

Personnel Handbook

Section C5: Recruitment Statement

Advice for managers on related policies is contained in the Personnel Handbook and detailed guidance on the processes involved in implementing this policy are set out in the Recruitment page of the Manager's Resource Centre (MRC).

1. Aim

Nottinghamshire County Council recognises that its most valuable assets are its people. This statement sets out our commitment to finding and keeping the right number of employees with the necessary skills, abilities and attitudes to ensure the future success of the organisation. Our commitment is underpinned by the principles of fairness, **legal compliance** and equality of opportunity.

This recruitment statement is part of a wider workforce strategy which enables the Council to identify current and future needs of its directly employed workforce and to ensure we are equipped to attract and retain suitably qualified candidates. A strategic approach to recruitment is essential to organisational performance and vital for the County Council to meet its aims and objectives. There are separate arrangements in place to secure contingent labour through the agency managed service or using the Financial Regulations' pro-forma to hire consultants.

As part of any recruitment process, the Council will undertake a range of checks including the following:

- validated references
- proof of qualifications/professional registrations and/or membership
- relevant Disclosure and Barring Service checks in line with published eligibility criteria
- proof of eligibility to work in the United Kingdom
- **any statutory bars relating to elected members who cannot hold paid employment with the Council for the first 12 months of leaving office**
- any other defined criteria relevant to the advertised role
- confidential Occupational Health review of any health disclosure, giving due consideration to requirements of the Equality Act 2010.

New recruits will not be set up on the Council's payroll if any one of these requirements has not been met to a satisfactory standard.

These steps are considered necessary to ensure the Council has taken all reasonable steps to attract candidates with the right knowledge, skills and experience and prevent unsuitable people joining the workforce as part of our safeguarding arrangements for adults and children.

Nottinghamshire County Council is committed to the development of positive policies to promote equal opportunities in employment, regardless of race, disability, gender or gender reassignment, religion or belief, sexual orientation, age, pregnancy or maternity, marriage or civil partnership or trade union membership status and appoint candidates on their individual merit.

2. Principles

All appointing officers will have undertaken relevant training to ensure fairness and consistency.

It is recognised that selection processes may vary in order to respond to the needs of the business, the nature of the skills and labour markets and differing job requirements.

The aim of the recruitment process is to recruit the person who is the most suited to a specific role. Prior to recruitment, managers are expected to have reviewed the job description and employee specification to ensure they accurately reflect the main purpose of the role, the main tasks to undertake and to describe the scope of the role and how it fits into the overall structure.

Priority consideration for redeployment will be given to people whose employment is “at risk” for reasons of redundancy or defined health reasons.

An assumption will be made that all roles will be considered as suitable to be filled by apprentices unless there is a clear reason not to. This principle is reflected in the revised Vacancy Control Decision Process and any exception requires sign off by the relevant service director.

Consideration will also be given to employees who have undertaken one of the various traineeships offered by the Council with a view to retaining the skills and knowledge and investment in these colleagues through the offer of permanent employment wherever possible.

Any applicant with the protected characteristic of disability as defined under the Equality Act 2010 and in accordance with our commitment to equal opportunities, should be shortlisted for interview where:

- they satisfactorily meet all the essential shortlisting criteria
- they satisfactorily meet all the essential shortlisting criteria taking into account any reasonable adjustments which can be made.

Candidates for any role with the Council will have their attention drawn to a range of commitments made by the Council which seek to build our reputation as an employer of choice. These include:

- our safeguarding statement in respect of adults and children
- Disability Confident Leader
- Commitments made to the Domestic Abuse Charter
- Armed Forces Covenant
- Dying to Work Charter.
- Hybrid/flexible working

Further information is available in the recruitment section.

Nottinghamshire County Council operates an electronic recruitment system which defines the process for all applicants. **Alternative application methods are available upon request.**

Advice is available on job design, job evaluation, recruitment tools and linked procedures from your HR Business Partner.

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C5 Appendix: Recruitment and selection - Notes of guidance for managers

To be read in conjunction with the Recruitment and Selection policy.

Introduction

These guidelines have been produced to assist managers who have a responsibility for recruiting and selecting employees.

The guidance should be read in conjunction with the County Council's Recruitment and Selection policy, supplemented by the skills developed through recruitment and selection training and development provision, to ensure that best HR practice is followed.

The Recruitment - Advertising flowchart and the Recruitment - interview and appointment flowcharts are available on the Manager's Resource Centre, (MRC).

Section 1 - Legislation and Equal Opportunities

Nottinghamshire County Council's commitment to equal opportunities is confirmed in our Equal Opportunities Policy Statement which states our commitment to the development of positive policies to promote equal opportunities in employment inclusive of recruitment and selection. By taking a positive approach to equal opportunities, we implement the steps suggested by the appropriate Codes of Practice, thereby meeting the provisions of the relevant legislation.

The Legal Framework

The Recruitment and Selection policy has been written to take the provisions outlined in relevant legislation into account. Thus by following the policy, the legislative provisions will be adhered to. A summary of the relevant legislation is given below:

Equality Act 2010

The Equality Act 2010 brings together all previous equality legislation and makes discrimination on the following unlawful in employment, training and related matters. Age, disability, gender re-assignment, race, religion and belief, sex, sexual orientation, pregnancy and maternity, marriage and civil partnership. These are known as protected characteristics.

In addition Equality Act places a specific duty on local authorities to make appropriate arrangements with a view to ensuring that their various functions are carried out with due regard to the need to eliminate unlawful discrimination and to provide equality of opportunity and good relations in respect of all of the protected characteristics.

Disability and the Equality Act

Gives certain rights to disabled people in a number of areas, including employment. The employment provisions of the Act apply to all employers. A disability is defined as, "a physical or mental impairment which has a substantial and long-term adverse effect on the ability to carry out normal day-to-day activities." and covers people with cancer, HIV and MS from the date of diagnosis.

The Act requires an employer to make "reasonable adjustments" to working conditions, in order to enable disabled applicants to have equal access to employment opportunities.

Employers have a duty to make reasonable adjustments to working conditions, job design, or to the physical working environment, where that would help overcome the practical effects of an individual's disability.

Section C10 - Guidelines for Managers on Recruiting Disabled People, Personnel Handbook are available.

Financial assistance to cover a proportion of any associated costs of recruiting, inducting or retaining a disabled person is available through the Access to Work scheme, run by the Disability Service Team (DST), part of central Government's Employment Service. Further details on Access to Work are available on the attendance management section of the MRC.

Rehabilitation of Offenders Act

This legislation aims to:

- make it harder for people who do not have permission to work in the United Kingdom to obtain work by using forged or false documents
- make it easier for employers to ensure that only people who are legally permitted to work in the United Kingdom are employed
- strengthen the Government's controls on tackling illegal working by making it easier for the United Kingdom Immigration Service to take action against employers who deliberately use illegal labour.

Trade Union Membership

It is automatically unfair in law to dismiss an employee or take action short of dismissal in order to enforce a closed shop, or additionally, or to refuse a person employment because they either are/are not already trade union members or because they will not agree to become members. Nottinghamshire County Council's Trade Union Membership Agreement has been negotiated to take account of the legislative changes. Please see Section E7 - Trade Union Membership Agreement, Personnel Handbook.

Enforcement

An employee may make a complaint of unlawful discrimination to an employment tribunal. The complaint must be made within three months of the incident to which it refers. A tribunal finding in favour of a complainant may order the employer to pay compensation to the complainant, and/or may recommend that the employer takes reasonable action to address the complaint, within a specified period. The maximum compensation awardable in discrimination case is unlimited.

Codes of Practice

The Equality and Human Rights Commission (EHRC) is working to eliminate discrimination, reduce inequality, protect human rights and to build good relations, ensuring that everyone has a fair chance to participate in society.

The EHRC has produced Codes of Practice to help our understanding of the provisions and implications of the Equality Act, and of how best to implement policies to eliminate discrimination and enhance equality of opportunity.

Copies of the Codes of Practice are available through the Equality and Human Rights Commission web site: www.equalityhumanrights.com

Employment tribunals will take into account whether an employer has complied with these Codes of Practice when they consider a case.

Types of Discrimination

- direct discrimination consists of treating a person on sexual or racial grounds or on the grounds of marital status, less favourably than others are, or would be, treated in the same or similar circumstances.
- indirect discrimination occurs when a requirement or condition is applied which, whether intentional or not, affects adversely a particular racial group, women, men or people on the grounds of marital status considerably more than others and cannot be justified e.g.
 - a rule about clothing or uniforms which disproportionately disadvantages a racial group and cannot be justified
 - an employer who requires higher language standards than are needed for safe and effective performance of the job
 - an employer who requires higher educational standards than are needed for the performance of the job.

Where a requirement or condition can be justified on other than racial or sexual grounds, there will be no unlawful act, although such a requirement must be shown to be justifiable in terms of performance of the job.

- positive (or reverse) discrimination, i.e. directly discriminating against a person on the grounds of e.g. race or marital status, in favour of another person is unlawful.
- associative discrimination is directly discriminating against someone because they are associated with another person with a protected characteristic.
- discrimination by perception occurs when someone is directly discriminated against because others think they have a protected characteristic (even if they don't).

Genuine Occupational Requirement

The Equality Act refers to circumstances where having a particular protected characteristic may be deemed to be a genuine occupational requirement (GOR) for a job.

In such cases it must be clearly demonstrated that the requirements of the job can most effectively be provided by a person with a particular characteristic. A GOR will apply in exceptional circumstances and for this reason advice must always be sought from the HR team should such circumstances be identified.

Victimisation

It is unlawful to victimise an individual because they have made a complaint or allegation of discrimination, have acted as a witness under the Equality Act, or have been involved in any way in their enforcement, or intends to do any of these things.

Positive Action

The Equality Act permits certain types of positive action, in order to redress imbalances of employees with protected characteristics in particular employment areas. They allow for training

and encouragement where few or no members with a protected characteristic have been doing particular work in the preceding twelve months. Positive action includes:

- the opportunity to run training courses where entry is restricted to a particular racial group, or sex, to help members of these groups to enter occupations in which they are under-represented. This can include existing and potential employees. One type of opportunity offered under positive action is a traineeship which does not offer a post at the end of the training period. It is important that positive action is not confused with positive discrimination. Discrimination on the grounds of protected characteristics at the point of selection for a post is not permissible under the NCC Recruitment and Selection Procedure
- using specific wording in job adverts to encourage underrepresented groups to apply for posts.

Politically Restricted Posts

The Local Government and Housing Act 1989 and the Local Government (Politically Restricted Posts) (No.2) Regulations 1990 impose political restrictions on the holders of certain posts which are either specified in the Act or contained in a list which the County Council is required to draw up and maintain.

Under the Local Government and Housing Act 1989 there are two categories of Politically Restricted Posts - specified and sensitive. Under the Act specified posts are:

- the Head of the Paid Service (HoPS) (s4 LGHA)
- the statutory chief officers, (including the director of children's services and director of adult social services in England, and the chief education officer and director of social services in Wales, the director of public health, the chief officer of a fire brigade, the chief finance officer (s.151 LGA 1972)
- non-statutory chief officers (officers reporting to the HoPS excluding secretarial/clerical support staff)
- deputy chief officers (officers reporting to a Chief Officer excluding secretarial/clerical support staff)
- the monitoring officer (s 5 LGHA)
- officers exercising delegated powers, i.e. persons whose posts are for the time being specified by the authority in a list maintained in accordance with s 100G(2) of the LGA 1972
- assistants to political groups.

The definition of a sensitive post is one which meets one or both of the following duties-related criteria:

- giving advice on a regular basis to the authority itself, to any committee or sub-committee of the authority or to any joint committee on which the authority are represented; or where the authority are operating executive arrangements, to the executive of the authority; to any committee of that executive; or to any member of that executive who is also a member of the authority
- speaking on behalf of the authority on a regular basis to journalists or broadcasters.

Section 2 - Writing a Job Description

Job descriptions should be written in simple, clear and non-discriminatory language. They should be agreed with the recognised trade union. The duties contained must be strictly relevant to the requirements of the job and should not be restrictive to exclude any particular group.

Headings

The job description framework should include the following:

- job title (whether permanent or temporary, if so for what duration)
- job reference number
- the relevant set of national terms and conditions of service
- evaluated grade
- hours of work
- department, service area, section and base in which the postholder is employed
- reporting lines, the post which the post reports and posts for which the postholder is directly responsible.

Job Purpose

Summary of the essential objectives of the job role.

Key Duties and Responsibilities

Brief description of the key tasks involved, preferably listed in order of priority.

General Responsibilities - Standard Clauses for Job Descriptions

a) Managerial Jobs

Training

You will keep under review the developmental needs of staff and keep yourself informed of current issues within the context of corporate and departmental learning and development strategy, policy and practice. You will ensure that the employees you manage are kept informed of and understand all policies relevant to their work.

Health and Safety

You will take reasonable care for your health and safety and that of other persons who may be affected by the performance of your duties and where appropriate to safeguard the health and safety of all persons and premises under your control and guidance in accordance with the provisions of Health and Safety legislation, and corporate and departmental codes of practice and procedures.

You will exercise proper care in handling, operating and safeguarding any equipment, vehicle or appliance provided, used or issued by the County Council or provided or issued by a third party for individual or collective use in the performance of your duties.

Equal Opportunities

You will, personally and through the employees you manage, implement and positively promote equal opportunities in service delivery and employment practices.

Customer Care

Within resource constraints, you will promote and deliver fair and quality services that are sensitive and responsive to customers. You will ensure implementation of customer care policies by the staff who you supervise.

Environmental

You will take account of environmental issues arising from any service developments, and ensure that all staff are familiar with the County Council's green policies and established office and work practices.

Technology

In accordance with The Introduction of New Technology Agreement, you will work with computers, new technology and associated systems as required and support the employee(s) you manage in its use.

Data Protection

You will personally and through the employees you manage ensure compliance with the County Council's Data Protection, Freedom of Information Act and ICT codes of practice.

Other Duties

This job description indicates the main areas of activity of this post. From time to time, however, other tasks/duties may be required but these will fall within the general area of responsibility and grade of post. Any changes which are of a permanent nature will, following consultation with you and with the appropriate recognised trade unions, be included in the job description in specific terms and will be formally issued to you.

As appropriate to the post - Other Requirements

For example call out or standby.

As appropriate: Political Restrictions

Under the Local Government and Housing Act 1989 this post will automatically have imposed political restrictions.

b) Non- Managerial Jobs

Training

You will keep under review your own development needs and keep yourself informed of current issues within the context of the Corporate Training and Development Policy.

Where appropriate, you will contribute towards the Corporate & Departmental objectives by participation in intra- and inter-departmental working teams.

Health and Safety

You will take reasonable care for your health and safety and have regard to other persons who may be affected by the performance of your duties, in accordance with the provisions of Health and Safety legislation, and corporate and departmental codes of practice and procedures.

You will exercise proper care in handling, operating and safeguarding any equipment, vehicle or appliance provided, used or issued by the County Council or provided or issued by a third party for individual or collective use in the performance of your duties.

Equal Opportunities

You will ensure that you promote and deliver fair, sensitive and quality services to all existing and potential users of Nottinghamshire County Council.

Customer Care

Within resource constraints, you will promote and deliver services in a way which is sensitive and responsive to those receiving such services, and be aware of and implement the County Council's customer care policies.

Environmental

You will work in accordance with the County Council's green policies and established office and work practices.

Technology

In accordance with The Introduction of New Technology Agreement, you will work with computers, new technology and associated systems as required.

Data Protection

You will comply with the County Council's Data Protection, Freedom of Information Act and ICT codes of practice.

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Section 3. Writing the Employee/Person Specification

Employee specifications can be compiled by identifying the essential (and desirable) job related attributes, which should not be falsely inflated or devalued. Avoid specifying criteria for the very best performance when the employee may only rarely be required to operate at this level and training can be provided to enhance skills.

Suggested headings for each element are:

Skills and knowledge

Be specific: for example, communication skills need to be broken down into oral and written. Even within oral communication skills there are many headings such as dealing with conflict, communicating effectively at meetings, dealing with difficult customers on the telephone or face to face etc. Written communication skills could include the ability to compose letters, memos and compose reports. Think also of how skills shown outside of work can be transferred to the post, e.g. budgeting skills for many lower level posts are sometimes adequately covered by household budgeting skills. Being specific does not mean headings such as 'leadership qualities' but breaking this down into component skills such as managing conflict, motivating staff, organising the workload of others, planning, prioritising etc.

Consider whether there are any essential physical requirements for the post but do not make assumptions about particular groups of people who would be unable to do the job. Remember

that the Equality Act requires employers to make reasonable adjustments to posts in order to meet the needs of suitable disabled applicants.

Ensure knowledge is at an appropriate level. Check if it can be learned on the job. Check if you are asking for too high a level.

Experience

Work out the various types, quality, and length of experience required (if any is required at all), needed to perform the duties of the post. Care should be taken in specifying a particular length of experience in case it cannot be objectively justified under the Equality Act. It is preferable to focus on competencies required to undertake the job.

Break experience down into specific parts, for example office experience can be broken down into different parts of activity such as filing, devising systems, office technology, telephone answering etc. Any previous unpaid experience should be given due consideration. Consider transferable skills from outside of work and/or previous work experiences.

Qualifications

Consider the level of general or specialised education required. The panel should consider why qualifications are needed and try to break these down into skills, abilities, knowledge and experience and enter these on the employee specification as an alternative way for people to achieve the criteria. This will help to avoid indirect discrimination.

Essential qualifications should be reflected in the job advertisement. Where qualifications are stated it is important that the current type / level of qualification is quoted but that it is stated that equivalent qualifications would be acceptable in order not to discriminate on the grounds of age.

Remember that qualifications are not necessarily a guide to good experience on the job. In addition all formal U.K qualifications will have equivalents in other countries. This is particularly important in respect of the E.C directive on The Mutual Recognition of Qualifications.

Attitudes/Motivation/Behaviour

Personal attributes appropriate and necessary for the post.

Suitability for working with children (as appropriate)

Attitudes and attributes and the required level of Disclosure and Barring Service (DBS) check.

Other Requirements

Other circumstances relating to the job. For example, the need to work out of normal hours or in different locations. If there is a requirement for the postholder to drive, the Council's policy is to pay taxi fares for existing or potential disabled employees.

Diversity

Try to integrate this into the above areas instead of having an add-on category. So, for example, what experience or skills and abilities does the postholder need around delivering an appropriate service to black people/women/disabled people? What experience do they need for managing/supervising a diverse team.

It is good practice to indicate the method of testing on the employee specification.

Avoid establishing requirements which may discriminate. Requirements relating to mobility and access should not be restrictive to any group, particularly women and disabled people.

Section 4. Writing and Placing the Job Advertisement

Prior to placing the job advert, please complete a Vacancy Control Decision Record. Please see link to the Vacancy Control Process Guidance on the MRC

Media

The decision about the use of media will be informed by cost, knowledge/experience of the labour market and the need to achieve a diverse workforce:

Vacancy bulletin

Normally all advertisements are included within the County Council's own vacancy bulletin 'Opportunities within Nottinghamshire' which is available on the Council's web site: www.nottinghamshire.gov.uk/jobs. For job roles which involve in a partnership context you may wish to consider joint advertising and/or using the partner organisation's job vacancy bulletin.

National Advertising

Senior, professional and technical posts can be advertised on 'public sector' or 'specialist' days in the national newspapers such as the Wednesday edition of The Guardian and/or the specialist professional journal(s) relevant to this deadline.

Local Press

The local press should be used to promote vacancies widely in the local labour market; the media selected will depend on the geographical location of the actual post.

Advertising to attract under represented groups

The County Council is serious in its pledge to recruit more people from under-represented groups. Therefore more use should be made of national publications that are targeted towards black and minority ethnic communities, disabled people, gay, lesbian, bisexual and transgender people.

Other

For some job roles an advert placed in the local Job Centre, community access point, local school, etc. may be the most effective means of attracting applications.

Note: Advice can be provided by the Recruitment and Advertising team at the BSC on use of media, style and copy, etc.

The contents of the job application pack should include:

- job description
- employee specification
- NCC guidance on completing the application form, and the relevance of the employee specification
- reference to the requirement for DBS checks of applicants if relevant to the particular post
- reference to politically restricted posts if relevant.

The contents may also include:

- covering letter to the applicant (e.g. showing dates of short listing and interviews).
- general information about the County Council
- relevant organisational / departmental structure chart

- information about the department and service.

Section 5. Practical Arrangements for Interviews

Disabled applicants will be given the opportunity to state on the application form any adjustments which they require in order for them to undertake an interview which should be organised on advance, in consultation with the applicant as necessary.

Venue

Rooms booked for interview and selection tests should be free of distractions e.g. telephones. Layout is important, e.g. barriers such as desks do not always put candidates at ease, chairs should be of equal height, comfortable and arranged in a manner which permits direct eye contact between all panel members and the candidate e.g. in a circle. Temperature, lighting and noise levels should be at an optimum. Candidates waiting for interview should be allocated a comfortable, private room and offered refreshments at this stage, rather than during the interview itself. All rooms and buildings used for this purpose must be accessible to disabled candidates. The interview letter requests applicants to give notice of any particular needs to enable them to participate fully in the selection process and every reasonable effort must be made to meet these.

Timing

Candidates should not be kept waiting. The timetable should be clearly established so that candidates and panel members are equally clear as to the timing, purpose and content of each stage. Each interview should be allocated the same length of time (although more time may be allocated for a disabled candidate who has requested it to enable them to participate fully in the interview). Panel members should control the interviews appropriately to avoid running over time. Within the interview itself, sufficient time should be allocated to ask all questions and allow time for summing up. There should also be sufficient time allowed between interviews for panel members to score and assess candidates.

Documentation

A recruitment pack will be sent by the BSC to the Appointing Officer within three working days of the closing date. The pack will contain:

- one copy of each of the applications received
- a Shortlisting Matrix
- Interview Details Form
- Interview Analysis Form
- job description / employee specification
- appointment memo / no appointment made form
- DBS guidance
- Probationary Review form.

Note: All forms are available on the Recruitment documents page of the MRC.

The following should be available to the panel well in advance of the interview date in order that they can familiarise themselves with the papers:

- list of candidates and time of arrival
- copies of application forms

- copies of job descriptions
- copies of employee specification
- copies of questions and answer checklists
- information regarding the conditions of service of the post.

It is important for the panel to decide on the core areas of questioning to be covered during the interview. Areas of questioning should be developed to cover the attributes in the employee specification which have been highlighted for this method of test. The questions can be adapted to be relevant to the candidate where necessary, but not at the expense of consistency. The panel should allocate areas of questioning between themselves.

Section 6. Interview Questions and Selection Tests

All questions should be directly relevant to the job description and employee specification and the panel should ensure that the questions cover all areas of the employee specification if they are not being assessed already by some other form of test.

At the interview it will be permissible for supplementary questions to be asked if further information is required following a particular response.

In formulating questions ensure that you do not make assumptions about candidates' personal circumstances: e.g. if unusual hours are a feature of the post, then this requirement should be described to all candidates who can then be asked if they are satisfied that they would be able to comply with it. You will have discriminated unfairly if you simply asked that question of those candidates that you felt may have difficulty complying.

Wherever possible equal opportunities should be integrated into all the questions based on the employee specification.

Disabled candidates should not be asked about the nature of their disability, although information may be offered by the candidate. Any information needed to facilitate the employment of a disabled candidate should be followed up after the appointment has been offered. Disabled people have a right to determine themselves what the restrictions on their ability to do a job might be.

Although the actual interview itself will form an important part of the selection process, it is acknowledged as good practice to use of a wider range of selection techniques as this can enhance the final decision making. When using tests, ensure that they have been piloted.

For example, if numeracy is an essential factor in the employee specification a numeracy test should be devised for candidates to undertake prior to, or following the actual interview. However, you must ensure that such a test can be related to the actual duties of the job. If you are unsure about the relevance or fairness of a particular test, check it out with your HR team.

The BSC should be asked to inform candidates of the test in the letter inviting them for interview. It is recommended that candidates should receive information on the type of test they will be required to do.

For some posts it may be necessary to test the candidates' skills and knowledge about a specialised subject. This could be achieved by asking them to perform a short presentation, or by writing a report at the interview, copies of which should be given to all members of the interview panel. Obviously, if a presentation is required ensure that the interview room is appropriate and that presentation aids are available and in working order.

Section 7. Conducting the Interview

The panel may wish to consider convening at least thirty minutes prior to the arrival of the first candidate in order to arrange the layout of the venue and clarify the process for themselves and be fully prepared. It is good practice to allocate an appropriate person who has not been involved in the recruitment process the task of meeting candidates, administering any written tests and escorting candidates to the interview room. They should be appropriately briefed.

The Appointing Officer, as chair of the panel, should greet the candidate, put them at ease and ask how they wish to be addressed, e.g. by title, first name, preferred name, etc.

The chair should then introduce the candidate, and all of the panel members should introduce themselves indicating their job title, and briefly, how they relate within the organisation to the post for which the candidate is being interviewed. The interview process should be outlined to the candidate and an explanation given that notes will be taken during it.

It is preferable for the panel member asking a question to maintain eye contact with the candidate whilst the other members take notes.

These notes should record a summary of the candidates' responses to the questions and the extent to which they meet the employee specification. The summary will then be used to make a final assessment. Panel members should be making notes independently. Notes can also be used to provide feedback to candidates and can be used as evidence in the event of an internal recruitment appeal or employment tribunal. Candidates should be advised that they are welcome to take notes during the interview.

Each panel member will ask their allocated set of questions and supplementary questions should be asked by any panel member if and when appropriate and a note kept of their content.

Candidates should be encouraged to request clarification if necessary or come back to questions at the end of the interview.

Time should be allocated at the end of the interview for candidates to ask questions and supply any additional information in support of their application. This will include evidence (certificates etc) of any qualifications quoted on their application form which are essential requirements of the person specification and validation of driving licence where driving is a requirement of the job. Check if references can be taken up if not already done so at this stage.

Candidates should be informed when a decision on the preferred candidate is likely to have been reached and how they will be informed. They should be thanked for attending the interview and for participating in any tests or exercises if appropriate.

Section 8. Workforce Monitoring

The successful implementation of an Equal Opportunities Policy requires an effective system of monitoring.

Public sector employers have a statutory duty to monitor their workforces and employment practices by protected characteristics. This ensures that the procedures and practices are fair so that the public sector can better reflect the society that it serves.

When a person applies for a job they are asked to provide details of their ethnic origin, gender, sexual orientation, age, religion or belief and whether they have a disability. The collection and monitoring of information on the composition of the workforce gives us an indication of how well our equal opportunities policy is working in practice. The data can also be used to set targets for

the future in order to redress historical imbalances in the representation of the Council's workforce.

Monitoring of the existing make-up of its workforce is undertaken corporately and by each individual department to identify areas of non-representation and under-representation. From the information collected targets are set and actions identified to achieve the realistic progress departments and services think they can make towards a more balanced and representative workforce. The resultant action plans form an integral part of each department's annual business plan.