion.

Indirect Discrimination This occurs when a requirement or condition is applied to everyone, but which, whether intentionally or not, adversely affects women, men, a particular racial or other group, considerably more than others AND cannot be justified.

For example, insisting without good reason that applicants must be over six feet tall would advantage male candidates as generally the condition could be met by significantly fewer women than men. Another example is to add a requirement for a driving licence when it is not strictly necessary as it may discriminate against people with certain disabilities.

B2 LEGISLATION

The following provides a summary of the current law relating to discrimination:

The Equality Act 2010

The Equality Act 2010 is the law which bans unfair treatment and helps achieve equal opportunities in the workplace and in wider society.

The act covers nine protected characteristics, which cannot be used as a reason to treat people unfairly. Every person has one or more of the protected characteristics, so the act protects everyone against unfair treatment. The protected characteristics are age, disability, gender identity, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

The Equality Act sets out the different ways in which it is unlawful to treat someone, such as direct and indirect discrimination, harassment, victimisation and failing to make a reasonable adjustment for a disabled person.

The act prohibits unfair treatment in the workplace, when providing goods, facilities and services, when exercising public functions, in the disposal and management of premises, in education and by associations (such as private clubs).

The Equality Act replaces previous anti-discriminatory law including the Race Relations Act 1976, the Sex Discrimination Act 1975, and the Disability Discrimination Act 1995. In total there are nine pieces of primary legislation and over 100 pieces of secondary legislation being incorporated.

Rehabilitation of Offenders Act 1974

[The Rehabilitation of Offenders Act \(ROA\)](#) allows most convictions and all cautions, reprimands and final warnings to be considered spent after a certain period. This period – known as the rehabilitation period – is determined by the sentence or disposal given, rather than by the type of offence. The ROA gives people with spent convictions, cautions, reprimands and final warnings the legal right not to disclose them when applying for most jobs.

Most jobs are covered by the ROA, but some are not. They are exempt from the Act. If an individual applies for a job that is exempt from, or not covered by, the ROA, the employer is entitled to request details of spent and unspent convictions and cautions that are not protected (i.e. eligible to be [filtered](#)) and is entitled to take this information into account when determining their suitability for the job.

Once a conviction, caution, reprimand or final warning becomes spent, it does not need to be disclosed to most employers. It is against the law for an organisation to obtain information about an individual's spent cautions or convictions unless the law specifically states that they can ask an exempted question; usually when someone is applying for a job or role that is exempt from the ROA. [Please see Section B3.](#)

Human Rights Act 1998

Local Authorities are legally required to consider the impact of people's human rights when setting policies and making decisions.

Immigration, Asylum and Nationality Act 2006

Comprehensive guidance has been published by the Home Office for employers to prevent illegal working in the UK. The full guide is available via the attached link: [An Employer's Guide to Right to Work Checks](#) and at [Appendix 12](#).

B3 EXCLUSIONS FROM DISCRIMINATION LEGISLATION

Genuine Occupational Requirements (GOR)

Discrimination in the recruitment process is unlawful **EXCEPT** in certain specific circumstances.

These circumstances are described in the:

Equality Act 2010 (Schedule 9, Part 1)
(Other legislation may also be applicable as employment law is revised and amended)

An occupational requirement can arise under the Equality Act 2010 for specific jobs reserved for people with a protected characteristic. This exception is very limited and will not happen often. The exemptions allow employers to restrict applications for employment to one group (for example, sex or race), but only if it is crucial for the job (an 'occupational requirement').

The occupational requirement for the role may be specified during recruitment, training and so on. The employer must be able to show that the occupational requirement is a 'proportionate means of achieving a legitimate aim'; in other words, it has been put in place for a sound and justifiable business reason.

If it is an occupational requirement for job applicants to have a protected characteristic, then it is lawful to advertise the position as such (for example, 'Personal care worker for elderly women required. This post is only available to female applicants as permitted under Schedule 9 Part I of the Equality Act 2010').

You must be able to prove that the protected characteristic is crucial for someone to do the job effectively.

Further detailed information can be found in the Advice Section of the [ACAS website](#).

It is advisable to quote the relevant sections of the Acts in advertisements for such posts. Corporate HR must be consulted before including any statement to this effect in a job advertisement.

Rehabilitation of Offenders Act 1974

The Rehabilitation of Offenders Act 1974 was introduced to ensure that ex-offenders who have not re-offended for a period of time since the date of their conviction are not discriminated against when applying for jobs. The Act makes it illegal for any organisation to discriminate against an ex-offender on the grounds of a spent conviction. The Act states that after a period of time certain offences can be classified as spent, which means that the person concerned is no longer legally required to disclose to prospective employers the detail of that conviction.

However, in order to protect vulnerable groups within society, there are a number of positions and professions which are 'exempted' from the Rehabilitation of Offenders Act which are relevant to local government employment – this includes volunteers. These are set out in the Rehabilitation of Offenders Act 1974 (Exceptions) Order 1975 (SI 1975 No 10230), as amended by the Rehabilitation of Offenders Act 1974 (Exceptions) (Amendment) Orders 1986 (SI 1986 No 1249 and SI 1986 No 2268).

Typical examples include any roles which include direct unsupervised access to children, young people, and vulnerable people.

Where applications are made to such posts the Authority is legally entitled to ask applicants for details of all convictions irrespective of whether they are deemed 'spent' under the act.

Full guidance on the Authority's policy and the handling of disclosures is included at [Appendix 2](#).

All job descriptions for posts which are exempt from the Act must include a statement to this effect under the Special Conditions heading.

In addition to the above exemptions, applications for posts within the Council that require access to Government assets require clearance in line with the Baseline Personnel Security Standard (BPSS). The BPSS is the minimum standard to ensure the identity and integrity of an employee who has access to official information. It involves four main elements: Identity check, Nationality and Immigration status, Employment history (past 3 years) and Verification of Criminal Record (unspent convictions only).

B4 APPLICATIONS FROM DISABLED PEOPLE



Best practice in recruitment means finding the best person for the job. This means taking care with all the arrangements you make so that you do not miss the potential offered by people with disabilities and health conditions.

We are all different and following best practice will help you to accurately recognise the potential of everyone who applies to work for you. To avoid discrimination you must assess all applicants on their individual merits.

There is no requirement to treat someone with a disability or health issue more favourably than you would treat other candidates except that you must make reasonable adjustments for disabled individuals if required. These adjustments may be applicable all through the recruitment process e.g. supplying an application form in large print or providing a loop system in the interview room. The only exception to this is the provisions made if an applicant were to apply under the guaranteed interview scheme.

Sefton Council is a Disability Confident Employer and, as such, the Council's Policy is that any disabled applicant meeting the minimum, i.e. essential, criteria for the job will be interviewed. If an applicant considers him/herself to be disabled and wishes to take advantage of the guaranteed interview scheme, he/she must indicate this clearly on the application form. (The guaranteed interview scheme does not necessarily apply to school based jobs.)

Further information regarding the disability confident scheme can be found in [Appendix 3](#) and on the gov.uk website.

B5 LIVERPOOL CITY REGION FAIR EMPLOYMENT CHARTER



The Council has been awarded Aspiring level of the Fair Employment Charter. By joining the charter, this demonstrates that the Council is committed to the principle of fair employment and wants to play its part in building a healthy, fair, inclusive and just Liverpool City Region which are the key principles of the Charter.

Further information about the Charter is available [here](#)

B6 TRANSLATION, INTERPRETATION & ACCESS TO INFORMATION

Members of Sefton's communities use the services of the Council and therefore do need access to information. Effective communication is vital in breaking down barriers that prevent service users from accessing our services. This applies equally to the recruitment and selection process as job packs and application forms may be requested in alternative formats.

Formats will depend upon an individual's needs, personal preferences and access to technology and may include large print, audio, email or Braille. Alternative format applications should ask for the same information as standard format applications. No application should ask for unnecessary information that could put an individual at a disadvantage. For example, questions about health conditions, unless these are very specifically relevant to the job, as identified in the person specification.

The [Accessible Communications Policy](#) has been produced to make sure people who use Council services can find the information they need, get information in a way they can understand and get in touch with us easily. There are lots of practical resources on the Accessible Information intranet page and an e-learning training course is also available. The [Interpretation and Translation](#) intranet page contains information on the corporate contract for language translation and interpretation services.

C. BEFORE RECRUITING

C1 DECISION TO FILL A VACANCY

When a vacancy arises it should not be an automatic assumption that the post will be advertised or filled in the same way as it was previously. Consideration must be given to whether or not the job still needs to be done, or if the work can be allocated elsewhere. Authorisation to progress with the vacancy must therefore be obtained on via the submission of an Establishment Control Form which requires approval from Finance and the appropriate Assistant Director. The [establishment control process](#) and forms are available on the intranet.

Even so, the advertising stage is still some way off and some time spent on examining the key features of the vacancy will reap long-term benefits if carried out correctly. It is recommended that you carry out a job analysis as the next step in your process.

Another consideration will be to look at the nature of the work associated with the vacancy, and it may be considered appropriate to fill it on a temporary/fixed term/casual basis to which specific provisions apply.

Full guidance on [non-permanent contracts of employment](#) is contained in the Personnel Policies and Procedures, which is held on the intranet or can be obtained from Corporate HR .

Non-Permanent Appointments

The use of non-permanent appointments should be kept to a minimum and, wherever possible, be of a 'fixed term' type. The policy on the '[Appointment of Non-Permanent Employees](#)' is available in the Personnel Policies and Procedures on the intranet.

Agency Staff

The use of agency staff should be avoided where possible, as the costs associated with agency staff are high. Agency staff should only be used where a vacancy is likely to be short term and can be covered with minimal training. Agency staff must be recruited through Matrix, which is the company contracted by Sefton to manage the relationship with agencies on the Council's behalf. Further information can be found in the [Personnel Policies and Procedures](#) on the intranet.

C2 REQUIREMENT FOR THE POST

A careful analysis of the duties and responsibilities of the post must be carried out in order to ensure that they remain relevant. In the case of new posts, such an examination will have been conducted in determining the need for the job.

A detailed examination of the context of the job and the tasks and responsibilities that should properly be associated with it will enable the production of an accurate job description and person specification.

The job analysis must be undertaken by people with a thorough knowledge of the work area and may involve the current post holder or another employee in a similar position. Assistance is available from the Corporate HR Department.

In conducting this analysis, typical considerations are:

- Does the vacancy need to be filled?
- Is the job title correct?
- Have the duties/responsibilities changed/increased/decreased?
- Is the grading still appropriate? (All posts will need to be evaluated by job evaluation officer to determine the grade)
- Has the relationship with other posts changed?
- Does the post have a high turnover? If so, why? Was anything identified in exit interviews?
- Does the job description or person specification in any way discriminate against any group as detailed in the Council's Equality Policy ([B1](#))?
- Can the job be offered on a job share basis?
- Is the post exempted from the Rehabilitation of Offenders Act?
- Is the post subject to HMG Baseline Personnel Security Standard check?
- Does it require 'Political Restriction' (see the Personnel Policies and Procedures)
- Is the post customer facing and therefore covered by the "Fluency Duty"? ([Appendix 4](#))

PREPARING THE JOB DESCRIPTION AND PERSON SPECIFICATION

C3 JOB DESCRIPTION

The existing job description must be confirmed, amended or rewritten, as appropriate.

Substantially revised job descriptions must only be issued with the approval of the Assistant Director and following consultation with Corporate HR. Where substantial changes are proposed there may be implications for the grading of the post and the job description must be evaluated by the Job Evaluation officer in Corporate HR. Any changes will be subject to consultation with current post holders, if applicable, and the Trade Unions and will be subject to Moderation Panel approval.

A good job description is useful for drawing up the person specification, helping to identify the skills profile and aptitudes considered essential and desirable. It forms the basis of induction and training plans and provides a benchmark for judging achievements. It also enables prospective applicants to assess themselves for the job.

The format to be used when preparing a job description can be found at [Appendix 5](#).

C4 PERSON SPECIFICATION

A person specification must be available for each post in the Authority, and it must be completed at the time the job description is prepared or reviewed and before the job is advertised. It is recommended that all selection panel members are involved in the preparation of the person specification to ensure they agree the criteria against which candidates are to be assessed.

The purpose of having a person specification is that it complements the job description and describes the knowledge, skills, experience, abilities and attributes that an individual must possess in order to perform effectively in the job role.

It specifies the requirements which are **essential** i.e. the minimum standard required on appointment to the post without which the person would be unable to do the job, and those which are **desirable** i.e. could be obtained by training/experience but would be available in an "ideal" candidate.

Any requirement that is included on the person specification must be capable of being assessed and an indication must be given of the stage at which it will be assessed, and the method of assessment to be used e.g. application form/interview/presentation/test.

Extreme care must be taken when deciding what attributes are essential to the job. Unnecessary requirements must not be used to avoid any possibility of discrimination against particular groups of potential applicants, for example the requirement to possess a driving licence is likely to preclude some disabled people. **Attributes that cannot be wholly justified must not be included.**

All the required personal attributes must be stated clearly and concisely and **not** phrased in general or vague terms capable of misinterpretation.

Suitable wording should be used to reflect the skills and competencies required and words such as 'literate', 'numerate' and 'relevant experience' should be used with an indication as to what extent.

'Blanket' requirements such as reference to holding three GCSE's, must not be used. In some cases holding a GCSE qualification (or equivalent) will be relevant as evidence that an applicant has the knowledge or skill required to fulfil certain duties of a post. However, equally, where an applicant does not have a GCSE qualification but can show relevant experience, they may justify consideration.

Requirements such as "four years' experience" must not be used, as they could be deemed as discriminatory towards younger workers. The type of experience required must be spelt out so that candidates can determine exactly what is required of them.

Terms such as 'an appropriate recognised qualification' or 'experience in an office environment' must not be used. Such statements are vague and imply uncertainty about the skills/knowledge/experience required to do the job.

It must be emphasised, however, that this requirement does not impact on the stipulation of relevant professional qualifications as essential requirements of the posts. For example, professional posts such as Engineer, Social Worker, Solicitor etc will still carry their respective professional qualifications as essential criteria. The important factor is that the qualifications are relevant to the requirements of the post. Consider also other qualifications that may demonstrate suitability for the role, i.e. NVQs, ECDL.

Posts which are customer facing must include the requirement for the candidate to have the ability to fulfil all spoken aspects of the role in English ([Appendix 4](#)).

It may be helpful to rank or weight the desirable criteria to assist in the shortlisting process.

Important Note: The recruiting panel must ensure that any application from a person who applies under the disability confident scheme (and who meets the essential criteria), must not be subject to further shortlisting through any desirable criteria weighting system (see [Appendix 3](#)).

Applicants have to demonstrate that they have the appropriate experience, skills, competencies and knowledge relevant for the job, and that they meet the criteria. Positive consideration should be given to all applicants who can demonstrate that they meet the criteria.

The person specification is also important in relation to assessing training needs and in dealing with matters of performance and competence.

Under no circumstances is the person specification to be completed or revised after the Selection Panel has had access to applications.

Help in preparing person specifications may be obtained from Corporate HR

The format for person specifications can be found in [Appendix 6](#).

D. ADVERTISING THE VACANCY

The recruitment of staff must always follow a fair and equitable process.

Before jobs can be advertised, either internally or externally, they must be made available to redeployees as recruitment is a three step process; redeployment, then the intranet (internal) followed by the internet (external). Any deviation from this can be considered, however this must be requested on the Establishment Control Form (ECF) with an explanation.

The job description, person specification and advert should be sent through to Corporate HR in order to advertise the role to redeployees.

Advertisements should be clear and unambiguous. Short sentences and paragraphs should be used ensuring the advertisement is not discriminatory, offensive or in any way off-putting to any person or group. A good advert should include:

- Department
- Post Title
- Salary and any allowances
- Post Location
- Main Elements of Job Content
- Essential Skills, Experience and Qualifications Required
- How and to Whom to Apply
- Closing Date
- Any restrictions, i.e. in accordance with the Equality Act 2010 or the Rehabilitation of Offenders Act 1974 or compliance with the HMG Baseline Personnel Security Standard (BPSS).
- Is the post 'politically restricted' - the [Personnel Policies and Procedures Handbook – Recruitment & Selection Section](#) gives full details on the implications for some senior posts.

Recruitment solely by word of mouth is strictly prohibited, as it does not allow for selection to occur in a fair and equitable manner. Failure to advertise a role could lead to accusations of favouritism and, in the worst case, a tribunal claim for discrimination.

D1 REDEPLOYMENT PROCEDURE

The [redeployment procedure](#) applies to employees who are formally at risk through their contract of employment ending due to compulsory redundancy, ill health/disability or the end of a fixed term contract. The employee must have 12 months or more continuous employment with Sefton Council.

Please refer to the redeployment policy for more detail, however, note the following points:

- Should a redeployee express an interest in a job, whether it is being advertised on redeployment, the intranet or internet, the normal recruitment process will be put on hold until the redeployment process is exhausted.

- Corporate HR will be involved in all stages of recruitment when an expression of interest is made.
- The recruiting manager will assess the expression of interest/redeployment application form against the minimum criteria only (essential) contained within the person specification. If the redeployee meets the criteria a redeployment meeting will take place and a decision made; and
- If an offer of redeployment is made and accepted, then the redeployee will no longer be regarded as being at risk. In the case of ill-health and disability redeployment the offer will be subject to medical clearance. In all cases of redeployment a trial period of 4 working weeks will apply.

Vacancies will remain open to redeployees throughout the recruitment process regardless of where the role is advertised. If there is a redeployment situation, and if an expression of interest is received from a redeployee, he/she **must** be seen before any other potential candidates.

Recruitment during Establishment Reviews

Vacancies may arise as part of an establishment review. In these cases vacancies must not be advertised outside of the area until the review is complete and current post holders are redeployed where possible. Further guidance is available from Corporate HR .

D2 INTERNAL ADVERTS

The next step, after advertising a role on the redeployment jobs page, is to advertise the role to internal candidates via the intranet. Corporate HR will liaise with you to determine the closing date and will advertise the role on the recruitment system. The relevant application form will be available on the website.

Transactional HR will then collate applications and forward a link to the documents onto you for shortlisting. If there are no internal applications then the role can be advertised externally.

Employees on Maternity Leave or Long Term Absence

Employees away from the office should be given access to the same opportunities as those at work. It is recommended that Managers liaise with employees whilst they are away from the office to ensure that they have access to vacancy information.

D3 EXTERNAL ADVERTS

External advertisements (optional for school based posts) must be placed on [Sefton Council's website](#). Corporate HR will liaise with you regarding the closing date. The advert will be placed on the website at the earliest opportunity; however the 3 step recruitment process specified above applies.

[Corporate Communications](#) can also provide support by marketing adverts through social media i.e. Facebook/twitter, etc. Depending on the role you may need to advertise in a professional journal or other external media. Cost effectiveness, the external perception of the Council and compliance with the Council's Equalities Strategies are influencing factors.

[Corporate Communications](#) will provide advice when placing an advert in a publication however adverts on external websites should be placed directly by the recruiting manager. Approval for advertising costs must be sought via the establishment control process.

D4 APPLICATION FORM

All applicants must complete the Authority's standard application form that is accompanied by guidance notes. **CV's alone must not be accepted, and a CV can only be accepted if this is specified on the job advert.** Applicants must input their details onto the online recruitment system in order for their applications to be considered. If this is not possible then a paper form may be issued but the candidate must be advised that their details will be input into the recruitment applicant tracking system.

The [Accessible Information and Translation and Interpretation](#) pages on the intranet provide details of how to provide information in an alternative format i.e. Braille or large print.

E. THE SELECTION PROCESS

Selection is a two-way process. When the candidate is being assessed, he/she will also be assessing Sefton as a potential place to work and possibly live.

It is vital that every potential employee is able to feel confident that their application has been treated fairly and that they have been given a full and proper opportunity to demonstrate their abilities relative to the requirements of the job

Approaching any Councillor or employee of the Council with a view to influencing employment opportunities, *speculative or otherwise*, will disqualify the applicant from the selection process

E1 THE SELECTION PANEL

Who Should be Included on the Selection Panel

With the exception of the Chief Officers (see below), all selection panels must consist of a minimum of two Officers, one of whom should be the line manager/supervisor of the post concerned. For more senior posts, additional panel members may be involved, and it may be considered appropriate to include a representative from the Corporate HR Department. **In all cases, at least one panel member must be trained in Recruitment and Selection procedures.** A Recruitment and Selection training course is available to book on [Melearning](#). There is no specific requirement, under legislation or the Council's policy, for a panel to be made up of a combination of male and female staff.

Chief Officers are appointed by an Employment Procedure Committee consisting of a minimum of three Elected Members from the relevant Committees. Details are provided in the Council's Responsibility for Functions document.

The Council supports the United Nations principle that Children and Young People (C&YP) should be involved in decisions that affect their lives. In addition to those post-holders within the Children's Social Care Service Area that directly (or indirectly) deliver front line services for C&YP, there are a number of posts in other areas of Council service provision which impact on the lives of C&YP (e.g. leisure, libraries, transport etc.) In order to champion this principle, Managers (and responsible officers) **must** consider whether, or not, a vacant post falls into this category and, if so, look at the various mechanisms available for taking into account the views of C&YP. It is important to note that the level of engagement of the C&YP is a judgement decision left to the discretion of the Manager (or responsible officer). Guidance is detailed at [Appendix 13](#) to this document and includes contact details should you wish to discuss this initiative further.

At What Stage Should the Panel become Involved?

It is recommended that **all** Panel Members should be involved in the key stages of the procedure, particularly the preparation of the person specification. Panel members who have been trained in Recruitment and Selection should ensure that other panel members are familiar with the procedure.

The Panel should agree the criteria and rating system for selection upon which the decision will be made.

Complying with this will ensure that the Panel agrees and is committed to the criteria against which candidates are to be assessed. It will also ensure that Panel members are party to the same information and share the same evidence on which to assess candidates.

The next task for the Panel is to agree a shortlist.

E2 SHORTLISTING CANDIDATES

The Selection Panel should agree the shortlist as soon after the closing date as possible.

Only those applicants who have completed an approved Sefton Council application form can be considered unless arrangements have been made to receive information in an alternative format e.g. visually impaired applicant.

Any redeployees who have submitted an expression of interest are to be assessed before shortlisting takes place in accordance with policy.

Please note that any re-employment after an individual has received redundancy entitlements should not take place unless exceptional circumstances exist and following discussion with the Chief Personnel Officer.

Late Applications

Any applications received after the closing date should not be considered unless exceptional circumstances apply.

Overseas Qualifications

In order for applicants to evidence the level of their overseas qualification for employment they will need to obtain a [certificate of comparability](#) from UK ENIC who are a leading information service provider offering impartial, trusted judgement on international qualifications. There is a fee for this service, payable by the applicant. They offer a 24 or 48 hour fast track service. UK ENIC's services have been developed to ensure that the skills, competencies and qualifications of those coming to the UK to work, study, practice or settle are recognised at the appropriate level.

UK ENIC is the designated United Kingdom national agency for the recognition and comparison of international qualifications and skills. They perform this official function on behalf of the UK Government.

Operating under contract to the Department for Education (DfE), UK ENIC serves as the UK's information point on the recognition of overseas qualifications. They also provide the only official source of information on international education systems and qualifications attained from outside the UK, as prescribed by the Lisbon Recognition Convention. [Statement of Comparability \(enic.org.uk\)](http://enic.org.uk)

Preparing a Shortlist

The Person Specification will detail the essential and desirable criteria and the methods which will be used to assess candidates relative to those criteria.

At the shortlisting stage it is only those criteria that are to be assessed from the application form that must be considered.

Members of the selection panel must **individually** read and assess each application form against the person specification and record their findings on the Council's **Shortlisting Form R/S 2** ([Appendix 7](#)).

At this stage, if a panel member discovers that he/she knows personally or is related to an applicant, he/she must declare the matter to the Chair of the Panel. Where the panel member is related to the applicant he/she must withdraw from the process. In any other cases, the panel members must consult fully with the Chair in order that the nature of the relationship and, whether or not it may impact on the making of an objective decision, can be considered. The general rule should always be to act on the side of caution and withdraw from the process if there is any doubt. Where withdrawal takes place, it may be necessary to identify a substitute panel member for the remainder of the process. In such cases, the substitute member must take a full part in the shortlisting and all remaining stages.

THERE SHOULD BE NO COMPARISON OF CANDIDATES – CANDIDATES ARE COMPARED ONLY TO THE SPECIFICATION FOR THE JOB

The first step of the shortlisting must be to eliminate all those applicants who do not meet all of the **essential** criteria.

Essential requirements should not be rated at this stage: the question is simply whether or not the candidate can comply with the requirement (e.g. if it is essential that the candidate must possess GCSE Maths he/she either does or does not meet the requirement - "extra credits" cannot be awarded to those applicants who EXCEED the Person Specification criteria e.g. have A-Level Maths).

If there are a large number of applicants who satisfy all the essential criteria it will then become necessary to examine the **desirable criteria** with the objective of arriving at a manageable shortlist.

EXCEPTION - The exception to this is where an applicant, who meets the essential criteria, and is applying under the Disability Confident Scheme. Applicants under this scheme who meet the essential criteria must be offered an interview under the Council's guaranteed interview scheme and are not subject to further shortlisting.

At the time of writing the person specification, or before examining any application forms, the Panel should discuss and agree the relative importance of each of the desirable criteria and rank or weight them. The weighting given to the desirable criteria should now be applied by the panel. This will lead to the building of a profile of each applicants' knowledge, skills, experience etc in comparison with the person specification and facilitate the formation of the shortlist (with the exception of disabled applicants meeting the minimum criteria who will have already been shortlisted for interview).

Those applicants who satisfy the essential criteria should be rated according to how well they meet the **desirable** criteria of the person specification in the following way:

- | | | |
|---|---|--|
| 3 | - | Comprehensively meets essential and all desirable requirements |
| 2 | - | Partially meets desirable requirements |
| 1 | - | Does not meet desirable requirements at all |

The object is to identify a manageable number of candidates for further assessment who:

- (a) meet all the essential criteria, and who are applying under the disability symbol.
PLUS those who
- (b) meet all the essential criteria, and
- (c) represent the closest match with the desirable criteria.

Once the shortlisting panel members have individually assessed each application form they will discuss their individual findings with the objective of coming to an overall consensus view. The consensus must then be recorded using [Shortlisting Form R/S 2 \(Appendix 7\)](#) again but clearly marking it at the top "Consensus View of Panel". This information may be used to provide feedback to applicants and support the Authority's case in the event of allegations of unfairness. Once again, it must be clear that those applicants shortlisted through the Disability Confident Scheme are NOT sifted out, and that they receive their guaranteed interview.

Records of the shortlisting process must be retained on file for **at least twelve months** after the exercise. See [F6](#) below.

E3 SELECTION TOOLS

You must interview the shortlisted candidates as a minimum requirement. However, you may also wish to consider the use of other selection techniques as detailed below.

Assessment Centres

This is a programme over 1 to 2 days that assesses candidates over a range of tests and activities that are relevant to the post. It is often a combination of methods that reflect aspects of the job and individual including for example selection tests, in-tray exercises, report writing and presentations.

Selection Tests

Selection testing provides selection panels with more objective information to supplement the information provided by application forms and interviews and thus, enables a more informed selection decision to be made. You must not make a selection decision using only test results.

To ensure that Sefton Council fulfils its legal obligations, tests must be objective, standardised, statistically valid and reliable and must not unfairly disadvantage certain groups of people such as those who have a protected characteristic.

Only qualified test users can administer, interpret and feedback on selection tests. Further information can be obtained from the [Corporate HR Department](#).

Presentations

Presentations are frequently used as a selection tool, particularly in senior jobs. The applicant is provided with a topic and given a strict timeframe to deliver a presentation on that topic. The method of doing this can vary as part of the testing process. The presentation topic can be sent with the interview letter, or it can be given to the applicants on the day of the interview and a set period given to prepare the presentation before the interview.

Which methods are suitable for a particular job?

When determining which selection method is most appropriate, it is necessary to consider the requirements of the job, through analysis of the job description and person specification, and what skills, experience and aptitudes are being sought. More than one selection method may be appropriate for any aspect of a particular job and the person specification should identify what those methods of selection are going to be.

E4 PREPARING FOR THE INTERVIEW/SELECTION TESTS

Informing the Candidates

Transactional HR will email the candidates informing them of the:

- date, time and venue of interview
- any selection methods to be used in addition to the interview
- names and titles of the Selection Panel
- dates reserved for any further stage of the process
- a person to contact if they have any particular requirements in order for the candidate to participate in the recruitment process.

You must provide Transactional HR with this information to enable them to email the candidates.

Administration for Interview

Decide whether the interview will be 'in person' or held virtually using Microsoft Teams.

For 'in-person' interviews:

- (i) Book accommodation - ensure that it will be free from interruptions. Ensure that the room has the required equipment e.g. PowerPoint and is set up in an appropriate manner.
- (ii) Ensure that there are reception and waiting facilities and, where possible, that these are in a quiet area.
- (iii) Book refreshments (water as a minimum).
- (iv) Ensure that the Interview Panel has a copy of all application forms, the advertisement, a list of candidates, person specification, job description and the schedule of arrangements.
- (v) Ensure there is a qualified/approved person available to administer selection tests if required.
- (vi) Ensure the venue is accessible to disabled candidates and that any adjustments that have been requested are available e.g. hearing loop.

For virtual interviews:

- (i) Send email invitations to the candidates and other participants.
- (ii) Provide clear instructions on how to access the virtual meeting.
- (iii) Pick a quiet, well-lit location.
- (iv) Prepare for the interview – ensure you have reliable technology and have all the information and materials you will need in front of you.
- (v) Establish ground rules in advance with the interview panel regarding, structure, roles, participation and muting of microphones when not talking.
- (vi) Demonstrate professionalism – virtual interviews are no less important than in-person interviews.

If a candidate is not available on the day of the interview it is good practice to rearrange the interview. However, if you cannot agree a date for the interview within a reasonable timeframe you may feel that you have to disregard the candidate in the selection procedure.

E5 CONDUCTING THE SELECTION INTERVIEW

- (i) The Panel must each have a copy of the job description, person specification and interview assessment sheets. **Preparation for the interview is essential** and the Panel must meet in advance and allow sufficient time to plan the structure, conduct and content of the interview, agreeing questions and reminding themselves of the rating method to be used.

All members of the Panel must be free from other commitments during the interview period. All the Panel members must be involved in each interview to ensure consistency.

- (ii) In the interests of equity, all candidates must be asked to respond to the same range of pre-determined questions that relate to the criteria on the person specification. These questions will, however, need to be followed up by additional relevant questions which will probe or clarify a response or statement made by a candidate to enable the Panel to thoroughly assess each candidate's suitability and to probe more deeply into a candidate's skills and experiences. The panel may also ask questions about information on the application form, which supplements the response made by the candidate. This would include any gaps in employment, training or experience. These should be detailed, and any anomalies noted to record that these have been explored.
- (iii) The interview panel will be required to make comprehensive notes on the answers given by each applicant. Recruiting managers and interview panel members must ensure that interview is recorded using the [Interview Assessment Form R/S3](#) and must write down key words and examples of what the applicant actually says, but do not include opinion or judgements at this stage. Applicants have a right to see the notes taken during the selection process, therefore all notes taken by the recruitment panel must be accurate and must not contain any information that could be misconstrued. This information must be clear and justify reasons for why applicants were either successful or unsuccessful.
- (iv) Questions based on assumptions regarding personal circumstance must not be asked. If it is considered necessary to assess whether personal circumstances will affect performance (e.g. jobs involving unsociable hours or requiring mobility etc) questions should be objective, related to the job requirements and the applicant's ability to meet those requirements. Such questions must be asked of all applicants.
- (iii) Attendance records must not be discussed with applicants at the interview stage. Once a person has passed the interview and they have been offered the job, appropriate health-related questions are then permitted, i.e. reference request /pre-employment questionnaire.
- (iv) It is recognised that where a school leaver has brought along his/her exam/qualification certificates, it may not be possible to fully examine them during the interview, in which case, arrangements must be made for them to be examined once the interview has ended but before a selection decision has been made ensuring that they are returned to the candidate as soon as possible.

- (v) Applicants may also wish to bring other information into the interview with them such as notes and aide memoir etc to assist them in telling you about their experiences.
- (vi) Where an applicant has identified him/herself as disabled, the interview must still be solely concerned with the candidates' aptitude for the job and his/her ability to carry out the tasks required. If there is uncertainty about how a candidate might carry out a particular aspect of a job because of a disability, it is reasonable to ask the candidate, providing such questions are not used to make disabled candidates give a greater proof of their abilities. Possible adjustments can be discussed; be open to suggestions about how jobs or working arrangements might be done differently. Disabled people will usually be the experts on the effects of their impairment and how these can be overcome.
- (vii) If the role is customer facing then the candidate must be fluent in spoken English. The Panel must be satisfied that the candidate can demonstrate that they are fluent by competently answering interview questions in English.
- (viii) When the Panel has concluded its questioning, the candidate should be given the opportunity to ask questions and/or make a short statement in support of his/her application.
- (iv) Following the conclusion of each interview, individual members of the Panel must each assess the candidate using the Council's **Interview Assessment Form R/S3** ([see Appendix 8](#)). The panel should not discuss individual candidates until all candidates have been interviewed.

E6 MAKING THE DECISION

Once all the individual assessments have been recorded the panel will discuss their ratings with the objective of reaching an overall consensus on the final ratings to be awarded to each candidate. These must then be recorded separately using the Interview Assessment Form R/S 3 again but marking clearly on the top of the form " **Agreed Interview Assessment**".

Where a presentation has been part of the assessment, panel members will need to share their assessments of this at this stage. These will have been recorded on the **Presentation Assessment Form R/S4** ([Appendix 9](#)).

The findings from all selection methods used, including the interview, should be considered collectively and then, based on all the evidence, the Panel should reach their final decision.

If references have been obtained, they should be consulted at this stage to confirm the panel's final decision.

Candidates should be ranked in an order relative to the outcome of the interview/selection tests: should the successful candidate decline the offer of appointment; the Panel may wish to offer the post to the next candidate in the rank order.

All records of the interview process must be retained on file **for a period of twelve months** from the date that an appointment decision is notified. Successful applications will be retained and will form the basis of the employee's file. Should the person appointed to the post be a migrant worker from outside the UK there are record keeping requirements over and above these, further details can be found on [GOV.UK](https://www.gov.uk).

F. AFTER THE SELECTION PROCESS

F1 OFFER OF APPOINTMENT

The selected candidate should be offered the post verbally as soon after the decision as possible. The offer must then be confirmed in writing. All offers of appointment must be made subject to satisfactory references (as appropriate – [see F4](#)), confirmation of qualifications, medical clearance, confirmation of eligibility to work in the UK and Disclosure and Barring Service check (as appropriate) and HMG Baseline Personnel Security Standard check (as appropriate). The candidate must be advised not to give notice to terminate their current job until confirmation has been given.

F2 DISCLOSURE AND BARRING SERVICE CHECK (FORMERLY CRB CHECKS)

The Authority has a duty to undertake a check as part of the recruitment process on criminal records for those potential employees whose posts are defined as ‘Regulated Activity’ due to the nature of the activity carried out with children and/or vulnerable adults or posts that are exempt from the Rehabilitation of Offenders Act 1974. This is referred to as a Disclosure and is obtained via the Disclosure and Barring Service (DBS).

The Council is legally responsible for ensuring entitlement to ask individuals to reveal their conviction history. Individuals can only be asked to complete a Disclosure and Barring Service check when the post duties meet the eligibility criteria for exempt positions.

If a post is subject to a Disclosure, it must be stated in the job description/person specification along with the advertisement and which level applies. It is a criminal offence for people who are barred from working in regulated activity to work in or apply for the role.

The Council are required to carry out criminal record checks as part of our pre-employment checks and throughout employment. The recruiting manager is responsible for ensuring the required DBS check is undertaken for candidates that have been offered a post. The minimum age at which someone can be asked to apply for a DBS check is 16 years old.

Although the Rehabilitation of Offenders Act 1974 allows spent conditional cautions and convictions to be legally ignored after a specified period of time, the roles which are exempt from the Rehabilitation of offenders Act means that if working in, or applying for, one of these roles, all conditional cautions and convictions must be declared.

[Guidance](#) has been produced for managers in order that the correct recruitment checks are identified and held against each post on the Council’s establishment. The guidance provides managers with the definitions of the checks in order that the requirements of the post can stipulated on the Establishment control forms when creating a new post or releasing a post for filling.

[See Appendix 2](#) for the Council’s policy on the recruitment of people with a criminal record.

Commencing Employment without a Disclosure

NB. Individuals **MUST** only commence employment without a Disclosure if, in exceptional circumstances and following completion of a satisfactory risk assessment by the Assistant Director, any delay is likely to severely affect service delivery. A standard process is in place for anyone seeking agreement to override the recruitment process to enable a new starter to commence employment whilst waiting the return of a DBS disclosure.

The process is as follows:

- 1) The department request an override from Central Starters via centralstarters@sefton.gov.uk
- 2) Central Starters request the [Risk Assessment Form for Staff Awaiting a DBS Disclosure](#) to be completed and returned.
- 3) The department complete the form which is authorised by a decision maker at Assistant Director level or above. This Assistant Director therefore assumes the responsibility of the implementation, management and review of the risk assessment and therefore the decision to continue with employment pending the DBS.
- 4) The completed form is sent to Central Starters who logs and sends across to the relevant person in Corporate HR which will be Marie Lambert for Operational Departments or Karen Holmes for Children's Social Care and Education Excellence. The Chief Personnel Officer is also on hand should these two contacts not be available.
- 5) HR then review and complete the form accordingly and return it to Central Starters, who records, retains and shares the outcome with the requester.

A Risk Assessment should be a current, live document that is continuously reviewed. Therefore, it is a requirement for the assessment and request to be reviewed on a monthly basis until a satisfactory DBS is received and the appointment confirmed.

We would not expect to receive many of these types of requests as each request will need to be justified as having a negative impact on service delivery.

F3 BASELINE PERSONNEL SECURITY STANDARD CHECKS (BPSS)

Baseline Personnel Security Standard Checks (BPSS) are part of the HMG Security Policy Framework which is aimed at government organisations to lessen the threat of malicious attack of assets or information by bogus employees. The Council is responsible for ensuring employees recruited to posts which require access and transfer of sensitive data through the Government Connect Secure Xtranet (GCSX/Public Service Network (PSN) are subject to recruitment controls known as the BPSS. Prospective employees, where access is a requirement of the post, must be able to pass the ~~new~~ Baseline Personnel Security Standard (BPSS) checks. The check involves 4 elements.

- Identity check (we identity check all new starters to the Council through verification of specific documents)
- Nationality and Immigration status (undertaken as part of the recruitment process for all new starters)

- Employment history (past 3 years) (reference checks are undertaken with previous employers as part of the recruitment process, however this does not necessarily always cover the BPSS specific 3 year period)
- Verification of criminal record (unspent convictions only) – a basic check is provided by the Disclosure and Barring Service for England and Wales.

Non-compliance with the BPSS could have significant effect on the efficient operation of the Council's services and ultimately result in disconnection from the Public Service Network (PSN).

NB. If a prospective employee is subject to a DBS check as a requirement of the post, then a basic check will not be required. If the individual has been employed by Sefton Council for 5 years or more they will be exempt from a BPSS check.

See the [Criminal Records Check policy for roles requiring compliance with the HMG Baseline Personnel Security Standard](#) for full details.

F4 REFERENCES

One written reference should be requested for all selected candidates prior to confirmation of appointment. The reference must be from the current/latest employer or, if not possible, from a Head Teacher, Voluntary Organiser etc. It is the recruiting managers discretion as to whether more than one reference is sought. For example, if the reference only covers a period of a few months or there are unexplained gaps in employment, then the manager may wish to request a further reference.

Please note that if the post requires DBS clearance then the candidate must provide references which cover a 2-year period. If the post requires BPSS clearance, it is a requirement that references must cover the last 3 years. [See F5 below for references for residential child care staff.](#)

To get the best value from the reference source, the referee must be provided with information about the vacancy, the duties involved, and the personal characteristics sought, i.e. the job description and person specification. The Transactional HR Team will request external references.

If required and if permission is granted from a shortlisted candidate to obtain references prior to interview all questions relating to sickness absence must be removed prior to sending. Questions relating to sickness can only be asked after a job offer has been made.

Verbal references for external candidates must not be sought or accepted unless confirmed in writing.

If an external applicant asks (or names) someone currently employed by the Authority to be a referee and that person is a member of the selection panel, he/she must refuse and/or ask the applicant to seek another referee.

A reference for an internal candidate can be obtained by the recruiting manager over the telephone or via email using the abridged reference form. The recruiting manager should contact the existing line

manager, record the details of the reference and then forward the reference pro-forma to Transactional HR to confirm that the recruitment process can continue.

Unsatisfactory References

There is no contractual obligation to employ the person if one or more of the references turns out to be unsatisfactory. There is also nothing restraining the employer from making further and appropriate enquiries of the provider of the reference, the applicant, or anyone else. Any further information supplied should be confirmed in writing.

A job offer can be withdrawn if the conditions on which employment were offered e.g. satisfactory reference, DBS clearance or medical etc. have not been met. In these circumstances, the candidate should be told that the job offer has been withdrawn and the reason for the withdrawal. If the withdrawal is due to unsatisfactory references and the candidate requires further information then they should be referred back to their previous employer. The Authority has no further obligation towards them.

Refusal to Supply a Reference / Non Return of Reference

Where a request has not been responded to, every effort should be made to obtain references including contacting previous employers by telephone. If a reference cannot be obtained then the applicant must be asked to contact their previous employer themselves. If there is still no response, then ask the applicant for an alternative referee in the same organisation.

If all options have been exhausted then it is down to the employing department's discretion as to whether to employ the applicant. If there is any doubt then the department may decide that they are unable to employ the applicant.

If a reference is obtained prior to offer then it must only be used to confirm the final recruitment decision of the Selection Panel and must not be examined until this stage has been reached.

A firm offer of appointment must not be made unless a satisfactory reference is obtained. Candidates who are in employment must be advised not to give notice to terminate their current job until (where appropriate) confirmation of satisfactory reference (if applicable), medical clearance and/DBS (Disclosure and Barring Scheme) clearance has been given. [A manager's guide to references](#) is available on the intranet.

F5 REFERENCES FOR RESIDENTIAL CHILD CARE STAFF

Schedule 2 of the Children's Homes (England) Regulations 2015 requires the following checks for people who wish to manage or work in a Children's Home:

- 1) Two written references, including a reference from the person's most recent employer, if any (this applies to both internal and external candidates);

- 2) If a candidate has previously worked in a position involving work with children or vulnerable adults, verification so far as reasonably practicable of the reason why the employment or position ended. Residential homes are audited against this requirement;
- 3) A full employment history, together with a satisfactory explanation of any gaps in employment, in writing.

References should ask for previous disciplinary offences even where the records are "time expired".

In addition, the contents of reference must be verified by speaking directly to the referee. The reference should be signed and dated to confirm this check has happened. Please refer to the [GOV.UK guidance on what providers of children's homes must do under the law when recruiting and employing staff](#).

F6 RIGHT TO WORK CHECKS / ILLEGAL WORKING

The Immigration, Asylum and Nationality Act 2006 sets out the law on the prevention of illegal working. The law on preventing illegal working is set out in sections 15 to 25 of the Immigration, Asylum and Nationality Act 2006 (known as the 2006 Act). These rules came into force on 29 February 2008. They replaced the previous rules under section 8 of the Asylum and Immigration Act 1996 (known as the 1996 Act). It makes it a criminal offence to employ someone who has no right to work in the UK or no right to do the work you are offering. It also gives employers a statutory defence against conviction for employing an illegal worker and obliges employers to ensure that their recruitment practices do not discriminate against individuals on racial grounds.

Following the UK's withdrawal from the European Union, and the end of the transition period, freedom of movement ended on 31 December 2020. On 1 January 2021, the UK introduced [UK points-based immigration system](#) that applies to anyone who wants to come to live, study or work in the UK. Irish citizens can continue to freely enter, live and work in the UK. Under the new system, all employers will require a sponsorship licence to recruit all non-UK citizens from overseas if they are not a 'settled worker' or do not otherwise have the appropriate immigration permission to work for in the UK. The Council is not currently a licensed sponsor.

All individuals starting a job in the UK must be able to evidence their right to work. The Council will ask to see and take a copy of certain documents such as passport or national identity card, as part of a Right to Work check. The Recruiting manager must check that all job applicants are allowed to work for the Council in the UK before you employ them. The Council could face a [civil penalty](#) if we employ an illegal worker and have not carried out a correct right to work checks. We have a legal responsibility to prevent illegal working.

If these checks have been carried out and it has been established that the potential employee is not permitted to work then employment must be refused. It is up to the potential employee to demonstrate that they are permitted to do the work that you are offering.

Further details on the right to work checks and the UK points-based immigration system can be found at [Appendix 11](#) and [Appendix 12](#).

F7 UNSUCCESSFUL CANDIDATES

Once the successful applicant has verbally accepted the offer of appointment the recruiting manager must then inform all unsuccessful applicants by the date and method agreed at interview. It is the recruiting manager's responsibility to ensure that those who attended an interview are informed that they were unsuccessful.

Candidates who were unsuccessful may ask for feedback following an interview and selection process. The Chair of the Selection panel or, in the case of a Member appointment, from an agreed officer who advised the Panel are responsible for providing this feedback and should do so within a reasonable timeframe of the request. When informing the candidate they have been unsuccessful, the Chair of the Selection panel should confirm they are happy to provide feedback if the candidate so wishes, and that they can arrange a time to do so.

Providing feedback should not be done in the same phone call as the confirmation of unsuccessful interview.

Feedback must be factual and based on the candidate's performance on the day. Include both areas where the candidate performed well, and areas where further improvement could be made. It is not helpful to simply say someone performed better on the day, and recruiting managers should consider what was 'better' about the candidate they selected and how the unsuccessful candidates could improve for any future similar applications. Information about other candidate's' applications must not be given.

F8 WHAT IF THERE ARE NO SUITABLE CANDIDATES

There may be occasions where the recruitment and selection procedure has been carried out but there are no candidates that fit the criteria. In these cases there must be a thorough review of the process to identify issues that could have been approached in a different manner. For example, the wording of the person specification may need revising, or the role may need advertising in specialist publications.

Another alternative maybe to look into the capabilities of existing employees to determine if extra training could fill the skills gap caused by the vacant post. A selection procedure must be followed if there are a number of employees who could potentially fulfil the role.

F9 RECORD KEEPING

Recruitment information must be kept securely for a twelve-month period after the selection process (or for 24 months for a statutory officer). Keeping the recruitment documents for this period of time will help protect the Council against any potential claims.

The recruitment and selection paperwork relating to the successful candidate should be kept on his/her personal file. Under the Points Based Immigration System, there are record keeping requirements over

and above these in the case of the recruitment of a migrant worker, further details can be found on [GOV.UK](https://www.gov.uk).

G. THE NEW RECRUIT

G1 COMMENCING EMPLOYMENT

As soon as the relevant 'offer' conditions have been met, a start date should be agreed with the successful candidate. Written confirmation of this including the date, time and place of reporting and name of the person who will meet the successful candidate should be sent. Ideally, as a matter of good practice, some indication should be given of how the first day/week will be spent including induction arrangements. An external appointee will also need to be sent details of the Local Government Pension Scheme, Bank Authority Credit Form, with a request for Income Tax Form P45 and a copy of his/her birth certificate to be submitted as soon after appointment as possible.

The recruiting manager must complete the New Starter form to enable all relevant employee details to be placed on the HR System. Every encouragement should be given to the new employee for them to also supply relevant equality monitoring information.

Arrangements should be made for the reception and induction of the new employee.

G2 STATEMENT OF PARTICULARS

A written statement of particulars will be issued to the new recruit by Transactional HR within 2 months of their start date. The statement outlines the basis of the employment contract and includes specific and general information.

G3 REASONABLE ADJUSTMENTS FOR DISABLED PEOPLE

Reasonable adjustments may be required for new employees with a disability. For example, a specific computer keyboard or voice-activated software may be required to enable an employee to perform their duties. Funding may be available from [Access to Work](#) on 0800 121 7479.

G4 INDUCTION

Good induction of all new entrants (and job movers) is essential. Without proper induction employees are less likely to work as efficiently as they otherwise could, not because they do not try or want to, but because they do not have the necessary information, knowledge, skills and confidence.

The Line Manager/Supervisor will be responsible for ensuring that an appropriate induction programme is organised for each new recruit/job mover. Information and a checklist is available on the [intranet](#).

Sefton Corporate Learning Centre has developed a [Corporate Induction eLearning programme](#) designed to support new employees joining the organisation. It is recommended new employees complete the course within their initial induction period, alongside other identified mandatory training courses.

[Information for new starters](#) is available on the intranet and contains links and contact information that will be helpful to a new employee at Sefton Council.

All requests for a new Sefton Council ICT account, equipment, access to specific applications, email, etc must be raised via the [Self-Service Portal](#). The [Starters, Movers and Leavers Policy](#) has been designed as a guide for managers.

G5 PROBATION

New entrants to the Council are required to complete a six month [probationary period](#). Regular meetings between the Manager/Supervisor and new recruit during the probation period are essential in order to enable the individual's performance to be monitored and for him/her to raise any queries/concerns or seek assistance in adapting to his/her new employment. As a minimum, review meetings should be held and documented once every four weeks. Further guidance can be found in the Personnel policies and Procedures on the intranet.

At the end of the probationary period, the new recruit should be informed of whether or not he/she has been successful. This should be confirmed in writing.

In cases where the new employee during the probationary period is proving unsuccessful, advice should be sought from Corporate HR at the **earliest possible stage**.

Employees who secure a new position within the Council (either through promotion or a move to another department) are subject to a monitoring period of 6 months.

H. REVIEW THE PROCESS

H1 REVIEW

A candidate accepting a job offer does not automatically signify that the recruitment and selection process has been a success. It is good practice to examine every recruitment exercise with a view to assessing whether anything could have been done better. Following from this, it may be possible to identify training needs or changes that need to be made to current practices. Any suggestions for improvements to the Guidelines will be welcome.

H2 COMPLAINTS

Any candidate who has reason to believe that he/she has been treated unfairly or discriminated against at any stage of the recruitment and selection process will be requested to submit their complaint, in writing, to the Chief Personnel Officer.

The Chief Personnel Officer will seek comments from the department concerned and ensure that the complainant receives a single response on behalf of the Authority.

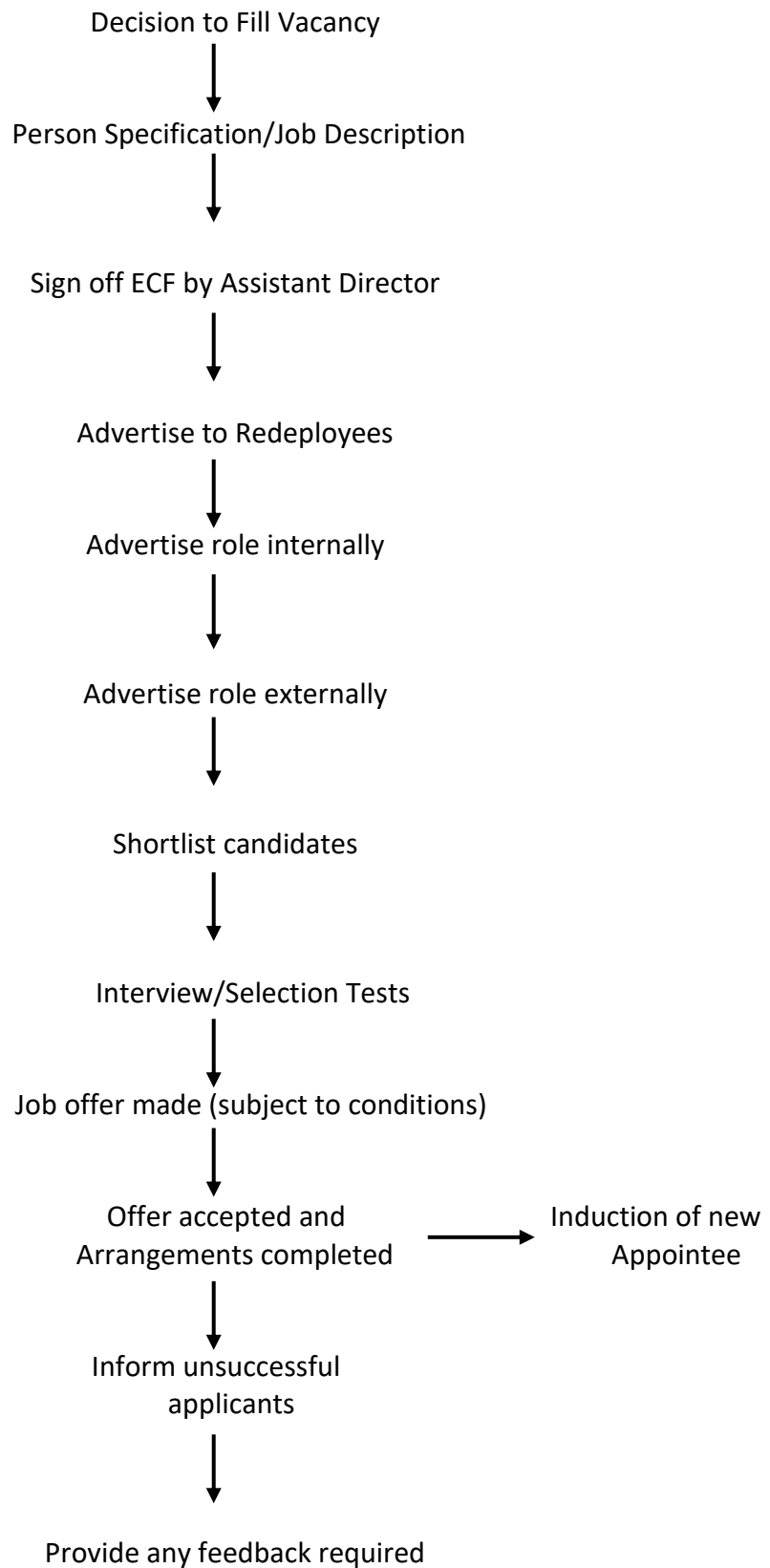
H3 QUALITY CHECKS

Corporate HR reports to the Cabinet Member for Regulatory, Compliance and Corporate Resources, on an annual basis, including information such as turnover and new starters. This information can be used to monitor the success of the recruitment process.

I. LINKS TO OTHER POLICIES

- [Appointment of Permanent Employees](#)
- [Appointment of Non-Permanent Employees - Including Extension of Temporary Contracts](#)
- [Pre Employment Medical Screening](#)
- [Aid to Recruitment Scheme](#)
- [Equal Opportunities Policy Statement](#)
- [Local Government Pension Scheme](#)
- [Redeployment Policy](#)
- [Probationary Periods](#)
- [Induction Policy](#)
- [Exit Interview Policy](#)
- [Job Share](#)
- [Politically Restricted Posts](#)

THE RECRUITMENT AND SELECTION PROCESS



APPENDICES

1. [Contacts](#)
2. [Policy on the Recruitment of People with a Criminal Record](#)
3. [Disability Confident Scheme](#)
4. [Fluency Duty](#)
5. [Job Descriptions](#)
6. [Person Specification](#)
7. [Short Listing Form](#)
8. [Interview Assessment Form](#)
9. [Presentation Assessment Form](#)
- 10a. [Reference Request Form for all Council roles excluding roles working with children](#)
- 10b. [Reference Request Form for roles working with children](#)
11. [Guidance on the Immigration, Asylum and Nationality Act and the UK points-based immigration system/sponsorship](#)
12. [Checking a Person's Right to Work in the UK](#)
13. [Guidelines for Involving Children and Young People in Recruitment and Selection](#)

Appendix 1

Contacts

Corporate HR	0151 934 3395
Redeployment	0151 934 3394
Health Unit	0151 934 4504/3650
Disability Confident Scheme	0151 934 3395
Disclosure and Barring Service/ HMG Baseline Personnel Security Standard	0151 934 3395

Recruitment Contacts:

Corporate HR	0151 934 3394
Transactional HR	0151 934 3213

Appendix 2

SEFTON COUNCIL POLICY ON THE RECRUITMENT OF PEOPLE WITH A CRIMINAL RECORD

Introduction

As a matter of good practice, all employers should have a policy and guidance on the Rehabilitation of Offenders, the contents of which should be known to all staff making recruitment decisions. In addition, the Disclosure and Barring Service stipulates that all organisations registered with it must adhere to the Code of Practice which is designed to ensure that information regarding convictions is used fairly. Registered organisations must also have a written policy on the recruitment of people with a criminal record.

Sefton Council supports the Rehabilitation of Offenders, and the possession of a conviction will not necessarily mean unsuitability of employment. All cases will be examined on an individual basis and given full and fair consideration. A key element in considering the recruitment of an ex-offender will be the undertaking of a risk assessment – comparing the applicants' skills, experience and conviction circumstances with the risk criteria identified for the job – and the extent to which the Authority is bound by legal constraints.

We are committed to equal opportunity for all job applicants.

We select people for employment based on their:

- individual skills
- abilities
- experience
- knowledge
- qualifications
- training

We treat all applicants for positions fairly and working accordance with:

- Rehabilitation of Offenders Act 1974
- Disclosure Barring Service (DBS) Code of Practice.

In line with good practice and the DBS Code of Practice, this policy can be made available to prospective employees on request.

Legislative Background

The Rehabilitation of Offenders Act 1974 was introduced to ensure that ex-offenders who have not been reconvicted for a period of time since the date of their conviction are not discriminated against when applying for jobs. The Act makes it illegal for any organisation to discriminate against an ex-offender on the grounds of a "spent" conviction. The Act states that after a period of time certain

offences can be classified as “spent”, which means that the person concerned is no longer legally required to disclose to prospective employers the detail of that conviction, **unless** the vacancy is in one of the types of employment listed in the ROA, the ROA (Exceptions) Order 1975 and the ROA (Exceptions) (Amendment) Order 2001. These occupations include Solicitors, those administering the law, Chartered Accountants, registered teachers, jobs involving contact with children and jobs involving access to other vulnerable groups and those with a serious illness, disability or addiction. Organisations who employ people in these categories are legally entitled to ask exempted questions about criminal records and require candidates to disclose spent convictions.

Under the Protection of Children Act 1999 and the Criminal Justice and Court Services Act 2000, it is an offence to offer employment that involves regular contact with young people under the age of 18 to anyone who has been convicted of certain specified offences or included on lists of people considered unsuitable for such work held by the Department for Education and Employment and the Department of Health. It is also an offence for people convicted of such offences to apply for work with young people. Specified offences include murder or manslaughter, rape, grievous bodily harm and a number of sexual offences involving children.

Under the Safeguarding and Vulnerable Groups Act, it is an offence for a person to work (either on a paid basis or as a volunteer) in a regulated activity while on the barred list. It will also be an offence for an employer to employ a person in a regulated activity without having checked his or her status. Checks against the barred lists can be made as part of an Enhanced Check for those carrying out certain activities or working in regulated activity with children and adults. A [guide](#) has been produced for managers to help correctly identify which recruitment checks are required for posts. When submitting an Establishment Control Form to create a new post, Managers must complete the recruitment checks required for the post in relation to the level of DBS check required and if a barred list check is necessary. If this information is not completed this could lead to the ECF being rejected and therefore delays in the recruitment process.

The Protection of Freedoms Act 2012 contains legislation which made changes to the DBS checking process.

Rehabilitation of Offenders

We will not automatically refuse to employ someone with a previous criminal conviction.

Job adverts and recruitment information will state if a disclosure is needed. If disclosure is to form part of the recruitment process, applicants will:

- self-disclose all unprotected spent and unspent convictions (dependent on the level required)
- not be entitled to withhold information about convictions which, for other purposes, would be 'spent'.

Spent convictions

In law, a conviction becomes 'spent' after the elapse of a defined period. The individual is then 'rehabilitated'. The amount of time depends on the type of offence they commit.

An individual in England and Wales whose sentence exceeded 48 months can never become rehabilitated.

People whose convictions are 'spent' must be treated as if their conviction had never occurred. Job applicants are therefore entitled to conceal details relating to spent convictions.

If we find out about a job applicant's spent conviction, we must disregard it when making the employment decision. A refusal to employ a rehabilitated person on the grounds of a spent conviction is unlawful.

The length of time before a sentence becomes spent depends on the sentence received and the age when convicted. Once the defined period has lapsed the conviction is "spent". Cautions, reprimands and final warnings are not considered to be criminal convictions but do form part of an individual's criminal record. They would only be considered in relation to exempted posts.

Exempt positions

We have a duty of care to protect the well-being of:

- the public
- service users
- children and adults in our care who are especially vulnerable or at risk

If the job advertised is on the exempt list in the Rehabilitation of Offenders Act 1974 (Exceptions) Order 1975, the applicant must disclose all convictions.

Disclosure is needed whether or not the convictions are 'spent'. Protected cautions and protected convictions do not need to be disclosed, depending on the job concerned. Additional information which explains the filtering of old and minor offences which are now 'protected' (so not subject to disclosure to employers) is available at <https://www.gov.uk/government/collections/dbs-filtering-guidance>

We may ask applicants to disclose:

- all unspent and unprotected spent convictions
- cautions
- warnings
- reprimands
- binding over or other orders
- pending prosecutions
- criminal investigations

Failure to disclose this information could result in:

- withdrawal of a job offer
- dismissal
- disciplinary action

Failure to reveal information that is directly relevant to the position sought could lead to:

- withdrawal of an offer of employment
- a review of employment with us

We will keep any information given to us confidential. We will only consider it with an application for positions to which an order applies.

If the job is exempt, we will ask for written evidence about the successful applicant's criminal convictions. We will submit an application to the Disclosure Barring Service (DBS) for a DBS check in the event of the individual being offered the position.

Where a job is exempt, we may lawfully decide to reject the individual due to a conviction. It does not need to be 'spent'.

We will discuss any matter revealed with the individual before withdrawing a conditional offer of employment.

Sefton Council ensures that all those involved in the recruitment decision making process, where a criminal offence is involved have been suitably trained to identify and assess the relevance and circumstances of offences.

We also ensure that they have received appropriate guidance and training in the relevant legislation relating to the employment of ex-offenders, e.g. the Rehabilitation of Offenders Act 1974.

The suitability for the individual's employment will be assessed proportionally, through a risk assessment. A risk assessment will be carried out by the recruiting manager and will involve the relevant HR team.

DBS Code of Practice

As an organisation assessing applicants' suitability for positions which are included in the Rehabilitation of Offenders Act 1974 (Exceptions) Order using criminal record checks processed through the Disclosure and Barring Service (DBS), Sefton MBC complies fully with the code of practice and undertakes to treat all applicants for positions fairly.

The DBS code of Practice can be found here: <https://www.gov.uk/government/publications/dbs-code-of-practice>

Sefton Council can only ask an individual about convictions and cautions that are not protected.

An application for a criminal record check is only submitted to DBS after a thorough eligibility assessment has indicated that one is both proportionate and relevant to the position concerned. For those positions where a criminal record check is identified as necessary, all application forms, job adverts and recruitment briefs will contain a statement that an application for a DBS certificate will be submitted in the event of the individual being conditionally offered the position.

Recruitment

It is recognised that in order to appoint on merit, and to comply with legislation, it is important to consider candidates for employment from the broadest range possible, which includes ex-offenders. Obtaining a job is an essential part of successful rehabilitation.

Sefton Council is committed to the fair treatment of its workforce and potential workforce, regardless of race, sex, disability, age, gender identity, religion or belief, sexual orientation, pregnancy and maternity, marriage and civil partnership, offending background, or is disadvantaged by conditions or requirements which cannot be shown to be justifiable.

Sefton Council actively promotes equality of opportunity for all with the right mix of talent, skills and potential, and welcomes applications from a wide range of candidates for interview based on skills, competencies, qualifications and experience.

Offers of Employment

An offer of employment to regulated and exempt posts will be subject to the receipt of a satisfactory disclosure via the Disclosure and Barring Service and must also satisfy our usual pre-employment checks for employment. Job advertisements and job descriptions will make reference to whether the position is regulated and exempt from the provisions of the Rehabilitation of Offenders Act.

Information in relation to obtaining a disclosure will be provided in recruitment documentation.

Having a conviction will not necessarily bar someone from employment with us. We will only take a criminal record into account when the conviction is relevant. We must weigh the protection of the applicant's rights and interests against the rights and interests of service users and employees, including our responsibilities to these groups, and the public.

Individuals recruited from Overseas

The DBS can only check applicants from the date they arrive in the UK, or the time the applicant has lived in the UK. The DBS cannot currently access overseas criminal records or other relevant information held overseas as part of its Disclosure service. Therefore a DBS check will not, in most cases, reveal if an individual has a criminal record held in another country.

Anyone appointed to a post requiring an enhanced DBS check must have one. A check is needed regardless of their length of stay in the UK, even if they have never been resident. Note that a DBS check can only be performed if the applicant can submit proof of right to work, for example a visa.

If a recruiting manager wishes to appoint an individual from overseas, or an individual who has lived abroad in recent years prior to the appointment, and the post requires a DBS disclosure, it is the responsibility of the applicant to [obtain their overseas criminal records check from the relevant country or countries.](#)

Statutory requirements for UK employers

The overseas criminal record certificate requirement applies to applications for entry clearance in certain specific visa routes (see below).

Under the UK Immigration rules, individuals aged 18 or over applying for a UK visa as a Tier 1 (Entrepreneur), Tier 1 (Investor) and Skilled Worker in education, health or social care sectors must provide a criminal record certificate from any country (except the UK) where they have lived for 12 months or more in the previous 10 years. The 12 month period does not need to be continuous.

Furthermore, a dependent partner (over 18 years old) of the main applicant in any of the above routes, must also provide a criminal record certificate.

The requirement for Skilled Worker entry clearance applicants to produce a criminal record certificate is determined by the standard occupational classification (SOC) code attributed to their employment role in the UK. The SOC codes subject to this requirement can be found in [guidance produced by the Home Office.](#) The occupations include social services managers and directors, social workers, occupational therapists, etc.

Availability of criminal record certificates

The majority of countries have procedures for the issuing of criminal record certificates to their own citizens and to third country nationals living there.

Separate guidance on the availability of a criminal record certificate for individual countries can be found at: [criminal record checks for overseas applicants.](#)

A criminal record certificate should be not more than 6 months old at the day of the visa application.

Where the requirement applies, an applicant must provide a scanned copy of a criminal record certificate. If the certificate is not in English, a translated copy of the certificate must be provided. The translation should be a certified translation.

The Council is committed to doing all it can to ensure that every individual appointed to relevant posts is suitable to work with vulnerable people, including children.

Types of checks

There are different levels of criminal records check that we use:

Basic Check – This level of check will contain details of convictions and cautions from the Police National Computer (PNC) that are considered to be unspent under the terms of the Rehabilitation of Offenders Act (ROA) 1974. Spent convictions will not show on a Basic DBS certificate. This check is a requirement for all positions that involve access to the Public Service Network (PSN) in order to be compliant with the HMG Baseline Personnel Security Standard (BPSS). NB. If a prospective employee is subject to a DBS check as a requirement of the post, then a basic disclosure will not be required.

Spent convictions and cautions will be disclosed on Standard, Enhanced, and Enhanced with Barred Lists DBS certificates, subject to [filtering rules](#).

Standard Check – This level of check is not used in the Council.

A standard DBS check is undertaken as part of an individual's application for a Security Industry Authority (SIA) licence.

Enhanced disclosure - In addition to the basic disclosure, this includes local police records. It is needed for positions that are exempt from the provisions of the Rehabilitation of Offenders Act 1974.

Enhanced disclosure with barred list check - In addition to the enhanced disclosure as detailed above, this includes whether the individual is on the Children's or Adult barred lists. The Disclosure and Barring Service (DBS) hold these lists.

This check is needed mainly for positions that involve working with children or vulnerable adults in a regulated activity. It is defined by the Safeguarding Vulnerable Groups Act 2006.

[The Managers guide to recruitment checks](#) provides an overview of the different types of DBS check. Further information can be found on [Gov.UK](#)

Appendix 3

Disability Confident

Sefton Council is a Level 2 Disability Confident Employer and, as such, the Council's Policy is that any disabled applicant meeting the minimum, i.e. essential, criteria for the job will be interviewed. If an applicant considers him/herself to be disabled and wishes to take advantage of the guaranteed interview scheme, he/she must indicate this clearly on the application form. (The guaranteed interview scheme does not necessarily apply to school based jobs.)

The aims of the Disability Confident scheme are to:

- challenge attitudes towards disability
- increase understanding of disability
- remove barriers to disabled people and those with long term health conditions in employment
- ensure that disabled people have the opportunities to fulfill their potential and realise their aspirations

The Disability Confident scheme has 3 levels that have been designed to support employers on the Disability Confident journey.

Level 1: Disability Confident committed employer

To start the Disability Confident journey, employers need to sign up with their commitment. This involves:

- providing contact details
- signing up to the Disability Confident commitments
- identifying at least one thing that will make a difference for disabled people

Level 2: Disability Confident employer

To become a Disability Confident employer, employers need to self-assess their business against a set of statements grouped into 2 themes:

- getting the right people for the business
- keeping and developing people

Level 3: Disability Confident leader

By stepping up to become a Disability Confident leader, employers can gain recognition among their peers. They will be acting as champions within their local and business community, supply chain and your networks. They'll be showing disabled people that they are serious about leading the way and about helping other businesses to become Disability Confident.

To become a Disability Confident leader, employers need to:

- have their self-assessment validated from outside the business
- show what they have done as a Disability Confident leader

Further information can be found on the [gov.uk](https://www.gov.uk) website

Appendix 4

Immigration Act 2016: English Speaking Requirement (Fluency Duty)

The Immigration Act 2016 requires staff who are customer facing to have the ability to fulfil all spoken aspects of the role with confidence through the medium of spoken English. The requirement is referred to as the “Fluency Duty”.

Customer Facing is defined as those who deal with the general public, either face to face, by telephone or through written correspondence as a regular and intrinsic part of their role. This would include roles such as a Customer Advisor, Teaching Assistant or Social Worker.

Roles such as a Street Cleaner would not be included as the main duties due not require regular interaction with the public. Roles providing internal support such as a Clerical Officer or HR Assistant would also not be included.

Fluency

Fluency relates to a person’s language proficiency and their ability to speak with confidence and accuracy, using accurate sentence structures and vocabulary. In the context of a customer facing role, a person should be able to choose the right kind of vocabulary for the situation at hand without a great deal of hesitation. They should listen to their customer and understand their needs. They should tailor their approach to each conversation appropriate to their customer, responding clearly with fine shades of meaning, even in complex situations.

Setting the Standard

Setting the necessary standard of English spoken language proficiency will depend on the type of customer facing role. The following factors may be relevant when considering the standard required:

- the frequency of spoken interaction
- the topic of spoken interaction
- whether the communication is likely to include technical, profession-specific or specialist vocabulary
- the typical duration of spoken interaction
- whether the communication is repeated in or supplemented by, written material provided to customers
- the significance of the spoken interaction for service delivery

Qualification and Tests

Applicants will need to be assessed on their ability to speak the English language as part of the interview process. The interviewing manager needs to be sure that the job applicant demonstrates their fluency relative to the role as part of the interview process.

The recruiting manager may also take into account the possession of a relevant qualification for the role attained as part of education in the UK or fully taught in English by a recognised institution abroad.

There is also a range of external assessment tools available to determine English language competency. Further information can be found on the [gov.uk](https://www.gov.uk) website.

Agency Staff

Agency staff who are engaged to work for the Council will also be required to fulfil the requirement to have the ability to fulfil all spoken aspects of the role with confidence through the medium of spoken English. Employment agencies should only supply candidates who meet the necessary standard.

Further information

Further information can be found on the [gov.uk](https://www.gov.uk) website or by contacting Corporate HR.

Appendix 5

SEFTON METROPOLITAN BOROUGH COUNCIL FORMAT JOB DESCRIPTION

Department:

Location:

Division:

Job Evaluation Number:

Section:

Post:

Grade:

The basic details of the job

i.e. Department, Division, Sefton Location, official designation

Responsible To:

The designation and grade to whom the postholder reports

Responsible For:

The designation and grades of posts supervised by the postholder

JOB PURPOSE

The main aims and objectives of the job, each summarised in one sentence, if possible

MAIN DUTIES

List of statements briefly describing the main duties of the job, each item normally consisting of one sentence, in the following form:

ACTION VERB

Develop.....

OBJECT OF ACTION

..... systems and procedures

END RESULT

..... to process all incoming invoices

Below is a list of useful ACTION VERBS

Policy Jobs

Management

Specialist

Specific

General*

Approve

Achieve

Analyse

Check

Administer

Authorise

Assess

Appraise

Collate

Assist

Define

Attain

Enable

Distribute

Control

Determine

Ensure

Forecast

Issue

Co-ordinate

Develop

Identify

Interpret

Obtain

Liaise

Direct

Implement

Justify

Operate

Supervise

Establish

Improve

Propose

Perform

Plan

Increase

Recommend

Process

Prepare

Maintain

Support

Provide

Monitor

Submit

Review

Supply

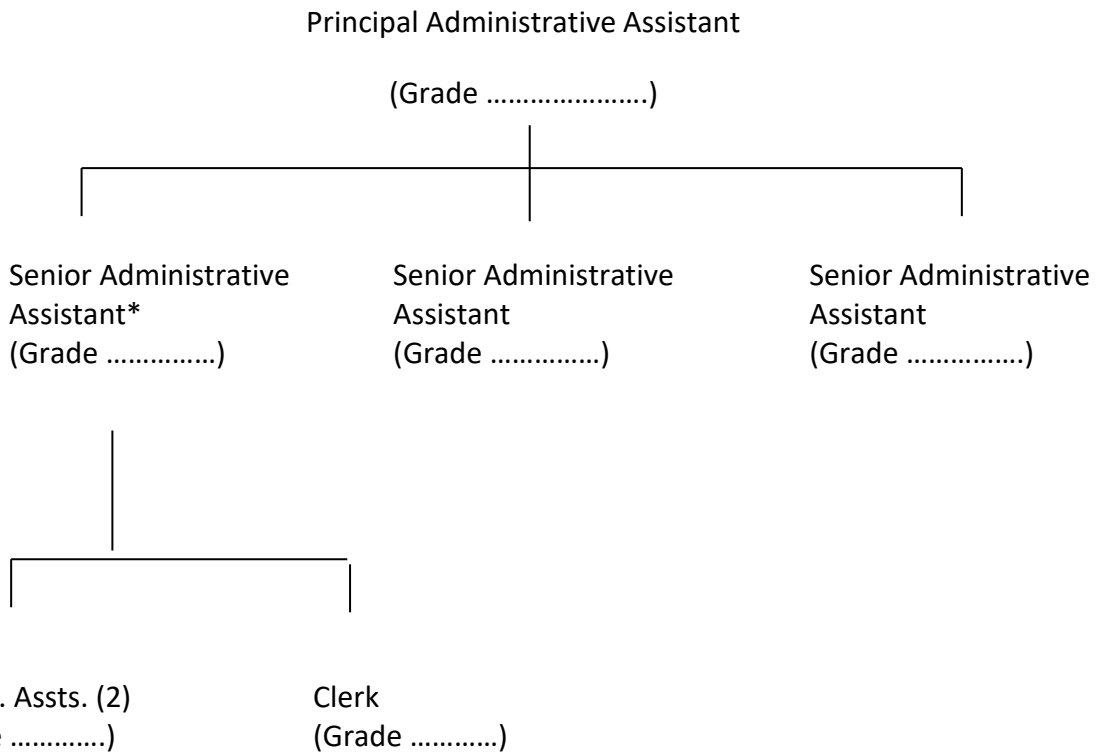
* These verbs are rather imprecise and should only be used when absolutely necessary

MAIN DUTIES (continued)

ORGANISATION CHART

Describe, in the form of a diagram, the reporting relationships in the Section in which the job is located. (The diagram should be restricted to the supervisor and the immediate subordinates of the post). Job titles and grades must be shown. The post to which this job outline relates should be identified with an asterisk.

For example



*This Post

SPECIAL CONDITIONS (to be deleted as appropriate)

E.g. car allowance, requirements to work outside normal office hours, shift allowance etc.

The post is customer facing therefore you must have the ability to fulfil all spoken aspects of the role with confidence through the medium of English.

The post you are applying for is exempt from the Rehabilitation of Offenders Act 1974 and therefore you are required to declare any convictions, cautions, reprimands and final warnings that are not 'protected' (i.e., filtered out) as defined by the Rehabilitation of Offenders Act 1974 (Exceptions) Order 1975 (Amendment) (England and Wales) Order 2013.

For further information, please refer to [DBS filtering guidance at www.gov.uk/dbs](http://www.gov.uk/dbs).

The post you are applying for requires access to the Public Service Network (PSN) and requires compliance with the HMG Baseline Personnel Security Standard.

These statements must appear in all job descriptions

GENERAL:

This job description is a representative document. Other reasonably similar duties may be allocated from time to time commensurate with the general character of the post and its grading.

All staff have a duty to take care of their own health & safety and that of others who may be affected by your actions at work. Staff must co-operate with employers and co-workers to help everyone meet their legal requirements.

The Authority has an approved equality policy in employment and copies are freely available to all employees. The post holder will be expected to comply, observe and promote the equality policies of the Council.

Note: Where the postholder is disabled, every reasonable effort will be made to support all necessary aids, adaptations or equipment to allow them to carry out all the duties of the job.

Other optional paragraphs

Since confidential information is involved with the duties of this post, the postholder will be required to exercise discretion at all times and to observe relevant codes of practice and legislation in relation to data protection and personal information.

Undertake, and participate in training, coaching and development activities, as appropriate.

The person appointed will be expected to work flexibly and the exact nature of the duties described above is subject to periodic review and is liable to change.

Prepared by: **Name**

Designation

Date

It is important that all job descriptions are dated and indicate the author

NOTE:

Advice and assistance is available from the Corporate HR on the preparation of job descriptions

Appendix 6

PERSON SPECIFICATION PRO FORMA

Post: _____

Department: _____

Division: _____

Personal Attributes Required (considerations)	Essential (E) Or Desirable (D)	Method of Assessment (suggested)
<p><u>QUALIFICATIONS/TRAINING</u></p> <p>General/technical/professional – consider standard that the job requires, and can the need be justified? Training – consider job related/vocational requirements</p>		<p>AF/Certificate of Attainment</p>
<p><u>EXPERIENCE</u></p> <p>What experience, if any, is relevant? Consider quantify and quality, what previous duties, tasks, activities would be useful preparation for the post. Quality is frequently more important than the actual length of experience</p>		<p>AF/I/T</p>
<p><u>SKILLS/KNOWLEDGE/APTITUDES</u></p> <p>Knowledge - consider type, depth relevant to the post level</p> <p>Skills - and type of e.g. supervisory/management, keyboard oral/written, planning/organising</p> <p>Aptitude - consider disposition, attitude, required</p>		
<p><u>SPECIAL REQUIREMENTS</u></p> <p>Conditions of service which differ from the norm and with which the postholder must comply e.g. shift working, attendance of meetings outside normal hours, driving, physical activity, restrictions under certain legislation e.g. Rehabilitation of Offenders Act 1974, HMG BPSS requirements, uniform requirements, residential, fluent in spoken English</p>		

Be extremely careful with criteria such as ‘Current Driving Licence Required’. This would be used only if essential to the job (a genuine occupational requirement)/Essential car user post). Otherwise state ‘must travel independently over a wide geographical area’.

Prepared by: _____

Date: _____

- AF = Application Form
- I = Interview
- T = Test
- P = Presentation

SHORTLISTING FORM R/S 2 - EXPLANATORY NOTES

This form must be used by the Shortlisting Panel.

Before examining any application forms, the Panel should discuss and agree the relative importance of each of the desirable criteria and rate them. The essential and desirable criteria should be taken from the person specification and listed at the top of the shortlisting form in the spaces provided. Only criteria which can be assessed from the application form must be considered.

Stage 1 - Individual Assessments

Members of the Shortlisting Panel must **individually** read and assess each application form against the person specification and record their findings on this form.

- (i) Eliminate all applicants who do not meet the essential criteria set out in the person specification - in relation to the essential criteria an applicant must meet all these requirements in order to proceed any further.

Essential requirements should not be rated - the question is simply whether or not the candidate does or does not comply with the requirements. Panel members should indicate this by placing a tick or cross in the box provided.

- (ii) Where applicants meet the minimum criteria and apply under the positive about disabled people symbol, they must not be subject to any further shortlisting.
- (iii) Where there is a large number of applicants who satisfy the essential criteria, it will be necessary to examine the desirable criteria. The desirable criteria will have been rated, by the Panel, to draw up a profile which best matches the job description.

Applicants should be rated according to how well they meet the desirable requirements of the post in the following way:

A/2	=	Comprehensively meets requirements
B/1	=	Partially meets requirements
C/0	=	Does not meet requirements at all

Scoring can be numerical or alphabetical as long as the scoring system is used consistently. Those applicants whose profile is a closest match will be recommended for the shortlist.

Stage 2 - Consensus View of the Panel

Once the shortlisting panel members have individually assessed each application form, they will only then discuss their individual findings with the objective of coming to an overall consensus view. The Panel Chair should complete a new Shortlisting Form R/S2, deleting the word "individual" from the top of the form.



SHORTLISTING FORM R/S 2 - INDIVIDUAL CONSENSUS
(delete as appropriate)

		ESSENTIAL CRITERIA					DESIRABLE CRITERIA						
		/ = Satisfied: X = Not Satisfied					2 = Completely Meets Requirements: 1 =Partially: 0= Not At All						
		RANGE OF CRITERIA TAKEN FROM PERSON SPECIFICATION											
APPLICANT												SHORTLIST	
												Y	N

Appendix 8

INTERVIEW ASSESSMENT FORM R/S3

INDIVIDUAL/CONSENSUS (delete as appropriate)

Important: Please study explanatory notes overleaf before using this form

Post: _____ Dept: _____

Candidate: _____

Panel Member: _____

Date/Time of Interview: _____

Question No.	Comments/Notes	Score

CANDIDATE ASSESSMENT FORM R/S3

CANDIDATE: _____

Question No.	Comments/Notes	Score

OVERALL ASSESSMENT:

CANDIDATE ASSESSMENT FORM R/S3 - EXPLANATORY NOTES

1 Score

This is an indication of the extent to which the candidate satisfies each attribute in the opinion of the interviewer.

The interviewing panel should agree a recording scheme **before** the interviews take place. Scoring can be alphabetical or numerical as follows, as long as it is used consistently:

A/2	Candidate fully satisfies the specified attribute
B/1	Candidate possesses the attribute but not to the extent specified
C/0	Candidate does not satisfy/possess attribute or unable to assess from information provided

2 Comments

A brief note should be made to support each assessment.

3 Overall Assessment

Each interviewer should make a brief note under this heading of his/her overall assessment of the candidate in terms of whether or not the candidate has demonstrated from the interview the ability to do the job.

4 Consensus View

At the conclusion of the interview process, the panel should determine which, if any, of the candidates is the best person for the job by evaluating the outcome of the interviews together with the assessment exercises that may have been undertaken, e.g. in-tray, presentation.

Candidates who do not satisfy all the essential attributes identified on the person specification **must** be rejected.

Appendix 9

PRESENTATION ASSESSMENT FORM R/S4
INDIVIDUAL/CONSENSUS (delete as appropriate)

Important: Please study explanatory notes overleaf before using this form

Post: _____ Dept: _____

Candidate: _____

Consensus/Panel Member: _____

Topic: _____

- Assessment: A/3 = Fully satisfies the specified criteria
- B/2 = Possesses the attribute but not to the extent specified
- C/1 = Does not satisfy/possess attribute
- D/0 = Unable to assess from information sought/provided

NB: The panel must agree the purpose of the presentation before seeing any candidates. The attributes to be assessed should be listed below.

To be measured	Comments
Plan and structure (<i>clear beginning, middle and end</i>)	
Style (<i>voice, body language, eye contact</i>)	
Effectively communicate information verbally (<i>clear, reinforced points</i>)	
Response to Brief (<i>was the topic addressed</i>)	
Influence/Persuasiveness (<i>were you convinced by the presentation including response to any questions asked</i>)	
Timekeeping of presentation	

OVERALL SCORE/COMMENTS:

PRESENTATION ASSESSMENT FORM R/S4 - EXPLANATORY NOTES

Why use a Presentation as part of the Selection Process?

Presentations are a useful method of assessing attributes that cannot easily be identified/assessed from the application form/interview etc. For example, the ability to:

- effectively communicate information verbally
- plan and structure information
- manage time
- represent the Authority at external meetings
- represent the Department at Committee/Council meetings
- influence/persuade

The presentation will also assess a candidate's knowledge and understanding of a particular issue. In addition to the above, an assessment on the use of audio/visual aids, body language, voice, evidence of preparation, presentation style, structure is typical.

NB: When deciding to use a presentation as an assessment method, the panel must decide what attributes they will be looking to assess in relation to the person specification.

Choosing the Topic

The choice of topic must be closely related to the post in question. The length of time to be allocated will vary (10-15 minutes would usually be sufficient).

Giving Prior Notice to Candidates

Candidates must be given equal and adequate notice of the presentation, the topic to be addressed and the time to be allocated. They must also be advised of what visual/audio aids will be available, e.g. PowerPoint, OHP, flipchart.

Assessing the Presentations

The presentation assessment form has been loosely designed **in recognition of the fact that presentations will not always be used to assess the same attributes**. For example, if the purpose of the presentation is to test the candidates' knowledge and understanding of a particular issue, the panel will be focusing more on the content rather than the candidates' voice or body language.

Individual Assessments

The Presentation Assessment Panel must individually assess each candidate against the agreed list of attributes. Scoring can be alphabetical or numerical as follows as long as it is used consistently:

A/3 = Fully satisfies the specified attribute B/2 = Possesses the attribute not the extent specified

C/1 = Does not satisfy/possess attribute D/0 = Unable to assess from information provided

Panel Consensus

Once members of the Presentation Panel have individually assessed each presentation, they will only then discuss their individual findings with the objective of coming to an overall consensus view. The Panel Chair should complete a new Presentation Assessment R/S4, deleting the word "individual" from the top of the form.

Appendix 10a

SEFTON COUNCIL
REQUEST FOR REFERENCE
PRO FORMA

Reference for:	
Post applied for:	
Location:	

SECTION 1. Relationship with the applicant.

1. How long have you known the applicant? _____ Years _____ Months			
2. In what capacity do you know the applicant?			
a) As an employee reporting to me.			
b) As a work colleague			
c) As a fellow member of a professional association.			
d) As a friend/socially.			
e) Other (please specify)			
3. If you have selected 'employee reporting to me' please answer the following questions:			
a) What is/was his/her period of employment? _____ Years _____ Months			
b) What was his/her reason for leaving?			
c) What is/was his/her position?			
d) Please provide details of applicant's current salary:			
e) Please provide brief outline of his/her duties:			
f) Would you re-employ the applicant?	<input type="checkbox"/>	Yes	<input type="checkbox"/>
If no please specify why			

SECTION 2. Suitability of applicant.

IMPORTANT: Please ensure that you have fully read the attached Job Description and person specification before completing this section,

4. Do you believe the applicant is suitable for this role?		Yes	No			
If no please specify why:						
5. How would you rate the applicant for the following:						
	Excellent	V. Good	Good	Average	Poor	V. Poor
Work performance						
Timekeeping						
Honesty & Integrity						
Relationship with Colleagues						
6. Considering the Job description and Person Specification, please comment on the applicants:						
a) Skills and Competencies						
b) Strengths						
c) Weaknesses						
7. Do you know of any reason why we should not employ this applicant?			Yes		No	
If yes please specify why.						

SECTION 3. Applicant’s sickness absence record.

8. Please provide detail of the applicant’s sickness absence record for the previous 2 years		
From	To	Reason

SECTION 4. Additional comments.

Please provide any other comments regarding the applicant that you feel are relevant

SECTION 5. Declaration.

I declare that the information provided in this reference is to my knowledge accurate and does not contain any material misstatement or omission.

Name (in capital letters):	
Signature:	
Date:	
Position in organisation:	
Tel No. & Extension:	
Organisation Name:	
Organisation Stamp:	

Please be aware that any factual information disclosed in this reference may be discussed with the applicant.

THANK YOU

Please Return The Completed Reference As Soon As Possible Via Email To
centralstarters@sefton.gov.uk

Appendix 10b

SEFTON COUNCIL
REQUEST FOR REFERENCE

PRO FORMA FOR ROLES WORKING WITH CHILDREN

Reference for:	
Address:	
Post applied for:	
Location:	

SECTION 1. RELATIONSHIP WITH THE APPLICANT.

1. How long have you known the applicant?	Years	Months
2. In what capacity do you know the applicant?		
a) As an employee reporting to me		
b) As a current/past work colleague (please specify)		
c) As a fellow member of a professional association		
d) As a friend/socially		
e) We are related (please state the relationship)		
f) Other (please specify)		
3. If you have selected 'employee reporting to me' please answer the following questions:		
a) When did the period of employment start and end?	Started:	Ended:(or state 'current')
b) What was his/her reason for leaving the organisation?		
c) What is/was his or her position?		
d) Did his/her role involve working with children or young people in regulated activity?	<input type="checkbox"/>	Yes <input type="checkbox"/> No <input type="checkbox"/>
e) Please provide details of applicant's current salary:		
f) Please provide a brief outline of his/her duties and responsibilities:		
g) Would you re-employ the applicant in a role commensurate with their previous one?	<input type="checkbox"/>	Yes <input type="checkbox"/> No <input type="checkbox"/>

If no, please specify why.	
----------------------------	--

SECTION 2. SUITABILITY OF APPLICANT

IMPORTANT: Please ensure that you have fully read the attached Job Description and Person Specification before completing this section.

4. Do you believe the applicant is suitable for this role?		Yes		No
---	--	-----	--	----

If no, please specify why:

5. How would you rate the applicant for the following:						
	Excellent	V. Good	Good	Average	Poor	V. Poor
Work performance						
Timekeeping						
Honesty & Integrity						
Relationship with Colleagues						

6. Do you believe that the applicant is suitable to work with children, young people and/or vulnerable adults?					
	Yes		No		Not applicable

If no, please specify in detail why.	

7. Considering the Job description and Person Specification, please comment on the applicants:	
a) Skills and Competencies, and how these have been demonstrated	
b) Strengths, and how these have	

been demonstrated			
c) Weaknesses, and how these have been demonstrated			
8. Do you know of any reason why we should not employ this applicant?			
	Yes		No
If yes, please specify why.			

SECTION 3. SICKNESS ABSENCE RECORD OF THE APPLICANT.

9. Please provide detail of the applicant's sickness absence record for the previous 2 years		
From	To	Reason

IMPORTANT NOTE - Sections 4 AND 5

Only to be completed by employers that answered YES to question 3d in Section 1; the person you are providing the reference for was involved in working with children or young people in regulated activity.

If Section 4 AND 5 is not applicable, please go to Section 6 and finally Section 7 to complete the declaration.

SECTION 4. APPLICANT’S CONDUCT AND PERFORMANCE (See note above)

10. Please provide verifiable comments on the applicants previous :	
a) Performance	
b) Conduct	

SECTION 5. APPLICANT’S DISCIPLINARY/ALLEGATION HISTORY (See note above)

11. Please provide details of disciplinary procedures that the applicant has been subject to and which is current.				
Date of offence Dd/mm/yyyy	Offence	Action Taken	Sanction	Date of Sanction Dd/mm/yyyy

12. Please provide details of disciplinary procedures that the applicant has been subject to involving issues relating to the welfare of children, young people or vulnerable adults for which the disciplinary sanction has expired.

Offence	Detail of Sanction	Date Sanction expired	Additional Information

13. Please provide details of any allegations raised about the applicant that relate to the safety and welfare or behaviour towards children, young people or vulnerable adults.

Date of allegation Dd/mm/yyyy	Detail of allegation	Detail of investigation	Details of conclusions of investigations	Details of resolution.

SECTION 6. ADDITIONAL COMMENTS

Please provide any other comments regarding the applicant that you feel are relevant

SECTION 7. DECLARATION.

I declare that the information provided in this reference is to my knowledge accurate and does not contain any material misstatement or omission.

Name (in capital Letters):	
Signature:	
Date:	
Position in Organisation:	
Tel No. & Extension:	
Organisation Name:	
Organisation Stamp:	

Please be aware that any factual information disclosed in this reference may be discussed with the applicant.

THANK YOU

Please Return The Completed Reference As Soon As Possible Via Email To centralstarters@sefton.gov.uk

For Office Use Only

This reference has been verbally confirmed:

Date:	Time:
Name:	Signature:

Appendix 11

Guidance on the Immigration, Asylum and Nationality Act

The Immigration, Asylum and Nationality Act 2006 places a legal responsibility on employers to only recruit new staff from those eligible to work in the United Kingdom. An employer who does not comply will be committing a criminal offence and could be subject to civil penalty of up to £20,000 per illegal worker.

It is, therefore, very important for an employer to obtain information which will demonstrate that all its new employees meet the eligibility rules. The information that will be required is very basic, but it is essential that decisions in this area are not based on assumptions or stereotypes or any other type of discrimination. The information needs to be in a form which can be recorded for future demonstration that the employer has complied with the Act in its recruitment practices and decisions.

In practice this means that every candidate who receives an offer of appointment is required to provide documentary evidence which confirms their eligibility to work in the United Kingdom. The Home Office have specified several documents which will satisfy this requirement, and these are detailed in the list A and B below.

UK Points-Based Immigration System/Sponsorship

Freedom of movement between the UK and EU has ended and the UK has introduced an immigration system that treats all applicants equally, regardless of where they come from. Since 1 July 2021, EEA citizens and their family members require immigration status in the UK. They can no longer rely on an EEA passport or national identity card, which only confirms their nationality, to prove their right to work. They are required to provide evidence of lawful immigration status in the UK, in the same way as other foreign nationals.

The government has introduced a new [UK points-based immigration system](#). Citizens from the Republic of Ireland will be exempt from the new immigration rules. It also does not apply to EU citizens with status under the EU Settlement Scheme.

Under the new system, all applicants, both EU and non-EU, will need both a job offer from an approved sponsor at the required skill level and demonstrate that they can speak English. Applicants will also need to have a total of 70 points to be able to apply to work in the UK. Some of these characteristics are tradeable.

The 'skilled worker' route will be the main route through which employers recruit overseas workers.

Under the new system, all employers will require a sponsorship licence to recruit all non-UK citizens from overseas if they are not a 'settled worker' or do not otherwise have the appropriate immigration permission to work for in the UK. The Council is not currently a licensed sponsor.

Appendix 12

Checking a Person's Right to Work in the UK

The Authority should carry out three basic steps before a new employee begins working, in order to establish that they have the right to work in the UK.

- Obtain an officially recognised original document from List A or B.
- check that the documents are genuine and that the person presenting them is the prospective or existing employee, the rightful holder and allowed to do the type of work you are offering.
- make a clear copy of each document in a format which cannot manually be altered and retain the copy securely: electronically or in hardcopy. You must also retain a secure record of the date on which you made the check. Simply writing a date on the copy document does not, in itself, confirm that this is the actual date when the check was undertaken. If you write a date on the copy document, you must also record that this is the date on which you conducted the check..

All copies of documents taken should be kept securely for the duration of the worker's employment and for two years afterwards. The copy must then be securely destroyed.

Further information is available in the [Employers' right to work checklist guidance](#) document which has been issued by the Home Office.

Types of Documents

In order to comply with the Immigration, Asylum and Nationality Act 2006 and to establish an individual's right to work in the UK, employees are required to provide original documents as specified in either List A or List B.

List A – acceptable documents to establish a continuous statutory excuse

List B – documents in List B all have time restrictions and the Authority is required to carry out additional checks as the time limit is reached. The List has been divided into two.

- **Group 1 documents**, which are time limited and where the Authority must carry out a further check when the original permission to work in the UK expires.
- **Group 2 documents**, which require checks after 6 months with the Home Office Employer Checking Service.

Please note that the Authority must check that an employee has retained their right to work in the UK on the expiry date of that right (e.g. 29 August 2008) regardless of the length of time between that date and the date of the previous check (e.g. 3 March 2008). An employer who fails to do so may be charged with the offence of knowingly employing an illegal worker. The penalty for such an offence is a maximum two-year prison sentence and/or an unlimited fine.

An employer in such a situation should note that in *Klusova v London Borough of Hounslow* [2007] EWCA Civ 1127, the Court of Appeal held that an employer had unfairly dismissed a foreign employee where it had acted upon incorrect information supplied to it from the Home Office regarding the legal employment status of the employee.

The code of practice also warns employers that job applicants should not be treated less favorably if they produce documents from List B rather than List A. A person producing document(s) from List B will have a time limit on their legal ability to stay and work in the UK, but it is possible for certain categories of entrant to obtain an extension to their entitlement to remain and work in the UK.

List A – acceptable documents to establish a continuous statutory excuse

1. A passport (current or expired) showing the holder is a British citizen or a citizen of the UK and Colonies having the right of abode in the UK.
2. A passport or passport card (in either case, whether current or expired) showing that the holder is an Irish citizen.
3. A document issued by the Bailiwick of Jersey, the Bailiwick of Guernsey or the Isle of Man, which has been verified as valid by the Home Office Employer Checking Service, showing that the holder has been granted unlimited leave to enter or remain under Appendix EU(J) to the Jersey Immigration Rules, Appendix EU to the Immigration (Bailiwick of Guernsey) Rules 2008 or Appendix EU to the Isle of Man Immigration Rules.
4. A current passport endorsed to show that the holder is exempt from immigration control, is allowed to stay indefinitely in the UK, has the right of abode in the UK, or has no time limit on their stay in the UK.
5. A current Immigration Status Document issued by the Home Office to the holder with an endorsement indicating that the named person is allowed to stay indefinitely in the UK, or has no time limit on their stay in the UK, together with an official document giving the person's permanent National Insurance number and their name issued by a government agency or a previous employer.
6. A birth or adoption certificate issued in the UK, together with an official document giving the person's permanent National Insurance number and their name issued by a government agency or a previous employer.
7. A birth or adoption certificate issued in the Channel Islands, the Isle of Man or Ireland, together with an official document giving the person's permanent National Insurance number and their name issued by a government agency or a previous employer.
8. A certificate of registration or naturalisation as a British citizen, together with an official document giving the person's permanent National Insurance number and their name issued by a government agency or a previous employer.

List B Group 1 – documents where a time-limited statutory excuse lasts until the expiry date of permission to enter or permission to stay

1. A current passport endorsed to show that the holder is allowed to stay in the UK and is currently allowed to do the type of work in question.

2. A document issued by the Bailiwick of Jersey, the Bailiwick of Guernsey or the Isle of Man, which has been verified as valid by the Home Office Employer Checking Service, showing that the holder has been granted limited leave to enter or remain under Appendix EU(J) to the Jersey Immigration Rules, Appendix EU to the Immigration (Bailiwick of Guernsey) Rules 2008 or Appendix EU to the Isle of Man Immigration Rules.
3. A current Immigration Status Document containing a photograph issued by the Home Office to the holder with a valid endorsement indicating that the named person may stay in the UK, and is allowed to do the type of work in question, together with an official document giving the person's permanent National Insurance number and their name issued by a government agency or a previous employer.

List B Group 2 – documents which must be checked after 6 months

1. A document issued by the Home Office showing that the holder has made an application for leave to enter or remain under Appendix EU to the immigration rules (known as the EU Settlement Scheme) on or before 30 June 2021 together with a Positive Verification Notice from the Home Office Employer Checking Service.
2. A Certificate of Application (digital or non-digital) issued by the Home Office showing that the holder has made an application for leave to enter or remain under Appendix EU to the immigration rules (known as the EU Settlement Scheme), on or after 1 July 2021, together with a Positive Verification Notice from the Home Office Employer Checking Service.
3. A document issued by the Bailiwick of Jersey, the Bailiwick of Guernsey or the Isle of Man showing that the holder has made an application for leave to enter or remain under Appendix EU(J) to the Jersey Immigration Rules or Appendix EU to the Immigration Rules (Bailiwick of Guernsey) Rules 2008, or Appendix EU to the Isle of Man Immigration Rules together with a Positive Verification Notice from the Home Office Employer Checking Service.
4. An Application Registration Card issued by the Home Office stating that the holder is permitted to take the employment in question, together with a Positive Verification Notice from the Home Office Employer Checking Service.
5. A Positive Verification Notice issued by the Home Office Employer Checking Service to the employer or prospective employer, which indicates that the named person may stay in the UK and is permitted to do the work in question.

Appendix 13

Guidelines for Involving Children and Young People in Recruitment and Selection

Sefton Children's Social Care service area fully supports the United Nations charter article 12 that states; *"Children and Young People should be involved in decisions that affect their lives"*.

In relation to the recruitment and selection of staff, this means that where staff are employed to deliver front line services for Children and Young People (C&YP) either directly, or as managers, C&YP should be involved in some part of the selection process. The majority of posts in the Children's Social Care service area do affect C&YP and so, the extent of their involvement needs to be assessed.

In the wider work of Sefton Council, all service areas should ensure that Managers preparing to make appointments, assess how much of an impact a post will have on the lives of C&YP and respond accordingly, e.g. leisure, libraries, transport., etc. in addition to posts within the Children's Social Care service area.

Key points to consider

When involving C&YP in recruitment and selection the following points have to be taken into account:

- C&YP should be involved at the very initial stages, as they can contribute immensely to the recruitment and selection process
- C&YP need support, training and time. Involvement may require parental and school/college agreement so their involvement should be organised as early in the process as possible.
- Recruitment and selection panels need to recognise that in involving C&YP, there are issues such as equalities and accessibility to consider. In choosing an interview venue, consideration should be given to its accessibility and the resources available in order to ensure C&YP can get there, as most C&YP do not drive. The timing of the interviews is another factor to be considered as the professional working day often excludes C&YP. Also parental and school/college consent forms for their involvement may be required.
- C&YP's experiences of being involved in recruitment and selection shows that they value having a range of opportunities to get involved, having support from professionals and structures to work in, being able to learn new things, gain experience and be respected for their contribution.

Recruitment

As with all aspects of appointing new members of staff, the recruitment process should begin with a review of the vacant role or, in the case of a new post, consideration and re-defining the purpose of its role and key duties.

Managers can ensure they gain the views and ideas about the role, from the C&YP who will directly receive the service, in a number of ways. C&YP can be asked to contribute to aspects of the job description and the wording of an advert, particularly advertisements for front line posts like Foster Carers, Residential

Social Workers and Youth Workers. School and College Governors should ensure C&YP are fully, and appropriately, involved in the appointment of teaching and support staff.

Selection - The Person Specification

In drawing up the 'essential' and 'desirable' criteria of the person specification, C&YP can be invited to contribute in three ways:

➤ **Informal conversations**

As with recruitment, informal conversations can take place between Managers and C&YP about the key aspects of the role and the qualities and skills that C&YP think the post require. These contributions can be written into the person specification.

➤ **Generic work**

Directorates may want to consider working with a focus group of C&YP once a year to agree some generic qualities that should go into the person specification for all posts that impact on C&YP.

➤ **Formal involvement**

For senior posts in particular, a group of C&YP should be consulted on the person specification. This is a very effective way, for example, for School Councils to be involved when appointing Head-teachers and staff to the school's leadership teams.

Selection - The Interview Process

Local Managers must assess how best to involve C&YP in the interview. There are three types of involvement, passive, active and fully participating.

➤ **Passive**

C&YP are involved at the "meeting and greeting" stage of the interview process, acting as ambassadors and hosts to the candidates. Generally, there is no further involvement in decision-making, although individual members of the Selection Panel do sometimes seek value judgements from the C&YP involved.

➤ **Active engagement - 1**

C&YP are asked to formulate two or three questions, which are submitted to the Panel. The Panel chooses and asks the questions on the C&YP's behalf. Good practice would be to give feedback on how the questions were answered and why the successful candidate was appointed. As part of their learning, C&YP need to understand that their questions form one part of the selection criteria and other aspects may influence the decisions.

➤ **Active engagement - 2**

In certain formal settings staff, are asked to give demonstrations lessons or invited to meet C&YP in their own environment, e.g. in a youth club or residential home.

The Selection Panel need to consider how the views of the C&YP are fed into the decision-making process. In the case of demonstration lessons, often professionals observe. Assessment of candidates' abilities should not only include a 'good lesson taught', but also an evaluation of what was learnt by involving pupil feedback.

➤ **Active engagement - 3**

Conversational Panels – normally used when a large group of C&YP wish to be involved. Candidates are asked to meet for 5-10 minutes with a carousel of small panels in an informal social setting, e.g. with refreshments. Panels should have themes for discussion, but no formal questions. The Conversational Panel feeds the information to a member of the Selection Panel as views and comments, the panels may make some judgements, and these can be used in the decision making process in the same way as any group exercise.

➤ **Fully Participative**

C&YP are recruited and trained to take part in the selection process. This requires an appropriate panel of C&YP being identified who have experience of the service in which the vacant post sits. As with the formal panel they are provided with all information concerning the job. In some cases, it may be appropriate for involvement in the short-listing of the candidates. With the support of a professional, the group devises its own set of questions and has a formal role on the selection day as part of the main selection process.

The responses from this Panel form part of the main selection process. The weight and significance of the C&YP Panel will vary given the emphasis of the work. For managers and senior professionals, the C&YP panel will provide a perspective. With frontline professionals, the C&YP's judgement should have significant weighting; for Youth Worker/Social Workers/Voluntary sector appointments, then the views of the C&YP Panel should be the key factor.

Very good practice in active engagement would see the Chair of the C&YP Panel involved in the final selection. This would ensure that not only the views of the C&YP Panel are taken into account, but also in the final selection, that there is a C&YP perspective in the final decision.

In certain instances, it may be preferable for the "adult" panel to select two or three suitable candidates and present the C&YP Panel with choices for the appointment from the short-list.

Feedback to the C&YP

Following involvement in the recruitment process, C&YP should be offered the opportunity to discuss the final outcomes with a Panel member, ideally the Panel Chair. It would be considered good practice to facilitate an evaluation session with the C&YP following involvement in the recruitment process to ensure any areas for improvement are highlighted.

Summary

The ideal model is that C&YP are involved in the job description, person specification, short-listing exercises and trained to be able to contribute in the formal Selection Panel. However, recognising that for various posts, and with certain C&YP, this will not always be possible, Managers need to ensure that they involve C&YP as appropriately as they can.

Payment Incentives

Consideration should be given as to whether C&YP should be rewarded on the final day of their involvement in the recruitment process. An appropriate example of a reward is a £5 "High Street" voucher for up to 2 hours input and a £10 "High Street" voucher for up to 4 hours input (See CSC Remuneration and Reward Good Practice Guidance for further information) C&YP should also be reimbursed for any transport costs incurred. Payment will be made by the Department directly involved in the appointment process. Any incentive should be registered (with Corporate HR) and be sent formally from the individual heading the recruitment process.

Getting Started

In the first instance a manager should liaise with one of the following Contact Officers, who will provide advice and assistance on involving C&YP in the recruitment and selection process:

Children's Participation Officer, Cheryl Yates

Email: Cheryl.yates@sefton.gov.uk

Tel: 0151 934 4167

Note:

The above Contact Officers will also provide the necessary advice and support regarding Safeguarding issues relative to DBS (Disclosure and Barring Scheme) clearance and/or cover in respect of contact with C&YP.

