



Recruitment and Selection Policy

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Printed documents may be obsolete; an electronic copy will be available on Tamworth Borough Councils Intranet. Please check for current version before using.

Revision History

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Approvals Creation and Major Change

Name	Title	Approved
TULG		Dec 23
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Approvals Minor Change and Scheduled Review

Name	Title	Approved
CMT		
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Approval Path

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Document Review Plans

This policy/ procedure will be reviewed on a 3 yearly basis unless it has:

- A monetary value included within it, in which case an annual review will be required, and/ or
- A legislative change is required as directed by government.

Distribution

The document will be distributed through Astute and will also be available on the Intranet and paper based copies.

Security Classification

This document is classified as SEC 1 Routine with access restricted to Tamworth Borough Council Staff and business partners.

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Introduction

Tamworth Borough Council (TBC) is committed to ensuring that Tamworth is a place to live, visit and work. The Recruitment and Selection policy supports this aim by seeking to recruit the most suitable candidates with the appropriate skills, qualifications, and experience for identified vacancies to be able to deliver Council services to the community effectively.

Policy Statement

The Council always aims to recruit the person who is most suited to the particular job. Recruitment will be solely based on the applicant's abilities and individual merit, as measured against the criteria for the job. Qualifications, experience and skills will be assessed at the level that is relevant to the job.

The Council will take action to ensure that its employees and those seeking employment will not be discriminated against or treated less favourably on any grounds. The Council removes personal information from the job application, known as blind recruitment, to ensure the shortlisting panel shortlists purely on the ability to undertake the role. TBC will not discriminate on the following grounds:

- Age
- Childcare and dependent responsibilities
- Disability
- Ethnicity
- Gender or gender reassignment
- Marital/Civil partnership status
- Nationality
- Political beliefs
- Pregnancy or maternity
- Religion or belief
- Sex
- Sexual Orientation
- Trade Union activities
- Unrelated criminal convictions where appropriate

Scope

This policy applies to all recruitment, whether permanent or temporary. The Council recognises that a good recruitment process is key to ensuring that relevant legislation is adhered to and so that we can recruit and retain the best candidates. A good recruitment process will also promote a positive image of the Council as an employer and service provider.

Roles and responsibilities

Managers

- Ensuring policy and procedure is followed and implemented.
- Ensuring role profiles are up to date and job evaluated properly.

- Considering all applicants and make the recruitment decision in line with the Council's Equality and Diversity Scheme and safer recruitment practices.
- Gaining appropriate authorisation to recruit.
- Creating the advert.
- Making the necessary arrangements for interview.
- Shortlisting – ensuring the Disability Committed scheme is adhered to.
- Interviewing applicants fairly and consistently.
- Ensuring shortlisting criteria is relevant, unbiased and relevant to the role.
- Ensuring recruitment practice is fair and inclusive, using plain language and avoiding jargon/council acronyms.
- Undertaking identity check by viewing identity at interview.
- Making provisional job offers to the preferred candidate and contacting those unsuccessful after interview to confirm and offer constructive feedback.
- Sending details of those successful/unsuccessful after interview to HR.
- Completing recruitment paperwork e.g., appointment form, candidate assessment forms.
- Ensuring onboarding take place.
- Setting up the new starter with ICT equipment, with sufficient lead in time for ordering or preparing equipment.

Human Resources

- Providing advice and guidance
- Providing coaching to managers
- Managing all aspects of the recruitment process to include the following: posting of adverts, application processing, administration of pre-employment checks, requesting and chasing references, producing offer letters and statements of particulars.
- Ensuring recruitment documents are quality controlled to ensure no discriminatory content has been included.
- Ensuring all recruitment documentation has been received and are satisfactory.
- Creating a personal file for new starter.

Identifying the requirements for the role

A vacancy may arise for several reasons, for example, an employee leaves a post, new projects or funding, a restructure, to cover long term absence. However, before deciding whether to seek permission to fill a vacancy, managers should first consider the following:

- Is the post still required? If so, does it need to be in its current format, i.e., are the duties still relevant?
- Can the duties be undertaken elsewhere?
- Is the Role Profile up to date?
- Has the outgoing employee completed the exit questionnaire and does this include any points which should be taken into consideration when reviewing the role profile?
- Is the post needed permanently or on a fixed term or temporary basis?
- Is the post open to job share? Only in exceptional circumstances will a post not be available to job share.

- Does the budget exist to recruit immediately?
- What are the consequences of not recruiting?

Once it is decided that a vacancy needs to be filled, the manager will need to complete a Business Case ([Recruitment & Variations to Contracts | Infozone \(tamworth.gov.uk\)](#)). Details of any alternative options that may have been considered should also be included, this is then considered by the Executive Director Organisation/ Head of Paid Service. Requests to fill a vacancy via an agency should also be submitted for approval to the Executive Director/Head of Paid Service, the use of Agency cover should be kept to a minimum.

Role Profile

This is the basis of the role. A well written role profile will give a clear indication of the duties and responsibilities of the role and attract the most suitable candidate for the role and reduce potential issues within the probationary period and in the future. Any review of the role profile should be done in conjunction with Human Resources as there could be job evaluation and grading implications.

It is important to remember that the role profile will form part of the contract of employment and therefore special conditions such as a requirement for unsocial hours, car user level, the fluency duty and participation in an on-call rota should also be included where relevant.

Job Evaluation

The recruiting manager/Head of Service is responsible for ensuring that the post is evaluated at the appropriate grade. Job evaluation will be conducted in conjunction with Human Resources. The purpose of job evaluation is to provide an analytical, systematic and consistent approach to grading the role.

Advertising a vacancy

Once approval has been granted to advertise a vacancy, the manager should send the business case with the up-to-date role profile, advert, selection criteria and selection panel names to HR Admin.

Redeployment

The Council is committed to safeguarding the employment of existing employees and therefore all approved vacancies will be advertised to redeployees in the first instance. Human Resources will send the details of the vacancies as they arise to those individuals, allowing two working days to express an interest in the position.

Once the vacancy has cleared the Redeployment process, the vacancy will progress to the next stage of the recruitment process.

Writing an advert

When writing an advert, managers should ensure that it is appropriate and relevant to the role and have consideration of the Equality Act 2010. For example, instead of specifying years of experience, which is time based, so potentially indirectly age discriminatory, specify breadth or level of experience needs for the job and the skills and competencies required. Managers should consider the following points when drafting an advert:

- What are the main requirements of the role? For example, does the role have an essential qualification?
- What duties will the job holder be required to undertake?
- What are the working arrangements? For example, is it home, hybrid or site based? Is there a requirement to work outside of normal office hours?
- Is there a requirement to drive?
- Does the fluency duty apply? (for customer facing roles).
- If you have shortlisting or interview dates, note these in the advert.
- Closing date for applications (normally two weeks).
- Contact name and number for informal queries.

The purpose of an advert is to provide an overview of the terms and conditions and to encourage suitable applicants to apply. Managers should therefore consider how to appeal to their target audience with concise and attractive language. The advert is the opportunity to sell Tamworth Borough Council and the role to candidates.

For posts working with vulnerable groups, the advert should clearly state the individual's responsibility for promoting and safeguarding the welfare of vulnerable groups that they are responsible for or are in contact with.

Where roles are advertised as full time, TBC will consider applications from applicants who wish to work a part time or job share arrangement. Where this is declined, it will be in accordance with the criteria outlined in the Right to Request Flexible Working policy.

Recruitment

All posts at grade D and above are normally advertised internally first. However, where there is a business need some vacancies will be advertised internally and externally simultaneously, the justification for this will be recorded.

As standard, all adverts are placed online or in appropriate media with a closing date of two weeks. The application process is via web recruitment, an online process. However, if requested, a hard copy of the application form is available as a reasonable adjustment.

Curriculum Vitae (CVs) are not accepted in replacement of application forms.

Application Process

Applicants will apply online for vacancies; application forms can be provided in different formats for those with specific needs upon request. All correspondence will

be dealt with electronically where an online application form has been submitted, this will include invites to interview, outcome of interviews, offers of employment and contractual paperwork.

For some posts, where there is no requirement to have IT skills, the recruiting manager may work with Human Resources to agree an alternative process e.g., using an alternative application form. An interview and fair selection process will still take place and candidates may be required to attend a recruitment day rather than complete the standard online form.

The Selection Panel

The selection panel will comprise of at least two people, where possible from a diverse range of backgrounds to ensure hiring decisions are not dominated by one person's opinion and guard against bias. The selection panel should select a chair that will have overall responsibility for ensuring the process is carried out fairly and consistently. All members of the selection panel must be involved at every stage of the process to include short listing and setting the interview questions.

If any member of the selection panel knows the applicant they must not allow any such knowledge influence their decisions, the panel must rely on the information provided by the applicant during the recruitment process.

Where a member of the selection panel is related to, or has a close personal relationship with a candidate, they will need to declare an interest and if possible, seek to remove themselves from the process. Where this is not possible, please seek advice from HR prior to shortlisting or interviewing.

In order to ensure fairness and promote equal treatment, the Council discourages the employment of partners, relatives and close friends within the same department when recruiting externally. The appointment of partners and/or immediate relatives within the same team will not be sanctioned in any circumstances, whether candidates are internal or external.

The selection panel will provide HR Admin with the details of the essential criteria the applications will be assessed against so that this can be input into the web recruitment system, alongside the advert, names of the panel and interview dates.

Shortlisting

Once the advert has closed, each member of the selection panel will assess the applications received against the essential criteria noted in the role profile and provided to HR, recruiting managers will need to conduct the shortlisting exercise as soon as possible as delays may lead applicants to believe they have been unsuccessful and secure roles elsewhere.

Recruiting managers access their vacancy on iTrent web recruitment to view and download applications to start shortlisting. Please note that this function cannot be delegated to non-panel members.

Only those applicants that have demonstrated via their application form that they satisfy all the essential criteria will be shortlisted. Candidates should give clear examples of how they meet the criteria, at no time should assumptions be made.

The criteria must be role related, justifiable, non-discriminatory and be able to be tested. Setting unnecessary standards for qualifications, experience or personal qualities may unfairly discriminate unless the criterion is capable of being justified. Managers should be mindful of the number of criteria as setting an unnecessary amount will be hard to shortlist and may not attract candidates.

There may be times where the number of candidates who meet all the essential criteria is high and it may be impractical to interview all of them, this is known as the long list. At this point, the criteria noted as desirable and assessed via the application form can be considered for those candidates on the long list.

Once the shortlisting assessment has been completed by each member of the selection panel, they should discuss and agree the results.

If an applicant fails to demonstrate an essential criterion, they will not be shortlisted.

Once a short list has been confirmed, the selection panel will send the short list to HR Admin, along with the interview dates and times, and details of any tests and/or presentations to be undertaken as part of the selection process.

Informing applicants after shortlisting

HR will send the invite to interview emails out to all shortlisted applicants. Applicants should receive five working days' notice of the interview unless the interview date has been stated in the advert. This is to ensure the candidate has adequate time to make arrangements.

There should also be some flexibility around avoiding religious dates and times. If a disabled candidate cannot attend the interview because it, for example, clashes with a medical appointment, Tamworth Borough Council will reschedule the interview as a reasonable adjustment.

Feedback to unsuccessful candidates is not normally provided at this stage of the process.

Testing/Assessments

The Selection Panel must use objective methods of assessment to measure a candidate's ability to undertake a role. When used appropriately, testing can add considerable value to the selection process.

All short-listed candidates must be advised in advance if multiple selection methods are to be used in addition to an interview, details of which must be included in the email inviting them to interview.

The type of test used will be dependent on the role, but it should be measurable, and the selection panel should agree a scoring mechanism in advance. Depending upon the role it may be appropriate to use more than one test.

A competency test should include a number of job specific exercises. The test should be relevant, as far as possible, be a task the candidate would normally undertake in the job role and be used to score the essential criteria. This may also include a presentation, the topic for which is normally disclosed in advance to allow candidates time to research and prepare. However, if the topic is given on the day, candidates should be given time to prepare.

Other examples include report writing, prioritising, responding to a case study, data inputting/data analysis tests, in tray exercises, role play.

Interviewing

Interviews should be face to face where possible. If Teams is used, it should be professional and private with no interruptions from household members. The interviewer must consider the background effect, there are professional backgrounds on the Teams software. Interview questions and assessments should use plain English, be jargon free with no council acronyms.

The interview panel will ensure that every candidate provides evidence at the interview of their identity by checking the validity of the document and being satisfied that the candidate is the person named in the documents presented by checking that any photographs contained in the documentation are consistent with the appearance of the holder. The panel must record on their notes what document was checked.

The aim of the interview is to determine the suitability of the candidates for the post based on objective information and should relate to the role profile. The selection panel should also allow time during the interview for points of clarification on an application form or for candidates to ask questions.

The selection panel must agree the interview questions which should relate to the criteria for the role being assessed via interview. All questions should be relevant and non-discriminatory.

Candidates should not be asked about age, sex, religion/faith, sexual orientation, family commitments, ethnic background, or disability unless these are strictly relevant to the job. If such information is obtained because of its relevance, it is recommended that all candidates are asked for the same information. The selection panel may, for example, ask candidates in general terms whether they can fulfil special conditions of the job, e.g., working unsocial or irregular hours but they are advised not to ask specific questions about personal and family commitments.

Where the role involves working with children or adults at risk of harm, it may be appropriate to consider the use of a test scenario and interview questions relating to safeguarding.

Type of questions	Comments	Examples
Competency	Competency questions require the candidate to be able to demonstrate from experience how they meet the competency being measured. Competency	Give me an example of when you have had to deal with a difficult customer. Demonstrate how you

	<p>questions should focus on the STAR technique.</p> <p>The Situation The Task required as a result. The Action they took. The Result of that action</p>	<p>have applied your skills to bring about a major change programme in the workplace.</p> <p>Tell me about a time when you have had to deal with conflict and brought about a resolution.</p>
Open	<p>These are questions that a candidate is unable to answer Yes or No and usually start with Who, What, Where and How</p>	<p>How did you gain experience? What was your role in the team? Who was responsible for this project? Where did you find the resources to complete this project?</p>
Closed	<p>These are questions that candidates can answer Yes or No. They should be avoided unless you are seeking a specific answer and should be used following a series of open questions or where you want a direct and specific answer to a question</p>	<p>Did you achieve the objective? Were you personally responsible for the change?</p>
Probing	<p>Never take the answer to a question at face value – you may probe to ensure the candidate is really answering with knowledge and truthfully.</p> <p>If a candidate hasn't answered in full in order for you to assess them then ask further relevant questions until you are satisfied you have enough information on which to score them.</p> <p>Care must be taken not to treat one candidate differently from another by giving them an advantage through multiple probing questions.</p>	<p>How would you describe your style of management?</p> <p>Give me an example where you have applied this style of management to good effect?</p> <p>What was the long-term outcome of this?</p>
Hypothetical	<p>These are the questions that put candidates into hypothetical situations to answer a question.</p>	<p>What would you do if a customer was shouting at you?</p>

	<p>Wherever possible try to only use these if a candidate is unable to give you an example of a factual situation they have had to deal with rather than what they think they would do. Fact is always better than fiction.</p>	<p>Change this to “tell me about a situation you have had to deal with where the customer was shouting at you?”</p> <p>Or</p> <p>Give me an example of where you can demonstrate your ability to deal with angry customers.</p>
Leading	<p>These are questions that will lead a candidate into answering what you want to hear. You should avoid these where possible.</p>	<p>So you think you would be good at this job?</p> <p>So you were responsible for this project?</p>
Multiple or double headed	<p>This is where you string a number of questions together. A candidate can sometimes forget some of the questions you have asked either deliberately or unintentionally and you, as the interviewer, forget that they haven't answered the question in full.</p> <p>Separate out your questions to ensure the candidate answers in full.</p>	<p>Tell me why you think you would be good for this job; what qualities you can bring to the job and what would you want to achieve in the first three months if you were successful in being appointed.</p>

When setting questions, the panel should consider what answers they are expecting and how they will assess them.

Avoiding subjectivity and error/unconscious bias

Sometimes discrimination is not overt, or obvious, but comes from an unconsciously held bias that taints the decisions made. Unconscious bias is when “we make judgements or decisions on the basis of our prior experience, our own personal deep seated thought patterns, assumptions and interpretations and we are not aware that we are doing it.” There are many forms of unconscious bias and the panel should be aware how their own experience and attitudes can distort perceptions:

1. Affinity bias – a preference for individuals who share the same characteristics, life experiences, personal and cultural values or social background.
2. Halo effect – Placing too much significance on a particularly great feature about an individual, whilst excluding other important factors.
3. Horns effect – Placing too much significance on an individual's negative trait.

4. Attribution bias – Evaluating an individual's behaviour and attributing it to something personal about them.
5. Beauty bias – Treating individuals too harshly or too favourably depending upon their appearance.
6. Gender bias – Displaying a preference for one gender over another.
7. Conformity bias – When an individual's views are swayed too much by other people.
8. Contrast effect – When individuals compare the second thing with the first thing, resulting in a skewed opinion of the overall picture.
9. Confirmation bias – Where individuals primarily search for evidence that backs up their opinions rather than looking at the whole picture objectively.
10. Accent bias – Where individuals are drawn to certain accents over others and allow them to frame opinions of people.

Scoring

Each question will attract a score with a range. There are many examples of ranges to be used, TBC recommend the range below and anyone scoring a zero will not be invited to interview.

0-3

- 0 = Inadequately demonstrated
- 1 = Partly demonstrated
- 2 = Well demonstrated
- 3 = Fully demonstrated

The panel may wish to attach a weight to a particular question should they feel it has a higher level of importance. It may be necessary to ask supplementary questions during the interview, but panel members must ensure this is done so one candidate is not advantaged.

It should be noted that the interview is not just a test of the candidate. It is also a test of the panel and their ability to listen, probe and assess objectively and fairly. Each panel member should take notes during the interview using the interview questions template (see infozone). Candidates can request to see notes relating to the interview under the Data Protection Act and therefore it is important that you record factual information i.e., what answers they gave to questions. Candidates may also for feedback so details of the process should be retained for six months.

The interview panel must:

- Write down key words and examples of what the applicant says.
- Do not include opinion or judgements at this stage.
- Do not ask questions of a discriminatory or personal nature unless relevant to the requirements of the post.
- Once the interview is complete review the evidence which you have written down and compare it to the criteria being assessed
- Allocate a score.

Finally, time should be allowed between interviews to allow members of the panel to score the answers given and discuss any issues.

Appointment Decision

Following completion of the assessments, the panel should discuss and agree the scores for each candidate. Consideration should be given to performance across all assessments used, taking account of any weighting applied. The panel should aim to, as far as reasonably practical, look to the candidate who demonstrates their ability for the role, but also demonstrates the Council's core values and will work well with the team. Only candidates who have met the agreed appointable minimum score should be considered for appointment and the role offered to the highest scoring candidate.

The panel must be satisfied that the selected candidate has demonstrated their skills, knowledge and abilities for the role through the selection process and are the most suitable for the position based on factual and evidential information.

The chair of the panel should contact the successful candidate to make an offer of appointment first. It should be made clear that this offer is conditional upon satisfactory pre-employment checks. Should this candidate decline the offer, the panel may wish to consider the next highest scoring candidate, providing they are suitable and appointable.

Promises made verbally during the recruitment process are legally binding in addition to the signed statement of particulars. The chair of the panel must ensure that they do not make promises they are not able to honour or contravenes TBC policy. Therefore, the only terms applying to the employment relationship are those in the written offer and statement of particulars issued by HR which supersedes any other agreement made between the parties.

Feedback

The chair should also contact all unsuccessful candidates advising them of the outcome. When informing the candidate they have been unsuccessful, the chair should confirm they are happy to provide feedback if the candidate so wishes, and that they can arrange a time to do so. The panel is responsible for this feedback and should do so within a reasonable timeframe of the request.

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

The chair should then email HR Admin advising of the outcome and send the interview notes and candidate assessment forms. HR will then begin the next stage of the process.

Commencing Salary

Under normal circumstances, applicants should be offered the role at the lowest point of the scale applicable to the post at the time of the appointment.

However, it may be that the individual's current salary is higher than the lowest point. In such cases, as an incentive for the candidate to accept the post, the chair of the panel may be able to justify offering a higher point equivalent to the current salary by completing a business case for the Executive Director Organisation/Head of Paid Service's consideration and obtaining their approval.

Safer recruitment checks during the selection and appointment process

To help deter, reject, or identify people who pose a risk to children and or adults at risk, Tamworth Borough Council operates recruitment processes and procedures which places importance on the consideration of protection and safeguarding issues, promoting the welfare of children and adults at risk of harm at every stage of the recruitment process.

Tamworth Borough Council has a duty to ensure the suitability of all those it employs in whatever capacity. Enhanced Disclosure and Barring Service (DBS) checks will be made on applicants appointed to work with children and adults at risk of harm.

It is the chair's responsibility to ensure that certain checks are undertaken both during the selection process and after. Some are legal requirements and ensure that a selected candidate is not at risk to themselves or to others by accepting the job offer.

For posts which involve working with children and adults at risk of harm, we will exercise vigilance and apply rigorous selection criteria. References must be requested and checked, as must previous employment history. Interviewers must check if there are any gaps in employment and the reasons for these recorded.

Where a position requires regular contact with a child or adult at risk, managers should include questions and/or assessment to determine whether that individual is personally suitable to undertake that work.

Gaps in employment

The panel must carefully assess each application form to ensure that any gaps in employment, training or experience are detailed and any anomalies are noted to ensure that they are explored at interview. This is a mandatory requirement for all posts. Records must be placed on the successful candidate's file to demonstrate that the relevant checks have been explored and any reason for these anomalies should be noted.

Pre-employment Checks

All appointments, including those made internally, will be made conditionally based on satisfactory pre-employment checks. These will vary according to the post but may include:

Medical clearance

The Council should be satisfied that the health and physical capability of the appointed candidate is sufficient to fulfil the duties of the role. Therefore, candidates

will be asked to complete a medical questionnaire which in turn will be assessed by the Council's Occupational Health provider. Occupational Health may then contact the candidate.

Eligibility to work in the United Kingdom

The Council has a legal responsibility to ensure that they take the necessary action to ensure their employees are eligible to work in the UK. This should be done during the recruitment process and during employment, where an employee's status may change in the future, e.g., where a temporary work visa is in place.

An employer is acting unlawfully if they employ a person who does not have the right to work in the UK and can be fined if they are found to do so.

To determine if a candidate or current employee is eligible to work in the UK, appropriate documentation must be checked. This is important, even where the person claims to have been a resident in the UK since birth.

Those wishing to present their evidence of right to work in the UK using the Home Office online service may do so by visiting <https://www.gov.uk/prove-right-to-work>. Applicants may then either email the link code direct to hadmin@tamworth.gov.uk or generate an email to hadmin@tamworth.gov.uk via the online system.

As of 1st January 2021, free movement has ended for the UK and employers must be granted a Sponsor Licence to employ any nationals from countries outside of the UK's resident labour market (i.e., applicants needing to apply to work in the UK via the Skilled Worker Route).

If the successful applicant has a time limit on their stay in the UK, repeat checks will be carried out in accordance with the dates within their identification document.

Disclosure and Barring Service (DBS)

The Council recognises its obligation to safeguarding children and adults at risk of harm. Applicants will be vetted to the level required for their role in accordance with our DBS policy.

References

Candidates should provide details of at least two referees, one of which should be the most recent employer or school/college. Upon offer of appointment, candidates will be made aware that these references will be sought. The HR team will forward completed references to the recruitment manager for acceptance. Should managers have any concerns regarding the content of the reference, they should discuss this with HR. In these circumstances, and dependent upon the content of other clearances, it may be necessary to withdraw the conditional job offer.

References will be checked against the application form to ensure that information provided by the applicant is consistent with what the reference states.

Ideally, a minimum of two references should be obtained. However, there may be times where despite several attempts, only one reference can be obtained.

Furthermore, where an appointment is made internally, there may not be a need to take up references, these cases can be discussed with HR.

Character references will only be acceptable where the applicant has just left school, has not been employed in any capacity or where they have had one employer for a long period and can only provide one employment reference. A friend, relative or partner will not be permitted to supply a character reference.

References will only be obtained by HR after the successful candidate has been offered the position and they have provided their consent for references to be requested and will not be used as a selection method during the selection stage.

All references will be requested in writing and must be received in writing. Verbal or telephone references are not acceptable in any circumstances.

Qualifications and professional membership

Where a qualification or professional membership has been noted as essential on the role profile, candidates will be expected to produce appropriate certification. If the successful candidate cannot produce original documents or certified copies, written confirmation of their relevant qualification must be obtained from the awarding body (by the applicant). Where this is not possible, this may lead to a withdrawal of the conditional offer.

Baseline Personal Security Checks (BPSS)

For posts where there is a requirement to access Public Service Network (PSN), be it a network, email or database, the Council is obliged to ensure that various checks are completed as part of the BPSS.

The BPSS is the minimum standard required to ensure the identity and integrity of an employee with access to sensitive information. It involves:

- An appropriate identity check.
- Confirmation of nationality and immigration status.
- Employment history (for the past three years).
- Third party verification of unspent convictions.

First day and employee induction

Only once all relevant pre-employment checks are complete can a start date for employment be confirmed. The manager should contact the appointee to agree the start date and thereafter maintain contact with the appointee up to their start date so that appropriate arrangements can be put in place for their first day; the Onboarding policy covers this in more detail.

Guaranteed Interview Schemes

Tamworth Borough Council operates two guaranteed interview schemes, which support individuals who meet all the essential criteria to be guaranteed an interview for a vacancy. The Disability Committed Employer scheme supports applicants with a

disability and the Veterans Guaranteed interview scheme supports those defined as veterans.

Disability Confident Committed Employer

Tamworth Borough Council is a Disability Confident Committed employer, which means we are committed to interviewing all applicants with a disability who meet all the essential criteria for the role applied for. Applicants who have selected they wish to be considered under this scheme and have met all of the essential criteria will be invited to interview. The recruiting manager will check the relevant section on the application and for information relating to any reasonable adjustments. Should the applicant have requirements, HR will inform the recruiting manager and it will be the manager's responsibility to action and implement.

Veteran's Guaranteed Interview

The Veteran's Guaranteed Interview scheme supports our Armed Forces Community Covenant, and means we are committed to interviewing all applicants who are former Armed Forces personnel who have previously serviced for at least one day, military spouses/partners and cadet instructors. The Government defines veterans as "anyone who has served for at least one day in 'His Majesty's Armed Forces (Regular or Reserve) or Merchant Mariners who have seen duty on legally defined military operations" and therefore Tamworth Borough Council uses the same definition.

Under this scheme, applicants who have selected they wish to be considered under this scheme and who have met all the essential criteria, must be invited for interview. The manager must check the relevant section on the application for this indication.

Recruitment of Ex-Offenders – Ban the Box/Fair Chance Recruitment

Tamworth Borough Council undertakes not to discriminate unfairly against people who have had criminal convictions.

Tamworth Borough Council is committed to the "Ban the Box"/Fair Chance recruitment. There are over 11 million people in the United Kingdom with a criminal record; employment reduces reoffending by up to a half so it is critical to reduce barriers to work for individuals with convictions. The "Ban the Box" initiative removes the criminal record section from the application form and the candidate's criminal convictions will be asked at a later stage of the recruitment process. Its aim is to provide a fairer opportunity for people with convictions to compete for jobs with employers considering applicants' skills and abilities before asking for a criminal conviction declaration.

Open and transparent recruitment practices give people with criminal convictions, who are skilled and able to work, the opportunity to compete fairly for roles and move on from their past mistakes, increasing the diversity of the talent pool and reducing the unnecessary exclusion of talented individuals from roles.

Collecting criminal record data from all applicants, when many will not be shortlisted, could be construed as excessive data collection. Instead, TBC will request criminal

record details at the point when it is really needed, at the conditional offer stage rather than at the initial recruitment stage.

Code of practice on the English language requirements for public sector workers, the ‘fluency duty’

Public authorities defined in section 78 of the Immigration Act 2016 as bodies which carry out functions of a public nature are subject to the fluency duty. To serve the public it is vital that those working in public facing roles can communicate in English with members of the public receiving local authority services.

When determining whether a role is public facing or not, the council will consider the following aspects of the work involved:

- Is there a business need for interaction with the public?
- What is the frequency and form of this interaction?
- What is the level of service quality and responsiveness expected by the public?
- What is the proportion of the role which would require spoken interaction with members of the public?
- What is the nature of the role?
- Is English language the primary language required for the role?

Examples include:

- An employee working in Customer Services, receiving calls and fielding questions from members of the public would be viewed as operating in a public facing role as they will have regular telephone and face to face conversations with the public.
- A local authority street cleaner would not be viewed as working in a public facing role as their main duties do not require regular interaction with members of the public.
- An IT technician providing internal support within the council would not be viewed as working in a public facing role.

Employees in such roles, whatever their nationality, must be able to speak fluent English. This means they must have a command of spoken English which is sufficient to enable the effective performance of their role. Therefore, the ability to converse at ease with members of the public and provide advice in accurate spoken English will be essential for all public facing roles.

Fluency does not relate to regional or international accents, dialects, speech impediments or the tone of the conversation.

Adverts and role profiles for relevant roles will include the statement “The ability to converse with members of the public and provide advice in accurate spoken English is essential for the post.”

Organisational Values

All recruitment will be conducted in accordance with our corporate values.

- Accountability
- Challenge
- Compassion
- Courtesy
- Decisiveness
- Empowerment
- Honest, integrity and respect
- Openness
- Professionalism

We expect all recruiting managers and those involved in recruitment to demonstrate these values throughout the process and for any selected candidates to also demonstrate these values.

Interview expenses

Applicants will not be reimbursed for any interview expenses.

Time off for interviews/assessments

Where practical, reasonable time will be granted to employees who attend interviews within Tamworth Borough Council during working hours. Reasonable time off with pay will also be granted for interviews and assessments for vacancies within organisations covered under the Redundancy Modification Order. Proof of interview invites must be provided for time to be credited.

Probationary Period

All new entrants will be required to serve a 6-month probationary period to give them an opportunity to establish their suitability for the job. During this time there will be formal reviews, at 8, 16 and 24 weeks.

Declarations

The Council requires any job applicant to state in writing whether they are related to an existing Councillor or employee of the Council.

No applicant related to a councillor or an employee will be appointed without the authority of the Head of Paid Service. Where the post is in a service or function managed by them it will be referred to the Chief Executive. In the event that the applicant is related to the Chief Executive or a Corporate Director, authority must be obtained from at least two of the following:

- Chief Executive
- Monitoring Officer
- Section 151 Officer

The Council will disqualify any applicant who directly or indirectly seeks the support of any councillor for any appointment to the Council. No Councillor will seek support for any person for any appointment with the Council.

The full Council will appoint all statutory officers which currently include; the Head of Paid Service, Monitoring Officer, Executive Director, Chief Executive

Politically restricted posts

Certain posts in the Council are identified as 'Politically Restricted' as laid down by the Local Government and Housing Act 1989.

Applicants who apply for 'Politically Restricted' posts cannot become (or remain) an Elected Member of any local authority, other than a parish or community council, a Member of Parliament or a Member of the European Parliament, a member of the Scottish Parliament or Welsh Assembly. They are subject to prescribed restrictions on their political activity through the Local Government Officers (Political Restrictions) Regulations 1960, this includes canvassing and speaking or writing in public in a manner which appears to be designed to affect public support for a political party.

Also, in accordance with S.116 of the Local Government Act, 1972 as amended by the Local Authorities (Executive and Alternative Arrangements) (Modifications of Enactments and Other Provisions) (Wales) Order 2002, an Elected Member of an authority cannot be appointed to any paid employment with the Council for 12 months after their membership ceases.

Categories of roles covered by the provisions of the Act include:

- Chief Executives, Chief and Deputy Officers, the Monitoring Officer, Political Assistants and Officers to whom the Council has delegated any of its decision making powers.
- Chief Officers are defined as anyone working directly for the Chief Executive and Deputy Chief Officers, those who work directly for the Chief Officers. Staff whose duties are clerical, secretarial or otherwise in support services are excluded.
- Staff on salary grade linked to spinal column point 44 and above. (This includes salaried staff whose basic salary grade is less than spinal column point 44 but whose total remuneration package would take them beyond point 44)
- Staff on salary grades less than spinal column point 44 but whose posts have been listed by the Authority as politically sensitive on the basis that they regularly give policy advice to Council Committee or Sub Committee rather than simply providing factual information and/or speak authoritatively and regularly to journalists on behalf of the Council rather than simply providing factual information.

Tamworth Borough Council's politically restricted posts are:

Chief Executive, Deputy Head of Paid Service and Returning Officer
Executive Director Organisation, Head of Paid Service and Deputy Chief Executive
Executive Director Communities
Executive Director Finance and Section 151 Officer
Assistant Director People
Assistant Director Environment, Culture and Wellbeing
Assistant Director Partnerships
Assistant Director Finance and Deputy Section 151 Officer

Assistant Director Growth and Regeneration
Assistant Director Neighbourhoods
Assistant Director Assets
Monitoring Officer

Recruitment advertisements for posts subject to the Act must state that this is the case.

At the selection interview, the Chair of the Panel is responsible for reminding each candidate that they will be subject to the Act should they be appointed.

Outside Commitments

In line with the Code of Conduct and Secondary Employment policies, employees may need to have written consent to take any outside employment (paid and unpaid) and must not undertake any outside employment which conflicts with the Council's interests.

Complaints

It is important that clear and factual notes are kept to record decisions that the selection panel has made on all candidates throughout the process. Aside from being helpful when giving feedback to the unsuccessful candidates, these notes may need to be used where a complaint is raised regarding the recruitment and selection process.

Candidates wishing to raise a complaint under the process should do so in writing.
Internal applicants – Through the Council's grievance procedure
External applicants – by writing to the Head of HR & OD



Part 1 – Details		
What Policy/ Procedure/ Strategy/Project/Service is being assessed?	Recruitment and Selection Policy	
Date Conducted	December 2023	
Name of Lead Officer and Service Area	Jackie Noble HR	
Commissioning Team (if applicable)	N/A	
Director Responsible for project/service area	Anica Goodwin	
Who are the main stakeholders	Employees	
Describe what consultation has been undertaken. Who was involved and what was the outcome	CMT TULG Members	
Outline the wider research that has taken place (E.G. commissioners, partners, other providers etc)		
What are you assessing? Indicate with an 'x' which applies	A decision to review or change a service	<input type="checkbox"/>
	A Strategy/Policy/Procedure	<input checked="" type="checkbox"/>
	A function, service or project	<input type="checkbox"/>
What kind of assessment is it? Indicate with an 'x' which applies	New	<input checked="" type="checkbox"/>
	Existing	<input type="checkbox"/>
	Being reviewed	<input type="checkbox"/>
	Being reviewed as a result of budget constraints / End of Contract	<input type="checkbox"/>

Part 2 – Summary of Assessment

Give a summary of your proposal and set out the aims/ objectives/ purposes/ and outcomes of the area you are impact assessing.

The policy provides a framework for the recruitment and selection processes.

Who will be affected and how?

All Employees and applicants

Are there any other functions, policies or services linked to this impact assessment?

Yes No

If you answered 'Yes', please indicate what they are?

All employees

Other policies:

DBS

Onboarding

Part time working

Job Share

Probationary Periods

Code of Conduct

Secondary employment

Right to request flexible working

Part 3 – Impact on the Community

Thinking about each of the Areas below, does or could the Policy function, or service have a direct impact on them?

Impact Area	Yes	No	Reason (provide brief explanation)
Age	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of age and explicitly references indirect age discrimination
Disability	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of disability and explicitly references reasonable adjustment

Gender Reassignment	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of gender reassignment
Marriage & Civil Partnership	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of marital status
Pregnancy & Maternity	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of pregnancy and maternity
Race	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of race
Religion or belief	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Policy addresses adjustment for religious observance
Sexual orientation	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of sexual orientation
Sex	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of sex
Gypsy/Travelling Community	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not a factor
Those with Caring/Dependent responsibilities	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not a factor
Those having an offending past	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Our commitments to Ban the Box is referenced
Children	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Safer recruitment commitment is detailed
Vulnerable Adults	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Safer recruitment commitment is detailed
Families	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not a factor
Those who are homeless	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not a factor
Those on low income	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not a factor
Those with Drug or Alcohol problems	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not a factor
Those with Mental Health issues	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not a factor
Those with Physical Health issues	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not a factor
Other (Please Detail)	<input type="checkbox"/>	<input type="checkbox"/>	Armed forces covenant is referenced Ban the Box is referenced

Part 4 – Risk Assessment

From evidence given from previous question, please detail what measures or changes will be put in place to mitigate adverse implications

Impact Area	Details of the Impact	Action to reduce risk
<i>Eg: Families</i>	<i>Families no longer supported which may lead to a reduced standard of living & subsequent health</i>	<i>Signposting to other services. Look to external funding opportunities.</i>

	<i>issues</i>	
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Part 5 - Action Plan and Review

Detail in the plan below, actions that you have identified in your CIA, which will eliminate discrimination, advance equality of opportunity and/or foster good relations.

If you are unable to eliminate or reduce negative impact on any of the impact areas, you should explain why

Impact (positive or negative) identified	Action	Person(s) responsible	Target date	Required outcome
	Outcomes and Actions entered onto Pentana			

Date of Review (If applicable)