

# **RECRUITMENT POLICY & PROCEDURE**



**EAST CAMBRIDGESHIRE  
DISTRICT COUNCIL**

**RECRUITMENT POLICY & PROCEDURE**

**CONTENTS**

1		INTRODUCTION	4
2		OBJECTIVES	4
3		THE RECRUITMENT PROCESS	4
4		JOB SPECIFICATION	5
5		DRAFTING A JOB PROFILE	5
6		DRAFTING A PERSON SPECIFICATION	6
7		EVALUATING THE POST	6
8		ATTRACTING AND MANAGING APPLICATIONS	6
	8.1	Drafting the Job Advertisement	6-7
	8.2	Agreeing the Recruitment Timetable	7
	8.3	Publicising the Vacancy	7
	8.4	Return of Completed Application Forms	7
	8.5	Declaration of Interest	7-8
9		SELECTING CANDIDATES	8
	9.1	Shortlisting	8
	9.2	Preparing for the Interview	9
	9.3	Conducting the Interview	9-10
	9.4	Checking a Job Applicant's Right to Work	10-11
	9.5	Making the Decision	11-12
	9.6	Seeking References	12
10		MAKING THE APPOINTMENT	12
	10.1	Starting Salaries	12-13
11		LEGAL ISSUES IN RECRUITMENT	14
	11.1	Discrimination	14
		Occupational Requirements	14
		Age	14
		Ability to Speak Fluent English	14
		Positive Action	15
		Medical Checks	15
		The General Data Protection Regulation (GDPR)	15-16
		Work Experience	16
		Criminal Record Checks	16
		Rehabilitation of Offenders Act 1974	16-17
		DBS Disclosures	17-18
12		OTHER ISSUES	18
	12.1	Withdrawing a Job Offer	18

<u>APPENDICES</u>			
1		Guidance On Preparing A Job Profile	19
2		Guidance On Preparing A Person Specification	20-21
3		Draft Job Advertisement	22
4		Shortlisting Matrix	23
5		Right to Work Checklist	24-27
6		Interview Scoring Matrix	28
7		Starting Salary Form	29
8		Reference Request Form	30-32

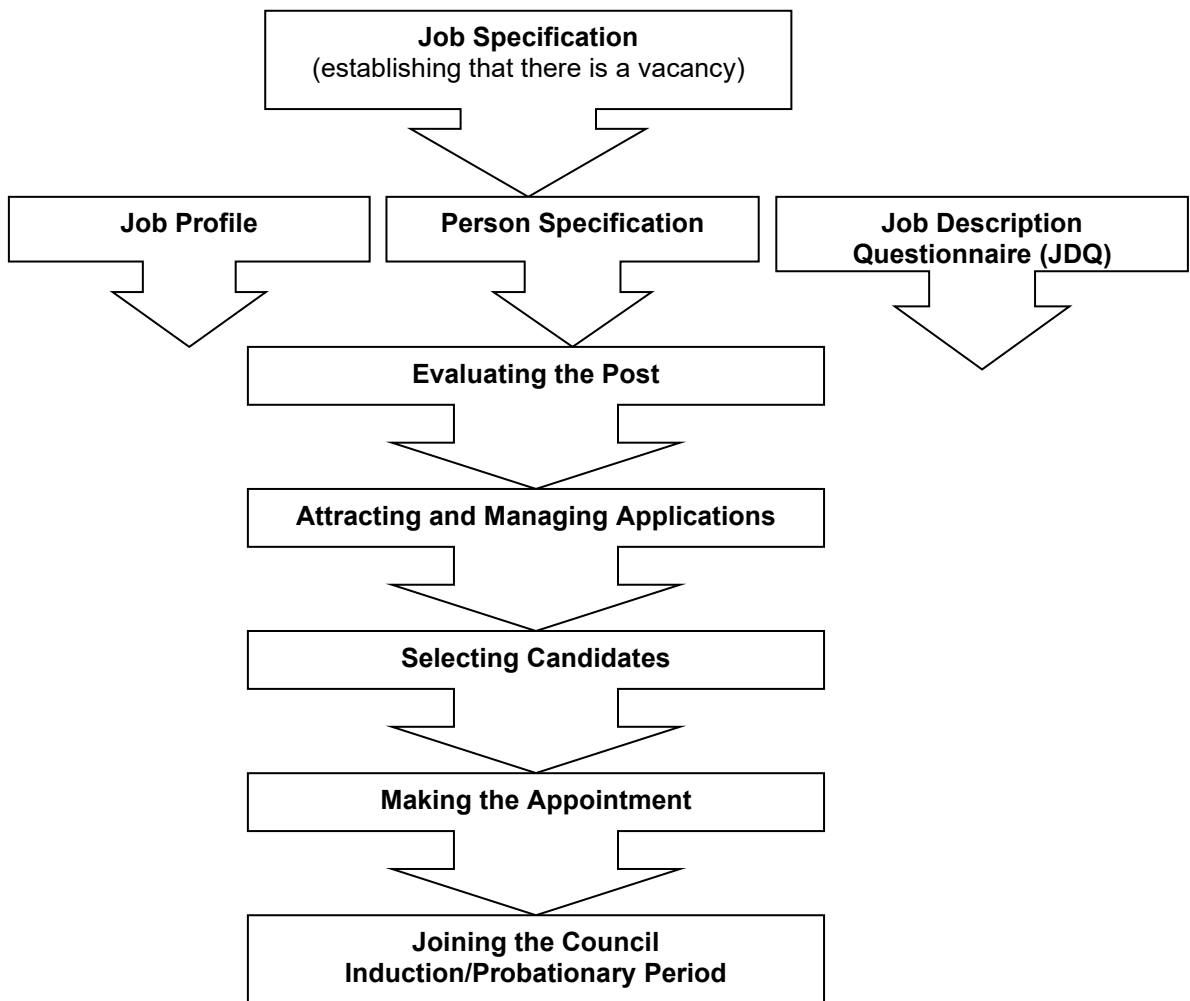
**1. INTRODUCTION**

- 1.1 East Cambridgeshire District Council is committed to delivering high quality services and recognises that the success of these services is greatly dependent upon the quality of the people that the Council employs.
- 1.2 This policy provides clear, step-by-step guidelines for recruitment and selection that can be applied consistently across the Council and aims to ensure that the recruitment process is carried out in a fair, professional and lawful manner.

**2. OBJECTIVES**

- 2.1 These are to:
  - Demonstrate that recruitment has been conducted fairly through a consistent and uniform approach for all.
  - Achieve equality of opportunity for all applicants.
  - Ensure that roles and responsibilities at all stages of the process are clearly defined.
  - Attract the widest number of applicants and select the best candidate for the job.
  - Ensure that candidates are measured against pre-determined, specific and relevant job requirements.
  - Enable applicants, whatever the outcome, to feel that they have had a positive experience.

**3. THE RECRUITMENT PROCESS**



#### 4. JOB SPECIFICATION

- 4.1 A potential vacancy may arise due to:
- a) the need for a new post (this also includes temporary posts to provide cover for existing staff (e.g. maternity leave); or
  - b) to fill an existing post following a resignation, promotion, transfer, dismissal, retirement, or inability to work for a period of time (e.g. long term sickness).
- 4.2 When a vacancy does exist, Directors/Line Managers should consider the following issues before commencing a recruitment exercise:
- Is there still a need for the work to be done? If so, can it be absorbed by other posts within the department without causing detriment to the service provision or damage to the health of other employees?
  - Does the job still need to be done in the same way? Should changes be made to the job profile/person specification?
  - Is the requirement for work permanent/temporary/seasonal?
- 4.3 Where a vacancy arises for a new post, or where the criteria of an existing post changes, the Director/Line Manager, will need to complete the Changes to Establishment Pro-forma. The pro-forma is a multi-purpose form which can be used for creating, amending and deleting posts on the Council's Establishment. The pro-forma has been developed to ensure that all changes and requests are authorised and documented correctly.

#### 5. DRAFTING A JOB PROFILE

- 5.1 The job profile forms part of the employee's contract of employment and should detail the purpose, tasks and responsibilities of the job. It is the Line Manager's responsibility to draft the job profile.
- 5.2 A good job profile should include:
- (a) main purpose of the job - try to describe this in one sentence.
  - (b) main tasks of the job - use active verbs like 'supervise', 'provide', 'determine', 'record', 'research', instead of vaguer terms like 'dealing with', 'in charge of'.
  - (c) scope of the job - expanding on the main tasks and the importance of the job. Job importance can be indicated by giving information such as who they come into contact with (i.e. Members, the public), the number of people to be supervised, the degree of precision required and the value of any materials and equipment used or budget managed by the postholder.
- 5.3 The length and complexity of the job profile will vary according to the post but a simple description is important for every position to:
- help with induction and training;
  - provide the basis for drawing up a person specification and advert;
  - provide the basis for establishing the correct grade/remuneration for the job;
  - enable prospective applicants to assess themselves for the job;
  - provide a benchmark for judging each candidate; and
  - enable the recruitment of the best person for the job (see Appendix 1 for guidance on preparing a job profile).
- 5.4 For those positions where a DBS Disclosure is required, the job profile will contain a statement that a Disclosure will be requested in the event of the individual being offered the position and renewed every two years thereafter. Please contact HR if you wish to discuss the DBS status of a particular post.

## 6. DRAFTING A PERSON SPECIFICATION

- 6.1 Drawing up the person specification allows the Council to profile the ideal person to fill the job. A person specification is an assessment of the key skills, knowledge, attainment and attitude required to perform the job using objective criteria. It is the Manager's responsibility to draft the person specification.
- 6.2 It is very important that the skills, aptitudes and knowledge included in the specification are related precisely to the needs of the job; if they are inflated beyond those necessary for effective job performance, the risk is that someone will be employed on the basis of false hopes and aspirations, and both the employer and employee will end up disappointed in each other.
- 6.3 An up-to-date person specification will:
- provide the basis for establishing the correct grade/remuneration for the job;
  - act as a guide for preparing job advertisements;
  - act as a guide for planning the interview/selection process;
  - act as a guide for shortlisting candidates;
  - ensure the fair selection of the best person for the job; and
  - protect against claims of unlawful discrimination.
- 6.4 Person specifications must be job-related and not contract-related, i.e. the same criteria must be established for a temporary post as for a permanent post and the same standards must be applied equally to both posts during the selection/appointment process.
- 6.5 The person specification must be justifiable, quantifiable and measurable and of direct relevance to the job and as specific as possible (see Appendix 2 for guidance on preparing a person specification).

## 7. EVALUATING THE POST

- 7.1 If you are creating a new post or making significant changes to a current post, a Job Evaluation Panel will be arranged to evaluate the job against the Council's job evaluation scheme. Please refer to the Council's [Job Evaluation Policy and Procedure](#).
- 7.2 The purpose of job evaluation is to provide a systematic and consistent approach to defining the relative worth of jobs within the Council, and to ensure that where work is the same or of broadly similar nature all employees will be treated equally and any pay differential will be justifiable on the basis of a genuine material factor and does not discriminate on unlawful grounds.
- 7.3 Directors/Managers should allow **2-4 weeks** for a post to be evaluated.

## 8. ATTRACTING & MANAGING APPLICATIONS

### 8.1 Drafting the Job Advertisement

The HR department, based on the job profile and person specification, will prepare a draft job advertisement (see Appendix 3). Any advertisement needs to be designed and presented effectively to ensure the right candidates are attracted. Advertisements must be tailored to the level of the target audience, and should always be clear and easily

understood. They must be non-discriminatory, and should avoid any gender or culturally specific language.

For those positions where a DBS Disclosure is required, the job advertisement must make reference to this.

## 8.2 Agreeing the Recruitment Timetable

The Recruiting Manager will agree with a member of HR:

- the wording of the advert;
- the appropriate publication(s)/methods for displaying the advert and the date(s) that it will appear;
- the closing date for applications – this must be a minimum of 2 weeks to allow time for individuals to see the advert and enquire about the position;
- the date and location for the selection process to be held;
- if any testing will be required;
- the people who will be sitting on the interview panel.

## 8.3 Publicising the Vacancy

### 8.3.1 Internally ONLY

In certain situations it may be appropriate for a vacancy to be advertised internally only. In such circumstances the post will be advertised within the Council, and only open to internal candidates (including casual employees, agency staff and students).

The HR team are responsible for ensuring that vacancies are displayed on the Council's intranet site and that all staff are notified.

### 8.3.2 Internally and Externally

The HR department will liaise with the advertising agency concerning external advertisement ensuring that the advert appears in the corporate format and includes any appropriate logos.

## 8.4 Return of Completed Application Forms

Applicants can apply online, or they can download an application form from the Council's website. At the end of the application form are a separate Equalities Monitoring form and a Criminal Convictions Declaration Form. These parts of the application form are strictly confidential and only accessible to HR.

## 8.5 Declaration of Interest

### 8.5.1 Candidates Related to/Friends of Members or Officers

Any employee or elected Member who is involved in a recruitment and selection process must make a declaration to their Service Lead if an applicant is a relative or friend from outside the work environment. The Service Lead must decide whether or not it is appropriate for that person to take any further part in the recruitment and selection process.

Similarly, any manager who learns that a relative, or friend from outside the work environment has applied for a post in a section under their control must declare this fact to their Service Lead/Director. This applies whether or not that person intends to take part in the selection process.

Candidates for any appointment must state in their application if they are related to a Member or an Officer at the Council. Anyone who fails to do this may be disqualified or, if appointed, liable to summary dismissal (dismissal without notice) on grounds of gross misconduct.

#### 8.5.2 Attempts to influence an appointment

Candidates who canvass Members will be disqualified.

An elected Member may give a written reference to accompany an application but must not try to influence the choice of candidate for an appointment.

Under no circumstances must people who have agreed to act as referees for a candidate take part in the recruitment process.

## 9. SELECTING CANDIDATES

### 9.1 Shortlisting

Those responsible for interviewing for the post should independently assess and score the applicants' against the Council's Shortlisting Matrix (see Appendix 4) before agreeing the final shortlist. The recruiting manager must ensure that the criteria are applied fairly and consistently to all applicants.

It is the Recruiting Manager's responsibility to ensure that one composite shortlist is produced. Any disagreement to the final choice should be recorded in a note attached to the shortlist matrix. The shortlist matrix should then be returned to HR.

An employer's decision not to shortlist an applicant can be challenged under discrimination law at an employment tribunal. If there are clear, non-discriminatory reasons for the non-selection, then the employer should be able to defend the case successfully.

HR will contact all of the shortlisted candidates to confirm that they have been shortlisted, and to provide them with all of the necessary details for the interview, i.e. location, date/time, details of testing (if any), documents they must bring with them to interview (including Right to Work documents and relevant qualification certificates). HR will ask candidates if they have any special requirements at the interview e.g. wheelchair access etc.

#### 9.1.1 Recording the Process

When the shortlisting process is complete it is essential that all written material used in creating shortlists is returned to the HR team and kept securely with the recruitment papers for at least six months after the date of offer of appointment. Information obtained during the shortlisting process and within the context of the shortlist itself must be treated as confidential. Comments as to why candidates were or were not included must not be disclosed outside the selection group. The use of the shortlisting matrix will help the assessment to be systematic and objective. Where possible, the information gathered can be used by the HR department to provide feedback to candidates upon request.



### 9.1.2 Unsuitable Applicants - Common Problems

If there are no suitable candidates it will be necessary to re-advertise the post. The selection panel should review the quality of the whole process, especially the person specification, the advertisement, the publication(s) used, salary and potential sources of applicants. It may prove beneficial to benchmark the post against other similar posts across the region.

Where the response to an advertisement has produced a high number of candidates with variable quality and backgrounds, the selection panel should review the advertisement, media and person specification.

### 9.2 Preparing for the Interview

Prior to the interview date, HR will:

- book a room for the interviews (and testing if necessary);
- prepare an interview schedule and circulate to all members of the interview panel and reception;
- liaise with the members of the interview panel to create interview questions based on the job profile and person specification for the post;
- if an applicant has declared that they have a disability, HR will, in consideration with the members of the interview panel, consider whether any adjustments need to be made to accommodate the interviewee, i.e. candidates with hearing impairment may not only need to be able to clearly see the interviewer as they are talking, but may need communication support if they are not to be placed at a disadvantage.

Prior to the interview date, the members of the interview panel will:

- agree who is asking which questions;
- note for individual candidates if any areas of their application form require further information/clarification, i.e. gaps in employment history etc.
- decide how to handle unforeseen areas of questioning which arise during the interview;
- agree how to answer the candidates' queries and how best to provide them with information on the Council and the job role being applied for;
- decide how to close the interview and how to structure the candidates' expectations on what happens next;
- (if there is a presentation or test) consider how this will be structured into the interview.

### 9.3 Conducting the Interview

Arrange for there to be no interruptions (display appropriate signs, divert telephone calls, welcome the candidate(s), offer them a drink of water before the interview starts).

It is common that both interviewer and candidate are nervous. Thorough preparation will help both parties. Be careful not to fill silences by talking too much - the aim of the interview is to draw information from the candidate to decide if they would suit the job. The candidate should do most of the talking. Nevertheless, the interviewer will want to encourage candidates to relax and give of their best in what is, after all, a somewhat unnatural setting. It is important to keep the conversation flowing, and the introductions and initial 'scene-setting' can help all parties settle to the interview.

- 9.3.1 The following pointers may be helpful in conducting the interview:
- introduce yourself (and other interviewers if present) - this also gives the candidate time to settle down;
  - give some background information about the Council and the job - this helps everyone to focus on the objective;
  - structure the questions to cover all the relevant areas, and don't ask too many 'closed' questions. Open-ended questions (i.e. ones that can't be answered just by a yes or no answer) will encourage the candidate to speak freely - they often begin 'what', 'why', 'when' or 'how';
  - the same questions should be used to structure the interview for each candidate, however, you may ask individual candidates supplementary questions in response to their answers in an effort to expand on what they have said;
  - avoid leading questions;
  - listen, and make brief notes as necessary on salient points;
  - have a time frame and keep to it, allowing sufficient time for candidates to ask any questions they might have;
  - ask the candidate to produce the documentation that they were requested to bring for verification, i.e. qualification certificates, proof of Right to Work, e.g. passport);
  - complete the Right to Work Checklist (see Section 9.4);
  - make sure the candidate is familiar with the terms and conditions of the job, i.e. hours of work and salary, and that they are acceptable. If not, and the candidate is the best one for the job, then some negotiation may be necessary;
  - tell the candidate what will happen next and when to expect to hear from the Council.

If possible, let the candidate have a brief tour of the place of work. It may also prove valuable in offering an additional opportunity to assess the candidate's interaction with possible colleagues.

#### 9.4 Checking a Job Applicant's Right to Work

The Council may only employ an individual who has permission to live and work in the UK.

A job applicants 'Right to Work' status can be confirmed by either:

- 1) Checking their original documents, e.g. passport; or
- 2) Checking their 'Right to Work' online (with the appropriate share code) via the [Employer's Checking service](#)

To ensure compliance with the relevant legislation, job applicants are requested to bring their Right to Work documentation to the interview. During the interview, the Recruiting Manager is responsible for checking this and completing the Council's Right to Work Checklist (see Appendix 5).

For each document, the Recruiting Manager should check:

- photographs are consistent;
- dates of birth are the same;
- names are consistent or evidence of a name change is provided;
- qualification or professional certificates are current and consistent with other documents;
- they are genuine and have not been tampered with; and
- they relate to the person providing them.

A copy of the documents will be taken by HR during the employee's HR Induction and retained on their HR file.

If an employee's right to work is time-limited, HR will need to check their documents again at least 6 months before they are due to expire, and the employee has the obligation to report immediately to their manager or HR if their Right to Work or Immigration status changes during their employment.

### UK Points-Based Immigration System

From 1 January 2021, free movement between the UK and other members of the EU ended and the new points-based immigration system (which came into force for others on 1 December 2020) applies to those who arrive from this date. The new system will then treat EU and non-EU citizens equally and transform the way in which all migrants come to the UK to work.

It will not apply to people who already have legal rights to live and work in the UK such as those who have indefinite leave to enter or indefinite leave to remain in the UK, Irish citizens or other residents from the European Economic Area that are granted settled or pre-settled status under the EU Settlement Scheme.

A full suite of detailed guidance is available on the [Home Office website](#).

## 9.5 Making the Decision

Decide whom to employ as soon as possible after the interview using the Council's Interview Scoring Matrix (see appendix 6). Use of a structured scoring system helps here, particularly one that is based on the applicants' competencies, and helps avoid the pitfalls of stereotyping, making snap judgements, and 'mirror-image' effects (that is, a subconscious subjectivity - looking for similarities to oneself in the candidate). Structured scoring allows the organisation to weight some elements or competencies if desired, and to compare a candidate's score with the job specification 'ideal' score - although care must be taken when considering the results that a high overall score doesn't mask a low score in a crucial area.

Write up notes immediately after the interview - recording relevant answers and detail. This is not only for the decision-making process but also to provide feedback to the candidate if requested. Bear in mind the provisions of the General Data Protection Regulation (GDPR) and Data Protection Act (see section 11.7), which will enable the candidate to ask to see interview notes where they form part of a 'set' of information about the candidate - for instance, the application form, references received\* and so on, or the full HR file if the candidate is already working for the organisation. Be aware also that your reasons for appointing or not appointing a particular candidate may be challenged under discrimination legislation.

HR will inform all the applicants of the outcome as soon as possible, whether successful or unsuccessful and will keep in touch if the decision is delayed.

As a matter of courtesy and good practice, any unsuccessful internal candidates should be informed of the outcome of their interview, as soon as possible in person, or by telephone if this is not possible.

Try to give positive feedback to unsuccessful candidates on any aspects they could reasonably improve for future success. It is sensible to maintain a favourable view of the

Council among the applicants - there may be future job vacancies for which they would be suitable and for which you would wish them to apply. Failure to get one job does not necessarily mean unsuitability for other jobs with the Council.

9.6 Seeking References

At least two written references will be sought for the successful candidate. HR will email/write to the referees of all successful candidates, enclosing the Council’s reference request form (see appendix 8) and including a copy of the job description and person specification for the referee’s consideration. All job offers are made subject to receipt of these two satisfactory references. If on receipt of a written reference the information provided is unclear, it is permissible for a member of the interview panel to contact the referee (subject to the agreement of all panel members).

If a verbal reference is taken over the telephone then this must be followed up in writing.

There is no legal obligation for a referee to provide a reference. However, an employer who chooses to provide a reference is under a duty of care to provide a reference that is true, accurate and not misleading.

If a reference containing incorrect information is the cause of an applicant failing to be offered a job, which the applicant would have been offered had the correct facts been given, the applicant may have a case against the referee for damages.

**10. MAKING THE APPOINTMENT**

10.1 Starting Salaries

The Council is committed to the principle of equal pay for all its employees, and therefore it is important to ensure that there is a consistent and fair approach to starting salaries within the recruitment and promotion processes.

Inequality can occur with starting salaries for the following reasons:

- Inequality from other employers can be perpetuated by basing a starting salary on a previous salary, if they are not verified.
- External appointments that are started on higher salaries than people promoted internally who start at the beginning of the scale.

The use of an analytical job evaluation scheme is one way in which the Council prevents such inequalities. Under the scheme, jobs are broken down into components (known as factors) and each factor is assessed separately and points allocated according to the level needed for the job. The more demanding the job, the higher the points value. This ensures that the salary range is correct for the post and is consistent alongside employees already in post. The grading of the post under the job evaluation scheme also ensures that the salary range for the post is not based on an individual’s salary with a previous employer.

When deciding on a starting salary within the evaluated pay scale, the following criteria should be considered:

(a)	Previous relevant experience*.	The successful candidate may have a large amount of previous relevant experience in the role that they are about to start. While length of experience may be considered an indicator of the future performance of an
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		employee, this should not be the sole factor which justifies a salary offer above the minimum of the scale.
(b)	Equal Pay and Equal Opportunity Policies.	Is the starting salary being offered reasonable for the duties and scope of the post? Is it likely to result in inequality and a potential for dissatisfaction and an equal pay case?

\*Previous 'relevant' work experience may be used to determine the maximum salary point to be offered to a successful candidate.

HR should use the following formula to assess previous experience:

<p><b><u>'Directly relevant' work experience:</u></b></p> <ul style="list-style-type: none"> <li>▪ the same 'type' of work, and</li> <li>▪ at the <u>same or higher</u> level of responsibility as the new post. (i.e. work which is equivalent by 70% or more)</li> </ul>	1 SCP in addition to the minimum point for every <u>one</u> completed year of service.
<p><b><u>'Relevant' work experience:</u></b></p> <ul style="list-style-type: none"> <li>▪ the same 'type' of work, and</li> <li>▪ at the <u>same or lower</u> level of responsibility as the new post. (i.e. work which is equivalent by 30-70%)</li> </ul>	1 SCP in addition to the minimum point for every <u>two</u> completed years of service.
<p><b><u>Work 'of relevance':</u></b></p> <ul style="list-style-type: none"> <li>▪ a different 'type' of work but with <u>relevant</u> skills that can be transferred to the new post. (i.e. work which is equivalent by 30% or less)</li> </ul>	1 SCP in addition to the minimum point for every <u>three</u> completed years service.

The Recruiting Manager will have the discretion to appoint at any point between the minimum of the scale and the maximum point agreed, based on their negotiations with the successful candidate. Any starting salary for new appointments/promotions that is offered above the minimum of the scale must be supported by objective justification, and the Starting Salary Form (Appendix 7) will be completed by HR for all appointments.

Some vacancies may be particularly difficult to fill as various external environmental factors can affect our ability to attract a suitable pool of applicants for some roles. In these instances market forces can be used to justify an additional Market Supplement to be able to offer the successful candidates a higher salary (please refer to the Council's Market Supplement Policy). It should be remembered however that market forces change over time, and that though this may be a reasonable justification for the starting salary of one appointment it may not be considered a reasonable and defensible justification for another appointment. Market forces should be reviewed each time a vacancy is advertised.

## **11. LEGAL ISSUES IN RECRUITMENT**

### **11.1 Discrimination**

The laws governing discrimination play an important role at every stage of the recruitment and selection process. Employers should judge job applicants against a range of objective criteria, e.g. skills, knowledge and experience and not on personal factors.

Recruitment, like any other business activity, needs to be carefully considered and properly planned, if it is to be successful. The potential for discrimination exists in most of the activities an organisation will undertake during the recruitment process and HR and Recruiting managers need to be aware of the potential pitfalls.

The main legislation is the Equality Act 2010. Employers have a duty to ensure that job applicants are not subject to discrimination on the grounds of age, disability, gender reassignment, race, religion or belief, sex, sexual orientation, marriage or civil partnership, pregnancy or maternity.

It is also unlawful to refuse to employ someone on the grounds that he or she is, or has been, a trade union member.

A job applicant who believes that he or she has suffered discrimination at any stage of the recruitment process may lodge a claim with the employment tribunal. Employers should keep records of the processes used to make selection decisions in order to be able to defend a potential claim.

### **11.2 Occupational Requirements**

Under the Equality Act 2010, an "occupational requirement" refers to exceptions to the prohibition on direct discrimination. To be an occupational requirement for the particular job, the individual's gender, race, religion or belief, sexual orientation or age must be necessary for effective performance of the job, and not just preferable.

### **11.3 Age**

Under the Equality Act 2010, any criterion for a minimum or maximum number of years of experience in a person specification will be indirectly discriminatory on the grounds of age against younger or older candidates respectively. Employers should therefore take care not to over-estimate how much experience is necessary for the particular job, but should instead focus on the type and breadth of experience that is required, when the job is viewed objectively.

### **11.4 Ability to speak fluent English**

Under Part 7 of the Immigration Act 2016, public sector employers are required to ensure that all staff who work in customer-facing roles have a sufficient level of fluency in the English language. This requirement affects all workers who work directly with the public (including agency staff and self-employed contractors).

The Immigration Act 2016 defines a person who works in a customer-facing role as someone who, as a regular and intrinsic part of his or her role, is required to speak in English to members of the public. The level of fluency required is defined as a command

of spoken English which is sufficient to enable the effective performance of the person's role.

It is important for public sector employers who are in scope to take care when deciding the level of fluency required for each customer-facing role. If an employer applies a higher standard of fluency than is necessary for the role in question, this could amount to indirect race discrimination as the requirement would have a disproportionate adverse impact on people of foreign nationality whose first language is one other than English. The requirement must be a proportionate means of complying with the legislation, and not excessive in relation to the individual's job duties.

#### 11.5 **Positive Action**

Under discrimination law, it is permissible to take certain forms of positive action to encourage people from certain groups to apply for work. There is, however, no legal requirement to take positive action as all measures are optional.

Positive action is permitted in circumstances where people with a particular protected characteristic (e.g. women or people from a minority racial or religious group) have been under-represented in the workplace in the previous 12 months, or have been disadvantaged because of the characteristic in question, or have different needs from those of people who do not share the same protected characteristic. An example of positive action could be to place a job advertisement in a particular publication that is read predominantly by women or by people from a particular ethnic group.

#### 11.6 **Medical checks**

It is permissible for employers to seek to establish that the person they intend to appoint is medically fit to perform the work. Under the Equality Act 2010, however, it is potentially discriminatory (on the grounds of disability) to conduct a medical check on a job applicant prior to an offer of employment being made.

Employers can, however, make the job offer conditional on the receipt of a medical report that is satisfactory to the employer.

For most jobs, it will be sufficient to ask the prospective employee to complete a general health questionnaire. However, if the requirements of the job are such that more detailed information about an employee's physical and/or mental health are needed, it may be advisable for the employer to require the successful applicant, as a condition of employment, to undergo a pre-employment medical examination with an occupational health doctor so that a report can be provided to the employer establishing whether the applicant meets the requisite standard of fitness for the job.

#### 11.7 **The General Data Protection Regulation (GDPR)**

The General Data Protection Regulation (GDPR) is now in force in the UK. The aim of the GDPR is to establish a modern and harmonised data protection framework. The new framework imposes strict duties on employers in relation to the processing of personal data, with potentially very large fines for a breach of the rules.

GDPR applies to data controllers and processors, as an employer receiving applications you fall into both categories.

Under the Regulation, when an employer collects personal data about an applicant during a recruitment process, whether this is directly from the applicant or from a third

party such as a recruitment agency, it must provide the applicant with an information notice, also known as a Privacy Notice. The Council's Privacy Notice can be accessed here on our website: <http://www.eastcambs.gov.uk/notices/privacy-policy>

This notice sets out the purposes for which the data will be processed, the legal bases for processing and the period for which the data will be retained.

If an employer uses third-party recruiters, for example, a recruitment agency, where the recruiter processes applicant data on behalf of the employer, the recruiter will be a "processor" and will itself have obligations under the GDPR. The employer must ensure that its relationship with the recruiter meets the requirements of the GDPR, for example, it must be satisfied that the processor will implement appropriate technical and organisational measures to ensure the protection of the rights of the data subjects.

### 11.8 **Work Experience**

The Education (Work Experience) Act 1973 allows employers to take on pupils in their last academic year of compulsory schooling in order to give them work experience as part of their education.

The Health and Safety (Training for Employment) Regulations 1990 have the effect of giving students on work experience the status of "employees". The provider of the training is therefore regarded as the "employer".

As a consequence, employers have responsibilities for young people offered work placements, including the provision of risk assessments, and the measures taken to counter such risks.

### 11.9 **Criminal Record Checks**

The Council is committed to the fair treatment of job applicants and existing staff regardless of whether someone has a criminal record. Having a criminal record does not automatically prevent an individual from working for the Council. The nature of the offence, the circumstances, the type of position being offered and the length of time since the offence took place should all be considered. Employment should, in general, not be refused on account of an offence that is irrelevant to the type of work applied for.

For many types of posts, it may be enough to request details from the prospective employee of any unspent convictions (see 11.10 for further details on the Rehabilitation of Offenders Act 1974).

### 11.10 **Rehabilitation of Offenders Act 1974**

Under the Rehabilitation of Offenders Act 1974, following a specified period of time, which varies according to the judgment of the court or sentence passed, all cautions and most convictions may become 'spent'.

Prospective employees do not have to reveal their spent convictions or cautions to an employer unless the occupation is covered by the Exceptions Order, for example where the individual will be working with children, young people and adults at risk. For posts which are exempt from the Act, all convictions, cautions, reprimands or final warnings which would appear on a DBS certificate should be disclosed, whether 'spent' or 'unspent'.



Where a conviction or caution is spent under the Act, the job applicant is entitled to decline to disclose it to a prospective employer and has the right not to be penalised for not disclosing it. Unless the job is one on the list of excluded job categories under the Act, the Council must, in effect, treat the job applicant for all purposes as if the caution never happened.

The rehabilitation period (the length of time before a caution or conviction becomes spent) is determined by the type of disposal administered i.e., the judgment of the court or the length of the sentence imposed. Rehabilitation periods for custodial sentences run beyond the end of a sentence and are made up of the total sentence length plus an additional period that runs from the end of the sentence, which we have called the 'buffer period'. Other rehabilitation periods start from the date of conviction or the date the penalty was imposed.

The rehabilitation periods for sentences with additional "buffer periods" which run from the end date of the sentence are shown in the table below:

**Rehabilitation Periods for adults in England and Wales from 28<sup>th</sup> October 2023 (Custodial Sentences)**

<b>Custodial Sentence Length</b>	<b>Buffer period for adults (18 and over at the time of conviction or the time the disposal is administered). This applies from the end date of the sentence (including the licence period).</b>
Less than 1 year	12 months
Between 1 and 4 years	4 years
More than 4 years*	7 years

**\*Some offences can never become spent, including convictions for serious sexual, violent, or terrorist offences.**

**Rehabilitation Periods for adults in England and Wales from 28<sup>th</sup> October 2023 (Non-Custodial Sentences)**

<b>Sentence</b>	<b>Rehabilitation period (Adult) – no buffer period/run from date of conviction</b>
Community order	Period of the order
Fine	1 year
Conditional discharge	Period of the order
Absolute discharge	None

**The Rehabilitation of Offenders Act 1974 covers a range of other penalties and sentences, click here for the full list of [rehabilitation periods](#).**

**11.11 Disclosures**

Where it is appropriate to do so, an employer may seek access to a prospective employee's criminal record through the Disclosure and Barring Service (DBS).

Four types of disclosure certificate are available:

1. Basic;
2. Standard;
3. Enhanced; and

4. Enhanced (with check of barred list)

11.11.1 **Basic disclosure**

A basic disclosure shows unspent convictions and conditional cautions. Only an individual, and not an employer, may apply for a basic disclosure. A basic disclosure is issued to the job applicant only and he or she may use the certificate for any purpose.

11.11.2 **Standard disclosure**

A standard disclosure shows spent and unspent convictions, cautions, reprimands and final warnings.

11.11.3 **Enhanced disclosure**

An enhanced disclosure shows the same as a standard check plus any information held by local police that's considered relevant to the role.

11.11.4 **Enhanced disclosure (with check of barred list)**

An enhanced check with a check of the barred lists, which shows the same as an enhanced check plus whether the applicant is on the adults' barred list, children's barred list or both.

Portable checks are now available through the DBS Update Service. This is subscription-based and allows individuals to keep their DBS certificate up to date so they can take it with them when they move jobs or roles. Employers are then be able to carry out free, instant checks online to see if any new information has come to light since the certificate's issue.

**12. OTHER ISSUES**

12.1 **Withdrawing a Job Offer**

Occasionally an offer of employment must be withdrawn once an applicant has already accepted it. If the withdrawal is for reasons unconnected with the applicant, i.e. sudden restructures, changes in political direction, etc, then the Council is in breach of contract and it is customary to end the contract in accordance with its terms i.e. by paying money in lieu of the period of notice. If the offer is withdrawn because the applicant has failed to meet their side of the contract, i.e. poor references or unacceptable DBS check, then the Council is not in breach of contract and no compensation is payable. The letter offering employment must contain suitable wording e.g. "This offer of employment is subject to the Council receiving fully acceptable references." Ideally, an applicant should not start employment before all checks are complete.

**APPENDIX 1: Guidance on Preparing a Job Profile**

**JOB PROFILE**

<p><b>JOB TITLE:</b> State the position accurately. Be consistent with other positions with the council. Indicate if the post is part time or fixed term.</p>	<p><b>POST NO:</b> An identity number for the post. If unknown, contact HR.</p>	<p><b>GRADE:</b> Evaluated scale on the Council's pay scale.</p>
<p><b>REPORTS TO:</b> The job title of the post to whom the holder of the job reports directly to.</p>	<p><b>DATE:</b> Profile written.</p>	
<p><b>DEPARTMENT:</b> The department wherein the job occurs.</p>		

**Purpose**

A single paragraph to describe why the job exists and outlines the primary purpose of the post.

**Dimensions**

The scope of the post in terms of number of staff employed, the value of assets for which the post holder is responsible etc.

**Performance Indicators**

Describe tasks/responsibilities - if possible use an active verb as the first word of each duty, e.g. supervise, teach, provide, determine, record, research, maintain etc.

Try and aim for around 7-10 performance indicators.

These should be clear and unambiguous.

The listed duties should be brief but provide a clear indication of the essential features of the work being performed.

Avoid convoluted sentences.

Exclude minor duties.

Include compliance with all relevant Council policies, e.g. equality and diversity, health and safety, data protection, and adherence to the no-smoking policy.

The Council's standard clauses regarding responding to civil emergencies (1) and any other duties (2) should also be included:

(1) "To participate in training and exercises in support of the Council's preparations for responding to civil emergencies within the District."

(2) "Any other duties of a reasonable nature as may be determined by [job title of Line Manager]."

- 
- 
- 
- 
- 

**Special Conditions**

Hours of work, any late working/shift arrangements, any specific health and safety aspects of the job, if the post is fixed term, if the postholder is required to wear a uniform.

Business Travel (Cross): Lease Car  Essential User  Casual User

**Pre-employment Checks**

Fraud and Corruption Checks  DBS - Disclosure

**APPENDIX 2: Guidance on preparing a Person Specification**

<b>ESSENTIAL</b>			
<p>This is the minimum acceptable level that is required to carry out the job. The essential criteria should be used as the basis for shortlisting and identifying information from the application form. You must be mindful of criteria which could discriminate on the grounds of any of the 'protected characteristics'.</p>			
<b>SKILLS</b>	<b>KNOWLEDGE</b>	<b>ATTAINMENT</b>	<b>ATTITUDE</b>
<p>This covers the specific skills the person is required to bring to the role and describes the behaviour needed for effective performance, e.g. presentation skills; report writing skills; project management skills, ability to follow instructions; ability to handle queries efficiently with diplomacy and tact.</p>	<p>This covers the specific knowledge the person is required to bring to the role. Only include knowledge directly related to the job, e.g. working knowledge of certain word processing packages; specialist knowledge of an academic/technical area; specialist knowledge of legislation in a particular field of work.</p>	<p>Define the level of education and examination standard that the job requires, including professional or technical qualifications, e.g. GCSE, 'A' level, BTEC, NVQ etc. Consideration should always be given to other qualifications of an equivalent level.</p> <p>Although some jobs require a particular qualification, care must be taken not to define higher qualifications than are really necessary as this may have a discriminatory impact. Similarly, relevant experience may be considered in place of a qualification.</p> <p>In relation to experience, consider the type, level and quality of experience required for the post, e.g. experience of supervising staff, including conducting staff reviews/ appraisals. The stipulation of length of experience should be used with caution as quality of experience is usually more important – it is possible to have 10 years of bad experience.</p>	<p>This section should refer to particular aspects of personality that are required to carry out the duties of the post, e.g. good interpersonal skills to develop and maintain effective working relationships; ability to work to and meet firm deadlines; ability to work on own initiative.</p> <p>Do <u>not</u> include personality traits, e.g. sense of humour, hardworking.</p> <p>This area is often the most difficult to test objectively and care should be taken to avoid assumptions or stereotyping.</p>
<b>DESIRABLE</b>			
<p>Those criteria which are not essential, someone could do the job without this. If more than 1 candidate satisfies the essential criteria, specified desirable attributes can be taken into account in selection.</p>			
<b>SKILLS</b>	<b>KNOWLEDGE</b>	<b>ATTAINMENT</b>	<b>ATTITUDE</b>

### Person Specifications – Essential and Desirable

- The criteria set out in the person specification are the only criteria against which applicants should be assessed at the shortlisting and interview stages. The criteria must be specific, measurable and justifiable in relation to the job requirements and not be unnecessarily restrictive.
- Distinguish between requirements that are essential for the post and requirements that are desirable.
- Include only the skills and abilities required to do the job.
- Do not set qualification levels beyond those needed to do the job, only so far as is necessary for satisfactory job performance, as this could disadvantage otherwise potentially capable applicants (unless the person is being recruited on the basis of future potential, e.g. graduate trainees, when a higher level of education may be specified).
- Any criteria relating to personal qualities or circumstances which must be essential, must be directly related to the job, and must be applied equally to all groups irrespective of age, disability, gender reassignment, race, religion or belief, sex, sexual orientation, marriage or civil partnership, pregnancy or maternity. To do otherwise is potentially discriminatory.
- Do not specify, whether in writing or not, that only a man or woman would be suitable for the job. The only exception to this is where a Genuine Occupation Qualification (GOQ) applies.
- Specific statements regarding physical ability and/or age should be avoided and/or discussed with HR.

### **APPENDIX 3: Draft Job Advertisement**

**EAST CAMBRIDGESHIRE DISTRICT COUNCIL**  
**[Job Title]**  
**£[MIN. SALARY] - £[MAX. SALARY] p.a. plus benefits package**

Split the main body of the advert into two sections:

(a) about the job

“Your role will be to....”

“The post will require you to...”

“You will be responsible for....”

“(If applicable) This is a part time post for [number] hours per week.”

“(If applicable) This is a fixed term post for [duration].”

(b) about the person

“You will need to have (i.e. essential qualifications)...”

“You will need to be (i.e. essential skills for the post)...”

“...(other essential knowledge, skills, experience) will also be essential”

“(If applicable) Any offer of employment will be subject to a satisfactory Disclosure and Barring Service (DBS) check.”

Try to keep the body of the advert between 100 – 150 words.

**In return, the Council offers a range of benefits including:**

- Flexible working
- Childcare scheme
- Training, development and payment of professional fees
- (If applicable) Essential user car allowance
- Holidays, sickness and pension scheme entitlements

For an informal discussion about the post with [Name], [Job Title], please contact our Customer Services team on (01353) 665555. Alternatively, please visit our website and apply on-line at <https://www.eastcambs.gov.uk/jobs/current-job-vacancies>

Closing date for completed applications is: [Date]

Interviews will be held on: [Date]

The Council is an equal opportunities employer and operates a smoke-free policy.

**APPENDIX 4: SHORTLISTING MATRIX**

**POST TITLE:** \_\_\_\_\_  
**DATE:** \_\_\_\_\_  
**OFFICER(S):** \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

- List the essential criteria followed by the desirable criteria from the person specification.
- Compare the essential criteria against the application form or eform and allocate 0, 1, 2, 3 points as appropriate. This allows candidates to be compared fairly. Candidates not demonstrating a majority of essential criteria can be discounted at this stage.
- Desirable criteria can be used as further indication of suitability and candidates can be considered on these factors and allocated 0, 1, 2 points as appropriate.
- Total the points for each applicant. The selection panel should concentrate only on applicants with an acceptable score based on the agreed baseline total for each section and overall.

CRITERIA	Applicant Name	Applicant Name	Applicant Name	Applicant Name	Applicant Name	Applicant Name	Applicant Name	Applicant Name	Applicant Name
▪									
▪									
▪									
▪									
▪									
▪									
▪									
▪									
▪									
▪									
▪									
▪									
▪									
<b>TOTAL</b>									
<b>SHORTLIST – YES/NO?</b>									
<b>IF NO, REASON WHY?</b>									

**SCORING SYSTEM**

**ESSENTIAL** 0 – Not demonstrated  
 1 – Satisfactory (30% met)  
 2 – Good (70% met)  
 3 – Excellent (100% met)

**DESIRABLE** 0 – Not demonstrated  
 1 – Satisfactory (30%)  
 2 – Good (70%+)

**Appendix 5**  
**EAST CAMBRIDGESHIRE DISTRICT COUNCIL**  
**EMPLOYER'S RIGHT TO WORK CHECKLIST**



Name of Applicant:		
Date of Check:		
Type of Check:	<input type="checkbox"/>	First Check (before employment)
	<input type="checkbox"/>	Repeat check (upon appointment)

**STEP 1: ASK FOR ACCEPTABLE DOCUMENTS SHOWING RIGHT TO WORK**

***You must be provided with one of the documents or combinations of documents in List A or List B below as proof that someone is allowed to work in the UK.***

***You must only accept original documents.***

**LIST A - acceptable documents to establish a continuous statutory excuse**

1. <input type="checkbox"/>	A passport (current or expired) showing the holder, or a person named in the passport as the child of the holder, is a British citizen or a citizen of the UK and Colonies having the right of abode in the UK.
2. <input type="checkbox"/>	A passport or passport card (current or expired) showing that the holder is a national of the Republic of Ireland.
3. <input type="checkbox"/>	A <u>current</u> document issued by the Home Office to a family member of an EEA or Swiss citizen, and which indicates that the holder is permitted to stay in the United Kingdom indefinitely.
4. <input type="checkbox"/>	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 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
5. <input type="checkbox"/>	A <u>current</u> Biometric Immigration Document (Biometric Residence Permit) issued by the Home Office to the holder indicating that the person named is allowed to stay indefinitely in the UK, or has no time limit on their stay in the UK.
6. <input type="checkbox"/>	A <u>current</u> 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.
7. <input type="checkbox"/>	A <u>current</u> 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 <b>together with</b> an official document giving the person's permanent National Insurance number and their name issued by a government agency or a previous employer.
8. <input type="checkbox"/>	A birth or adoption certificate issued in the UK, <b>together with</b> an official document giving the person's permanent National Insurance number and their name issued by a Government agency or a previous employer
9. <input type="checkbox"/>	A birth or adoption certificate issued in the Channel Islands, the Isle of Man or Ireland, <b>together with</b> an official document giving the person's permanent National Insurance number and their name issued by a government agency or a previous employer.
10. <input type="checkbox"/>	A certificate of registration or naturalisation as a British citizen <b>together with</b> 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 leave**

1. <input type="checkbox"/>	A <b>current</b> 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. <input type="checkbox"/>	A <b>current</b> Biometric Immigration Document (Biometric Residence Permit) issued by the Home Office to the holder which indicates that the named person can currently stay in the UK and is allowed to do the work in question.
3. <input type="checkbox"/>	A <b>current</b> document issued by the Home Office to a family member of an EEA or Swiss citizen, and which indicates that the holder is permitted to stay in the United Kingdom for a time limited period and to do the type of work in question.
4. <input type="checkbox"/>	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 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.
5. <input type="checkbox"/>	A document issued by the Bailiwick of Jersey or the Bailiwick of Guernsey, which has been verified as valid by the Home Office Employer Checking Service, showing that the holder has made an application for leave to enter or remain under Appendix EU to the Jersey Immigration Rules or Appendix EU to the Immigration (Bailiwick of Guernsey) Rules 2008, on or before 30 June 2021.
6. <input type="checkbox"/>	A frontier worker permit issued under regulation 8 of the Citizens' Rights (Frontier Workers) (EU Exit) Regulations 2020.
7. <input type="checkbox"/>	A <b>current</b> 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 where a time-limited statutory excuse lasts for 6 months**

1. <input type="checkbox"/>	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 <b>together with a Positive Verification Notice</b> from the Home Office Employer Checking Service.
2. <input type="checkbox"/>	A document issued by the Bailiwick of Jersey or the Bailiwick of Guernsey showing that the holder has made an application for leave to enter or remain under Appendix EU to the Jersey Immigration Rules or Appendix EU to the Immigration (Bailiwick of Guernsey) Rules 2008 on or before 30 June 2021 <b>together with a Positive Verification Notice</b> from the Home Office Employer Checking Service.
3. <input type="checkbox"/>	An Application Registration Card issued by the Home Office stating that the holder is permitted to take the employment in question, <b>together with a Positive Verification Notice</b> from the Home Office Employer Checking Service.
4. <input type="checkbox"/>	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

**EEA CITIZENS**

From 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 will be required to provide evidence of lawful immigration status in the UK, in the same way as other foreign nationals.

From 1 July 2021, the majority of EEA citizens will prove their right to work using the Home Office online right to work service. The individual will provide you with a share code and their date of birth which will enable you to check their Home Office immigration status via the online service available on GOV.UK:

<https://www.gov.uk/view-right-to-work>

1.	EU passport/ identity card seen	Yes <input type="checkbox"/>	No <input type="checkbox"/>
2.	Share code received	Yes <input type="checkbox"/>	No <input type="checkbox"/>
		Enter code:	
		<input style="width: 100%;" type="text"/>	
<b>*for HR use only</b>			
3.	Share code checked online		Y/N
Yes <input type="checkbox"/>	No <input type="checkbox"/>	Status	Follow up check date
		Settled	
		Pre-Settled	

**STEP 2: CHECK THE VALIDITY OF THE DOCUMENTS**

***You must satisfy yourself that the documents are genuine and that the person presenting them is the prospective employee, the rightful holder and allowed to do the type of work you are offering.***

(1)	Are photos consistent across the documents and with the person's appearance?	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	N/a	<input type="checkbox"/>
(2)	Are the dates of birth consistent across documents and with the person's appearance?	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	N/a	<input type="checkbox"/>
(3)	Are expiry dates for time-limited permission to be in the UK in the future, i.e. they have not passed (if applicable)?	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	N/a	<input type="checkbox"/>
(4)	Have you checked work restrictions to determine if the person is able to work for you and do the type of work you are offering? (for <b>students</b> who have limited permission to work during term time, you <b>must</b> also obtain, copy and retain details of their academic term and vacation times covering the duration of their period of study in the UK for which they will be employed?)	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	N/a	<input type="checkbox"/>
(5)	Are you satisfied that the document is genuine, has not been tampered with and belongs to the holder?	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	N/a	<input type="checkbox"/>
(6)	Have you checked the reasons for any different names across documents, e.g. marriage certificate, divorce decree, deed poll?	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	N/a	<input type="checkbox"/>

**STEP 3: TAKE A COPY OF THE DOCUMENTS**

***You must take a clear copy of each document in a format which cannot later be altered and retain the copy securely: electronically or in hardcopy. You must copy and retain:***

(1)	Passports	Any page with the document expiry date, nationality, date of birth, signature, leave expiry date, biometric details and photograph, and any page containing information indicating the holder has an entitlement to enter or remain in the UK and undertake the work in question.
(2)	All other documents	The document in full, both sides of a Biometric Residence Permit. <b>You must also record and retain the date on which the check was made</b>

**STEP 4: KNOW THE TYPE OF EXCUSE YOU HAVE**

**If you have correctly carried out the above 3 steps you will have an excuse against liability for a civil penalty if the above-named person is found to be working for your illegally. However, you need to know whether you have a continuous or a time-limited excuse, because this determines how long it lasts for, and if and when you are required to do a follow-up check.**

The documents that you have checked and copied are from:

**List A**

- You have a **continuous statutory excuse** for the **full duration** of the person's employment with you. You are **not** required to carry out any repeat right to work checks on this person.

**List B Group 1**

- You have a **time-limited statutory excuse** which expires when the person's permission to be in the UK and undertake the work in question expires. You should carry out a **follow-up check when the document evidencing their permission to work expires.**

**List B Group 2**

- You have a **time-limited statutory excuse** which expires 6 months from the date specified in your Positive Verification Notice. **This means that you should carry out a follow up check when this notice expires.**

**You must obtain original documents from either List A or List B of acceptable documents for a manual right to work check.**

**Documents seen and checked by:**

Name:	
Signature:	
Date:	

**Date repeat check required: .....**

**APPENDIX 6: INTERVIEW ASSESSMENT SCORING MATRIX**

**POST TITLE:** \_\_\_\_\_

**DATE:** \_\_\_\_\_

**INTERVIEW PANEL MEMBERS:** \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

- Use the matrix at the end of the interview process as a structured system for scoring applicants' skills/competencies.
- List the essential skills followed by the desirable skills from the person specification.
- Compare the essential skills against your interview notes and allocate 0, 1, 2, 3 points as appropriate. This allows candidates to be compared fairly.
- Desirable skills can be used as further indication of suitability and candidates can be considered on these factors and allocated 0, 1, 2 points as appropriate.
- Total the points for each applicant. The interview panel should concentrate only on applicants with an acceptable score based on the agreed baseline total for each section and overall.
- Care must be taken when considering the results that a high overall score doesn't mask a low score in a crucial area.

**SCORING SYSTEM**

**ESSENTIAL**    0 – Not demonstrated  
 1 – Satisfactory (30% met)  
 2 – Good (70% met)  
 3 – Excellent (100% met)

**DESIRABLE**    0 – Not demonstrated  
 1 – Satisfactory (30% met)  
 2 – Good (70% + met)

CRITERIA	CANDIDATE							
	Candidate 1	Candidate 2	Candidate 3	Candidate 4	Candidate 5	Candidate 6	Candidate 7	Candidate 8
<b>ESSENTIAL</b>								
▪								
▪								
▪								
▪								
<b>SUB-TOTAL</b>								
<b>DESIRABLE</b>								
▪								
▪								
<b>SUB-TOTAL</b>								
<b>CANDIDATE TOTAL SCORE</b>								

**NOTES TO APPLICANTS**

Your notes will be used as feedback to applicants. Keep them clear, concise, factual and in reference to the above criteria.

--

**APPENDIX 7 – STARTING SALARY FORM**

This form must be completed and signed by the Recruiting Manager and appropriate HR Representative for all appointments.

**Job Title:**

**Job Number:**

**Department:**

**Grade of Post:**

**Salary Range for Post:**

**Successful Candidate's Full Name:**

**Starting Salary Offer:**

<b>Point:</b>	<b>Salary:</b>
---------------	----------------

**If the starting salary to be offered is above the minimum please state reasons why:**

**What checks been made to verify that this salary is equitable with other employees within the Department/Council with similar qualifications, experience and length of service?**

**Recruiting Manager:** \_\_\_\_\_ **Date:** \_\_\_\_\_

**HR Representative:** \_\_\_\_\_ **Date:** \_\_\_\_\_

**APPENDIX 8 – REFERENCE REQUEST FORM**

**PRIVATE & CONFIDENTIAL**  
**REFERENCE REQUEST**

Name of Applicant:	
Post Applied For:	
Post Reference No:	
Interview Date:	

The above named candidate has recently applied for the post stated and has given your name as a referee.

**Please could you complete and return by email, fax or post (contact details at the top of the page).**

Applicant's position within your organisation:	
Your work relationship with applicant:	

Dates of employment:                      From:                       To:

Applicant's reason for leaving your organisation:	
Applicant's final salary in your employment: (if known)	
Applicant's main duties in your employment:	

	Very Good	Good	Average	Poor	Unable to Comment
Communication Skills					
Quality of Work					
Motivation and Enthusiasm					
Willingness to Learn					
Self-Organisation Skills					
Timekeeping and Punctuality					
Reliability					
Ability to Adapt to Change					
Ability to Use own Initiative					
Cooperation with Colleagues					
IT Skills					

<b>OVERALL PERFORMANCE</b>					
----------------------------	--	--	--	--	--

Please give your opinion as to the applicant's

suitability or otherwise for the post that they have applied for (please refer to the job profile and person specification enclosed.

--	--

Has the applicant ever had an allegation made against them, or been under investigation, or the subject of a disciplinary enquiry or warning? If so, please provide details including how the issue was resolved.

--	--

Please give details of any allegations, formal complaints or disciplinary procedures that have been raised about the applicant that relate to child protection or the safety and welfare of children, young people or vulnerable adults, including any which are time expired, or behaviour towards children, young people or vulnerable adults and the outcome of the complaints/proceedings.

--	--

If the applicant has applied for a post working with children/young people/vulnerable adults please comment on whether you are completely satisfied that the applicant is suitable to work with this client group. If not, please provide specific details of concerns and reasons for disquiet.

--	--

With your current knowledge would you recommend this person for re-employment with your organisation?

YES

NO

If no, please say why:

--	--

Recommendation of applicant for this post:

- |                                 |                          |
|---------------------------------|--------------------------|
| 1. Strongly without Reservation | <input type="checkbox"/> |
| 2. Competent                    | <input type="checkbox"/> |
| 3. With Some Reservation        | <input type="checkbox"/> |
| 4. Do not Recommend             | <input type="checkbox"/> |

If (3) or (4), please explain why:	
------------------------------------	--

**Referee Details:**

Name:	<input type="text"/>
Job Title:	<input type="text"/>
Organisation:	<input type="text"/>
Signature:	<input type="text"/>
Date:	<input type="text"/>
Contact Telephone No:	<input type="text"/>

**Although this reference is given in confidence, under the Data Protection Act, if requested by the individual for sight of their personal data held by us, we would be required to consider this request, which could lead to the release of information you have provided in this reference to the individual.**