



RECRUITMENT AND SELECTION POLICY

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Review History

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1	Removal of reference to Teachers. AVJB Designations added	JULY 2017
2	Minor Amendments To 2.4 Vacancy Advertising, 4.3 Shortlisting Applicants with Disabilities And 8.1 Reemploying A Former Employee	AUGUST 2020
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1. INTRODUCTION

- 1.1 Ayrshire Valuation Joint Board recognises the fundamental role that its employees play in achieving corporate aims and objectives and realises the importance of ensuring that the correct individuals are recruited and retained. The recruitment and selection policy aims to attract appropriate candidates, provide equality of opportunity and enable a thorough assessment of competence to be undertaken.
- 1.2 Additionally, through a rigorous and robust selection process additional safeguards for the vulnerable members of our community will also be provided.
- 1.3 The policy provides a framework through which a fair, consistent and lawful approach will be taken as the Board seeks to employ individuals who display the knowledge, skills, attitude and behaviour that match its service delivery requirements.
- 1.4 The Board's commitment to equality of opportunity for all is a fundamental Requirement of this policy. This includes guaranteeing an interview to disabled candidates who meet the competence based requirements of the vacant role and ensuring that reasonable adjustments will be made throughout the recruitment and selection process to meet the particular needs of disabled candidates. Also, as part of a Board positive action programme, alternative recruitment and promotional activities may be used to address particular areas of under-representation across the workforce.
- 1.5 Recruitment and selection should be:
 - Effective – by ensuring sufficient suitable candidates are encouraged to apply and being able to distinguish between suitable and unsuitable candidates
 - Efficient – by ensuring that advertising and recruitment methods are cost effective
 - Impartial – by ensuring that equality of opportunity is considered an integral part of the procedure
 - Fair – by dealing with all applicants fairly, honestly and courteously
- 1.6 It is fundamental that any qualifications or requirements applied to a job must be genuine and justifiable.
- 1.7 Each individual will be assessed according to their ability to undertake the duties and responsibilities of that job.
- 1.8 References will be provided for employees and where appropriate will be reviewed by the Assessor or Nominated Senior Office then signed by Management Authorised to do so.
- 1.9 Where appropriate employees will have access to training and development opportunities to achieve equality of employment potential.
- 1.10 Employees and potential employees should feel comfortable and supported to apply for positions with Ayrshire Valuation Joint Board.
- 1.11 Appropriate positive action programmes will be developed to address any under representation across the workforce.

2. FILLING OF VACANCIES

2.1 When the decision is taken to fill a vacant post, consideration must firstly be given to the post's suitability for flexible working as detailed below. Further details of the flexible working options are available on the SharePoint.

- Part Time
- Job Share
- Term Time
- Annualised Hours
- Homeworking

2.2 Advertising

The modern recruitment market and relevant legislation demands flexibility in approaches to advertising and the filling of vacancies. The Assessor or Nominated Senior Officer will ensure a consistent approach to the advertising and filling of posts, and will have the final approval to advertise posts. As soon as a vacancy is identified and has been approved for filling, it may be filled in the following ways:

2.2.1 Redeployment

In certain situations, employees may require redeployment, for example, due to health or displacement following restructuring, and a process of skills/capability assessment can lead to a transfer to a suitable alternative vacant post.

Consideration will always firstly be given to the suitability of the post for any employees on the Board's Redeployment List. If the post remains vacant following consideration of its potential for redeployment it should be advertised.

As a priority, employees requiring redeployment will be given relevant training and support to maximise opportunities for redeployment.

2.3 Advertising Conditions

All other vacancies will be advertised according to the following conditions:

2.3.1 **Chief Officials:** Appointments to these posts are made by a Panel of Elected Members (Chief Officer Appointments Panel). SAC HR will co-ordinate all appropriate arrangements for advertising.

2.3.3 **Approval to advertise:** Vacancies will be advertised after approval by the Assessor or Nominated Senior Officer and the following conditions in particular will need to be approved:

- Justification for filling the post
- Advert text with grade / salary
- Statutory legislative requirements must be reviewed to assess whether they are relevant to the particular vacancy. Where these conditions are applicable they need to be clearly referred to during the advertising process to inform candidates
- Politically restricted posts
- Posts subject to a standard / enhanced disclosure
- Rehabilitation of Offenders Act 1974 (as amended)

- All posts are eligible for flexible working unless otherwise stated in accordance with the Board's policy on flexible working

2.3.4 **Internal only:** The Board encourages succession planning and career progression therefore vacancies can be restricted for internal promotion. Internal employees include:

- Temporary / permanent employees
- Casual employees whether currently employed or not
- Modern Apprentices, and trainees

It will be for the Assessor or Nominated Senior Officer to decide whether jobs should be advertised internally only in the first instance, or whether they should be the subject of simultaneous internal and external advertising. In doing so, the Assessor or Nominated Senior Officer may liaise with appropriate trade unions and take into account the need to comply with statutory equalities legislation which implies a requirement to recruit from the widest possible pool of applicants, while on the other hand providing effective promotion opportunities and succession planning for existing employees.

Similarly, where a post has been advertised internally, and only a small number of internal applicants have applied, it will be for the Assessor or Nominated Senior Officer to decide (regardless of whether person specification requirements are met), to proceed with interviews or advertise externally.

As part of promoting performance and development review, Managers will ensure that employees are encouraged to be aware of their own personal development and the personal development of those they manage. Managers will provide a range of development opportunities to ensure that employees are in the best possible position to apply for promotion opportunities as they arise.

2.3.5 **Simultaneous external and internal advertising:** All external adverts should comply with one of the following conditions:

- Post is of a specialist nature.
- Identification that there will be a limited response from internal candidates.
- Identification that the vacancy would benefit from exposure in the external market.
- Regulated work where advertising to the widest possible pool of applicants is recommended.

2.4 All vacancies will be advertised using "SharePoint and/or the recruitment portal and Site [My Job Scotland](#) . In addition, the following advertising sources may be used:

- Local Job Centres
- National and Local Newspapers, other Assessors Offices, Relevant Professional Website and/or Journals
- A range of alternative options, including posters, public flyers targeted at Community Groups, radio campaigns, etc.

2.5 All applicants must complete an application form. The Board provides an application form in various formats to meet particular needs of individuals.

- 2.6 Where a vacancy arises which is similar to a vacancy which has recently been advertised or filled, consideration can be given to filling the second vacancy from the initial group of applicants. Advice should be sought from SAC HR taking into account the timescales and similarities between the vacancies.

3. RECRUITMENT PANEL

3.1 Relationships/interests

Immediately an employee or Elected Member participating in the recruitment process becomes aware of any relationship or other interest known to exist between themselves and any of the applicants, this must be made known to the Panel Chair or, in the case of a Panel Chair, to the Assessor or Nominated Senior Officer. A decision will then be taken as to whether it is appropriate for the individual concerned to play any further part in the selection process.

3.2 Panel Requirements

- Any employee or Elected Member participating in recruitment selection must have attended the relevant training course.
- A minimum of two panel members must be involved at all stages of the process and every effort will be made to ensure that the composition of recruitment panels reflects the Board's commitment to equality.
- All selection techniques and methods must be relevant and appropriate to the post in question and any forms of psychometric testing will be conducted by a suitably qualified Administrator or Assessor.
- Agreement should be reached at the outset on:
 - The competence based job profile and person specification, which must not be changed after the recruitment process has started; and
 - The use of relevant selection methods throughout the selection process, for example, assessment centres, ability tests, personality profiles, role plays, in-tray exercises and competence based interview questions.

4. SELECTION

4.1 **Job Profile:** The job profile supports the assessment and selection process and candidates will be assessed against the criteria set within it. The job profile must:

- Outline the key purpose and accountabilities for the post or group of generic posts;
- Be prepared with reference to the relevant competencies and levels, and the evidence required to demonstrate competency; and
- Be prepared in accordance with relevant legislation.

In line with the Board's Competence Framework, all employees are expected to demonstrate core competencies within their job. These competencies are Personal Effectiveness Initiative and Drive; Co-operation with Others; Working Safely; Customer Service Excellence and Equal Opportunities, and have been established as being core to all posts across the Board. They describe the personal attributes and behaviours needed to carry out the job effectively to an agreed standard.

Where a Job Profile requires to be updated this should be subject to a job re-evaluation

- 4.2 **Selection process:** the initial stage of the selection process will be the gathering of competence based information about the candidate(s). The method of achieving this may vary but will normally include application forms, initial telephone screening or open days.

The online application form on the Recruitment Portal will use screening questions to aid the short listing process by selecting candidates that meet the essential competencies of the role.

- 4.3 **Short-listing:** The selection panel will compare each candidate's competencies against those identified in the job profile. The outcome requires consensus from the panel. All applicants with a disability who can clearly evidence that they meet the essential criteria for the post in question as specified in the job profile will be shortlisted for interview.

At this stage notification should be issued to those applicants who have not been shortlisted.

- 4.4 **Selection Events:**

Selection events (e.g. Interview, assessment centre, competence testing) will be designed around the Board's Competence Framework where candidates will be required to evidence through their experience, attitude and behaviours both core and job specific competencies identified for the role. The competencies identified for the role will then form the basis of future PDR discussions for the successful candidate.

These events will be used to either reduce the number of applicants progressing to the next stage or to select the successful applicant. In either case the following will apply:

- Other than in exceptional circumstances a minimum of one week's notice will be given to candidates prior to a selection event;
- Where an ability test or personality profile is used candidates will receive feedback from the Administrator or Assessor during the selection event;
- If a candidate is unable to attend a selection event at the given time, reasonable effort will be made to reschedule. The decision to reschedule will lie with the Chair of the panel who will consider factors such as the urgency in filling the post and the length of the delay;
- Candidates attending a final selection event must bring with them a completed Criminal Convictions Declaration Form. This will be considered by the Panel Chair and any issues arising will be discussed with the candidate during the interview;
- As part of the Board's commitment to Safer Recruitment, Panels must scrutinise application forms and seek reasons for any breaks in employment;
- All external applicants attending a final selection event must provide evidence of eligibility to work in the United Kingdom;
- All selection events must be conducted in a fair, consistent, structured and systematic manner. Candidates must be evaluated against the criteria and scoring mechanism contained in the selection profile;
- An assessment of each candidate must be made following the event using the Selection/Interview Assessment form.
- Where the post requires possession of a particular qualification or registration with an appropriate body, evidence must be produced at interview, which in the case of a required qualification must be the original certificate.

5. OFFER OF APPOINTMENT

- 5.1 Normally the recommended applicant will be contacted as soon as is practicable after the interview and be told verbally that they are the preferred candidate for the post, subject to receipt of satisfactory references and completion of other checks. This will be followed by a written offer of appointment containing the same qualification(s), if any, as the verbal offer.
- 5.2 At the same time the remaining applicants will be advised verbally that they have been unsuccessful. This will be followed by written confirmation.
- 5.3 Following receipt of references and completion of the required checks the successful applicant will be issued with an offer of appointment and a schedule which summarises the main terms and conditions of employment.
- 5.4 All appointments will be at the first point of the relevant salary scale. In exceptional circumstances an appointment may be made to a higher point with the approval of the Assessor or Nominated Senior Officer.

6. PRE-EMPLOYMENT MEDICAL QUESTIONNAIRES

- 6.1 **External Applicants:** Following the selection process a pre-employment medical questionnaire will be completed by the recommended candidate only. This will be forwarded to SAC Occupational Health for screening.
- 6.2 **Internal candidates:** Where an existing employee moves from one post to a similar post e.g. clerical to clerical, there will be no need for pre-employment screening. However where there is basic difference in the types of tasks undertaken between the new and former posts, a pre-employment medical questionnaire will be completed by the employee in question and forwarded to SAC Occupational Health for screening.

7. REFERENCES

- 7.1 All applicants for Board vacancies will be required to provide the names of two referees. Wherever possible a reference will be obtained from someone who has current/recent experience of the applicant in a work situation and where an applicant is in employment, one of the referees must be a current employer. This might include unpaid or voluntary work.

Further detailed guidance on the use of references is contained within the [Recruitment and Selection Handbook](#)

8. APPOINTMENT OF FORMER EMPLOYEE

- 8.1 Only in exceptional circumstances and normally only to a post to which it is difficult to recruit, will a contract of employment be offered to an individual who left the employment of the Board on the grounds of Voluntary Redundancy or Voluntary Early Retirement. In all cases approval of the Assessor must be given.

9. CANVASSING OF BOARD MEMBERS OR OFFICERS

- 9.1 Any candidate who canvasses an Elected Member or employee of Ayrshire Valuation Joint Board, directly or indirectly, in relation to recruitment will be immediately disqualified. Similarly Elected Members and employees will not solicit for an appointment for any person, although this does not preclude the provision of a reference if requested to do so.

10. RELOCATION

- 10.1 In limited circumstances assistance with relocation will be offered to successful candidates in accordance with the Board's Conditions of Service. The decision as to whether or not relocation expenses will apply will be taken by the Assessor or Nominated Senior Officer prior to advertising.

11. POST INTERVIEW COUNSELLING

- 11.1 Feedback will be available on request to unsuccessful candidates.

12. RECRUITMENT AND SELECTION COMPLAINTS PROCEDURE

- 12.1 Ayrshire Valuation Joint Board is committed to promoting equality of opportunity and will endeavour to ensure that no applicant receives less favourable treatment. Accordingly applicants who think they have been treated less favourably than other applicants or who feel they have been the subject of discrimination during the recruitment process are entitled to complain.

Anyone wishing to complain should write to the Head of Valuation Services within 14 days of being advised of the outcome of their application.

Complaints will be investigated by an independent Board Officer and a response issued normally within 10 working days from receipt of the complaint. If an applicant remains dissatisfied an appeal can be submitted in writing to the Assessor, within 14 days of receipt of the response.

Applicants who are not employees of the Board will be called to a meeting involving both parties and chaired by an Officer who has not previously been involved in the process. If the applicant feels the matter remains unresolved she/he will be required to pursue the matter through channels external to the Board.

Applicants who are employees of Ayrshire Valuation Joint Board will have their complaint heard at Stage 2A of the Board's Grievance Procedures.

- 12.2 In certain circumstances the Assessor or nominated senior officer can decide to suspend the recruitment process pending the outcome of a complaint.

13. MONITORING OF RECRUITMENT

- 13.1 All candidates will be asked to complete an Equal Opportunities Monitoring Form. The information provided will be used to evaluate the effectiveness of the recruitment policy and will not be divulged to the selection panel.
- 13.2 In line with the Equality and Human Rights Commission (EHRC) recommendations, the Board will regularly analyse the composition of the workforce the results of which will be used to measure the effectiveness of the Equalities Policy and, where appropriate, to develop appropriate positive action programmes.
- 13.3 Recruitment documentation will be kept for a period of six months following completion of the recruitment process.

14. TEMPORARY WORKERS

Recruitment of temporary workers will be undertaken in the same way as recruitment of permanent employees. Further information on the definitions and procedures for the use of temporary workers is provided in the Board's [Code of Practice for Temporary Workers](#).

15. AGENCY WORKERS

In certain extreme circumstances i.e. imminent service breakdown, and only with the approval of the Assessor or nominated senior officer, it may be possible to use Agency Workers. The use of Agency Workers is a procurement matter rather than a recruitment one and further guidance is provided in the Board's [Code of Practice for Temporary Workers](#).