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<b>Report To:</b>	<b>Policy &amp; Resources Committee</b>	<b>Date:</b>	<b>31 January 2017</b>
<b>Report By:</b>	<b>Head of Organisational Development, Human Resources &amp; Communications</b>	<b>Report No:</b>	<b>HR/03/17/AR</b>
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<b>Subject:</b>	<b>Recruitment &amp; Selection Policy</b>		

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## 1.0 PURPOSE

- 1.1 The purpose of this report is to seek the approval of the Policy & Resources Committee on the revised Recruitment and Selection Policy which has been updated in line with legislative changes and best practice. The revised policy also proposes some amendments to the recruitment process for Chief Officers.

## 2.0 SUMMARY

- 2.1 Over the years the Recruitment and Selection Policy has been regularly updated in line with legislative changes. The revised policy attached at Appendix 1 has been updated to reflect all the legislative changes and has been modernised to ensure it aligns with today's best practice.
- 2.2 The policy emphasises Inverclyde Council's commitment to promoting fair, consistent and safe recruitment and selection practices and to ensuring all employees have the necessary skills, aptitudes and knowledge to deliver an excellent standard of customer service to the residents of Inverclyde.
- 2.3 The key aims of the policy are to ensure that the principles of fair, consistent and safe recruitment and selection are understood by applicants and Council employees and to ensure the best candidate for the post is appointed based on relevant skills, expertise and qualifications. Operational guidelines for employees and managers have also been updated to reflect the revised policy.
- 2.4 The revised policy also incorporates the changes agreed by the Committee last year in relation to the gender balance of recruitment panels reinforcing that every effort should be made to ensure that interview panels are balanced with at least one male and one female.
- 2.5 It is proposed within the revised policy that amendments are made to the composition of the recruitment panel appointing the Chief Executive and that appointment decisions for all Chief Officers are made based on a majority vote.

## 3.0 RECOMMENDATIONS

- 3.1 It is recommended that the Policy & Resources Committee:
- approve the revised Recruitment & Selection Policy outlined at Appendix 1, and;
  - note that procedural guidelines on the application of the policy will be available for employees and managers.

**Steven McNab**  
**Head of Organisational Development,**  
**Human Resources and Communication**

## **4.0 BACKGROUND**

- 4.1 Over the years the Recruitment and Selection Policy has been regularly updated in line with legislative changes. The revised policy attached at Appendix 1 has been updated to reflect all the legislative changes and has been modernised to ensure it aligns with today's best practice.
- 4.2 The policy emphasises Inverclyde Council's commitment to promoting fair, consistent and safe recruitment and selection practices and to ensuring all employees have the necessary skills, aptitudes and knowledge to deliver an excellent standard of customer service to the residents of Inverclyde.
- 4.3 The key aims of the policy are to ensure that the principles of fair, consistent and safe recruitment and selection are understood by applicants and Council employees and to ensure the best candidate for the post is appointed based on relevant skills, expertise and qualifications. Operational guidelines for employees and managers have also been updated to reflect the revised policy.
- 4.4 The revised policy also incorporates the changes agreed by the Committee last year in relation to the gender balance of recruitment panels reinforcing that every effort should be made to ensure that interview panels are balanced with at least one male and one female.
- 4.5 It is proposed within the revised policy that amendments are made to the composition of the recruitment panel appointing the Chief Executive and that appointment decisions for all Chief Officers are made based on a majority vote.

## **5.0 KEY CHANGES**

- 5.1 Outlined below are the key changes in the revised Recruitment and Selection Policy.
  - 5.1.1 The recruitment & selection policy is multi-faceted and previously had separate protocols for safe recruitment, advertising, Local Government Employee & Teachers and recruitment of Chief Executive & Chief Officer posts. These protocols have now been amalgamated into the Recruitment and Selection Policy and associated procedures and any differences for each group are reflected throughout.
  - 5.1.2 In 2010 anti-discriminatory legislation was changed with the introduction of the Equality Act (2010) which amalgamated all previous anti-discrimination acts such as the previous Disability Discrimination Act (1995) and Race Relations Act (1976). References to legislation have been updated within the policy to reflect the Equality Act (2010) and ensure Inverclyde Council is fully compliant with these legislative requirements.
  - 5.1.3 Although Inverclyde Council's Recruitment and Selection Policy has not significantly changed, the introduction of the online recruitment portal in June 2008 has provided significant changes to the way in which Inverclyde Council administer recruitment and selection procedures. The Recruitment and Selection Policy and accompanying procedures have been updated to reflect the impact of this change on the way in which vacancies are advertised and the changes directly affecting applicants, recruiting managers and Human Resources.
  - 5.1.4 In 2010 Inverclyde Council introduced a competency framework which links to the performance appraisal process for employees. These competencies should also underpin each stage of the selection process, from preparation of the job description and person specification to shortlisting, testing and interviewing. Guidance on competency based interviews has been in place since 2010 however the Recruitment and Selection Policy has now been updated to reference this approach.
  - 5.1.5 The revised policy proposes that amendments are made to the composition of the recruitment panel appointing the Chief Executive. Currently the Chief Executive is appointed by all Members of the Council. It is proposed within the revised policy that the Chief Executive will be appointed by a recruitment panel of eight Elected Members, all with equal voting rights. The make-up of the panel will be in accordance with the principle of political balance. This takes account of

feedback received from Members regarding the recent recruitment process and effectively would mean that the shortlisting panel for the Chief Executive's recruitment last year would now be the appointment panel. It is considered that a reduced number of panel members would help to streamline the process where all panel members can be involved in agreeing the requirements and standards for the position, agree the person specification and assessment criteria in advance and all receive appropriate recruitment training, for example interviewing skills, relevant legislation including the requirements of the Data Protection Act and the Equality Act. Another issue is that the number of Elected Members will be increasing in May. The proposal to have a reduced number of Elected Members on the recruitment panel is in line with arrangements in other Councils.

5.1.6 The final proposed amendment to draw to the Committee's attention is the proposal to move away from the requirement for two-thirds majority and confirm that appointment decisions for all Chief Officers are made based on a majority vote of the panel. This proposed change is also based on feedback from Members on the process last year. Appointment decisions based on a majority vote is consistent with the process for the recruitment of other posts within the Council.

## 6.0 PROPOSALS

6.1 It is proposed that the Policy & Resources Committee agree the revised policy outlined in Appendix 1 and note that the policy will be kept under review and revised as and when necessary to reflect any changes in legislation.

## 7.0 IMPLICATIONS

### Finance

7.1 Financial Implications:

Cost Centre	Budget Heading	Budget Years	Proposed Spend this Report £000	Virement From	Other Comments
N/A					

Annually Recurring Costs/ (Savings)

Cost Centre	Budget Heading	With Effect from	Annual Net Impact £000	Virement From (If Applicable)	Other Comments
N/A					

### Legal

7.2 As outlined in the report.

### Human Resources

7.3 As outlined in the report.

### Equalities

7.4 Has an Equality Impact Assessment been carried out?

YES

NO - This report does not introduce a new policy, function or strategy or recommend a change to an existing policy, function or strategy. Therefore, no Equality Impact Assessment is required.

## **Repopulation**

7.5 N/A

### **8.0 CONSULTATIONS**

8.1 Trades Unions have been consulted on the policy and feedback has been incorporated.

8.2 The Workforce Planning & Development Group has been consulted on the policy and feedback has been incorporated.

8.3 Equality groups have been consulted on the policy and feedback has been incorporated.

### **9.0 LIST OF BACKGROUND PAPERS**

9.1 Appendix 1 – Policy

*Organisational Development, Human Resources & Communications*

# RECRUITMENT AND SELECTION POLICY

Produced by:

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**INVERCLYDE COUNCIL IS AN EQUAL OPPORTUNITIES EMPLOYER**

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## Contents

DOCUMENT CONTROL.....	4
PART 1 – RECRUITMENT & SELECTION POLICY.....	5
1 INTRODUCTION .....	5
1.1 General .....	5
1.2 Equality & Diversity .....	5
1.3 Disability Confident .....	5
1.4 Armed Forces Covenant .....	6
2 PURPOSE .....	6
3 APPLICATION & SCOPE .....	6
4 RESPONSIBILITIES .....	7
5 ADVERTISING .....	7
6 JOINTLY FUNDED POSTS (HSCP).....	8
7 RECRUITMENT PROCESS .....	8
8 INTERVIEW PANELS .....	9
9 CANVASSING OF ELECTED MEMBERS OR EMPLOYEES.....	9
10 POSITIVE ACTION.....	9
11 POLITICALLY RESTRICTED POSTS.....	10
12 EMPLOYMENT CHECKS.....	10
13 RE EMPLOYMENT .....	10
14 COMPLAINTS .....	10

<b>PART 2 - RECRUITMENT &amp; SELECTION POLICY (CHIEF EXECUTIVE &amp; CHIEF OFFICERS) .....</b>	<b>11</b>
<b>1 INTRODUCTION .....</b>	<b>11</b>
<b>1.1 General .....</b>	<b>11</b>
<b>1.2 Aims of Policy .....</b>	<b>11</b>
<b>1.3 Key Principles .....</b>	<b>11</b>
<b>2 COMPOSITION OF PANELS.....</b>	<b>12</b>
<b>2.1 Chief Executive Post .....</b>	<b>12</b>
<b>2.2 Director Posts .....</b>	<b>12</b>
<b>2.3 Head of Service Posts .....</b>	<b>12</b>
<b>3 RECRUITMENT OF SENIOR MANAGEMENT STAFF TO HSCP JOINT POSTS...13</b>	
<b>4 SELECTION PROCEDURES TO BE FOLLOWED BY PANELS .....</b>	<b>13</b>

**Document Control**

<b>Document Responsibility</b>
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<b>Change History</b>		
<b>Version</b>	<b>Date</b>	<b>Comments</b>
1	Feb 1998	Committee approval
1	Oct 2009	Paragraph on the checking of professional registers.
2	January 2017	Legislative – Equality Act 2010 Update following introduction of online recruitment portal Inclusion of Competency Based Interviews Separation of policy and procedure to two documents Approved by the Policy and Resources Committee on <date>.

<b>Distribution</b>		
<b>Name</b>	<b>Title</b>	<b>Location</b>
Corporate Directors & Heads of Service	TBC	
Trade Unions	TBC	
ICON	TBC	

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## **PART 1: RECRUITMENT & SELECTION POLICY**

### **1 INTRODUCTION**

#### **1.1 General**

- 1.1.1 Inverclyde Council is committed to promoting fair, consistent and safe recruitment and selection practices and to ensuring all employees have the necessary skills, aptitudes and knowledge to deliver an excellent standard of customer service to the residents of Inverclyde.
- 1.1.2 In addition, it is also recognised there is a need to balance internal career progression with attracting applicants from out with the Council. The Council recognises the importance of ensuring that all sections of the community it serves are fairly represented within its workforce. Pro-active measures will be taken to ensure that minority groups are encouraged to seek employment with the Council.
- 1.1.3 This policy and accompanying procedures have been developed in full consultation with the Corporate Management Team, Heads of Service, Trade Union Representatives, Inverclyde Council on Disability (ICOD), Your Voice, Inverclyde Community Care Forum (ICCF) and Inverclyde Council's Children's Rights & Information Officer.

#### **1.2 Equality & Diversity**

- 1.2.1 Inverclyde Council is an equal opportunities employer. The aim of the Council's policy is to ensure that no job applicant or employee receives less favourable treatment on any grounds including sex, gender reassignment, sexual orientation, marital or civil partnership status, race (nationality, ethnic or national origins), religion or belief, disability, age, pregnancy or maternity leave, trade union membership, caring responsibilities, background or social status or is disadvantaged by conditions or requirements which cannot be shown to be justifiable. The Council is committed to equality throughout all its functions and policies and is aware of its legal obligations in relation to the Equality Act (2010). Accordingly, this policy has undergone a full 'equality impact assessment'.
- 1.2.2 In some circumstances, where there is a genuine occupational requirement, the Council may target a particular sector in terms of age, gender or race for a particular post. Such instances are rare and will only occur after careful consideration of the specific needs of the vacancy being filled and in accordance with equality legislation.
- 1.2.3 This policy should be considered in conjunction with Inverclyde Council's Equality and Diversity Policy.

#### **1.3 Disability Confident**

- 1.3.1 The Council recognises its social, moral and statutory duty to employ people with disabilities and will do all that is practicable to meet this responsibility. On the 4<sup>th</sup> November 2016, Inverclyde Council signed up to the Disability Confident Scheme. Disability Confident employers are those who have identified and removed barriers in the recruitment of disabled people, tapped into the support available, and successfully offered an opportunity to or hired local disabled job seekers.

- 1.3.2 All applicants invited to interview are asked to inform Organisational Development, Human Resources & Communications of any assistance required to help them attend or fully participate in the interview process, for example, such as access ramps, large print material or a signer.

#### **1.4 Armed Forces Covenant**

- 1.4.1 As part of our commitment to the Armed Forces Covenant, Council Managers will give positive consideration to shortlisting veterans for posts where they meet the essential criteria of the post. In addition the Council will publicise through recruitment materials (advertisements, job packs) its support for reservists, highlighting that applications from reservists are particularly welcome.

## **2 PURPOSE**

2.1 The purpose of this Policy is to:

- ensure that the principles of fair, consistent and safe recruitment & selection are understood by applicants and employees
- ensure the best candidate for the post is appointed based on skills, expertise and qualifications
- establish corporate standards in Recruitment and Selection in relation to Inverclyde Council's core competencies
- ensure that all applicants, including those who are unsuccessful, have a positive experience
- support managers and supervisors in achieving these standards
- develop employees and improve career progression and succession planning
- promote equality of opportunity and greater diversity within the workforce
- ensure the authority complies with UK and European legislation
- ensure transparency in the Recruitment and Selection process.
- improve employee retention
- manage the time taken and reduce the cost to fill a vacancy
- attract and recruit a greater number of minority groups at all levels within the authority
- minimise recruitment and selection complaints

2.2 Monitoring arrangements are in place to facilitate the measure of these objectives. Information is collated from response to advertisements, applications received, candidates shortlisted or not shortlisted, candidates interviewed or not interviewed, candidates appointed, and timescales in the recruitment process.

## **3 APPLICATION & SCOPE**

- 3.1 This Policy applies equally to all employees and applicants for posts, whether permanent, fixed term, or temporary, irrespective of grade, or profession. A separate Policy applies to the recruitment and selection of the Chief Executive and Chief Officers and is outlined in Part 2.
- 3.2 The policy also applies to the recruitment to supply teaching or casual/sessional work registers. A separate protocol is available which covers the circumstances for engagement of casual/sessional workers.

- 3.3 All existing Council employees, modern apprentices, supply and casual (sessional) workers are entitled to apply for internal vacancies. This includes agency workers who have been on the same assignment for a period in excess of 12 weeks.
- 3.4 Organisational Development, Human Resources & Communications reserve the right to withhold or withdraw any vacancy for redeployment, at any stage of the Recruitment and Selection Process including up to where an appointment has been recommended, as per the Council's Redeployment Policy.
- 3.5 Unless there are exceptional circumstances, existing employees who are employed by the Council on a permanent basis and who are appointed to a temporary or fixed term post within the Council should always be given the right of return to their substantive post. However this right of return is not an automatic entitlement and employees must always discuss this with their current line manager before accepting a move to another post. In exceptional circumstances where a manager believes they are unable to give an employee the right of return to their original post, approval must be sought from the Head of Organisational Development, Human Resources & Communications. As above this must be discussed by the manager with their employee before accepting a move to another position.

#### **4 RESPONSIBILITIES**

- 4.1 The Head of Organisational Development, Human Resources & Communications is responsible for the maintenance of the policy and reviewing the recruitment process and supporting policies and guidance. Organisational Development, Human Resources & Communications will continuously monitor recruitment processes to ensure that they are non-discriminatory.
- 4.2 The Chief Executive, Corporate Directors and Heads of Service are required to familiarise themselves with the policy and procedures and ensure that it is known to all Council employees within their area. The Chief Executive, Corporate Directors and Heads of Service must also ensure the competence of all employees who make recruitment decisions within their area. Heads of Service and Service Managers are also responsible for ensuring that those employees without access to ICON receive details of the Internal Vacancy Bulletin via an alternative method, i.e. staff notice board.
- 4.3 All employees involved in the Recruitment and Selection process are bound by the Data Protection Act, the Council's Information Governance Framework and the Council's Code of Conduct.

#### **5 ADVERTISING**

- 5.1 In the first instance, recruiting managers are expected to check the central redeployment register to identify any potential matches to their vacancy prior to commencing with the recruitment process.
- 5.2 Posts may be advertised internally and externally simultaneously where the internal labour market is likely to produce a limited response, or where the Council desires to attract a wider field of applicants.

- 5.3 All vacancies (whether restricted internally or opened externally) will be placed on the Scottish Local Government's National Recruitment Portal <https://www.myjobscotland.gov.uk/councils/inverclyde-council/jobs/mjsint>). This application standardises the information available from all job applications making it easier to compare like with like and ensures that the relevant information is obtained. Organisational Development, Human Resources & Communications, in consultation with the Head of Service will determine whether it is also necessary to advertise the post via another source e.g. press publications, job centres or utilising a recruitment agency.
- 5.4 Vacancies are also included in the Council's Internal Vacancy Bulletin (IVB) which is distributed to Council locations to place on their employee notice boards. The IVB is also sent directly to those employees on the redeployment register and employees on maternity leave.
- 5.5 Normally any applications received after the closing date will not be accepted as it is the responsibility of the applicant to ensure that their application has been completed before the closing date.
- 5.6 As an equal opportunities employer, Inverclyde Council positively promotes all forms of flexible working and further details are contained within our Family Friendly and Work-Life Balance Policy. As the majority of Council posts can be considered suitable for job share, candidates can choose this option at the application stage. Where a post is deemed not suitable for job share, then the recruiting manager should discuss this with Organisational Development, Human Resources & Communications and the Head of Service. If agreed, the post will be advertised as being unsuitable for job share at the advertising stage.
- 5.7 All received applications should be submitted using the Scottish Local Government's National Recruitment Portal. Paper applications or Curriculum Vitae (CVs) will not be accepted. In exceptional circumstances alternative arrangements for application will be made.

## 6 JOINTLY FUNDED POSTS (HSCP)

- 6.1 There may at times be posts which are jointly funded by a partnership organisation. For this reason the recruitment & selection process may differ slightly for this type of vacancy in relation to both new and backfilled posts.
- 6.2 The ownership of the recruitment & selection process for this type of post may rest with either of the parties jointly responsible for the post. Applicants will therefore be subject to the recruitment & selection policy & procedures of the organisation responsible for filling the vacancy.

## 7 RECRUITMENT PROCESS

- 7.1 Anyone involved in the recruitment process who has a personal relationship with a candidate, or may be in a position to exercise favouritism, should remove themselves from the process. Where there is any doubt they should take no part in the shortlisting and interview process.
- 7.2 Where practicable, anyone directly involved in the appointment process who is also listed as a referee for any candidate he/she must either decline from acting as a referee or take no further part in the interview process.

## **8 INTERVIEW PANELS**

- 8.1 In respect of the Council's Equality & Diversity Policy, every effort should be made to have an appropriate panel composition in relation to the gender of the candidates to be interviewed. It is the Council's policy to make every effort to ensure that interview panels are balanced with at least one male and one female member where possible.
- 8.2 In appointment panels, for which recruitment is delegated to officers, it is the role of the Chairperson to ensure that appointments are run in accordance with the Recruitment Procedure and all attempts are made to achieve a gender balance on interview panels.
- 8.3 Where the Recruitment Panel consists of a panel of elected members and/or parent councils, such appointment panels should strive for gender balance and both male and female recruiters should be on each Panel or where that is not practicable, an HR representative/other officer of appropriate gender should be in attendance to advise the Panel.
- 8.4 There may be occasions where an elected member panel composition is fixed based on the principle of political balance and a gender mix may not be possible. In circumstances where it is not possible to have a gender mix on an elected member recruitment panel an additional officer of appropriate gender should attend the panel in an advisory or observing capacity to ensure transparency in the recruitment process.

## **9 CANVASSING OF ELECTED MEMBERS OR EMPLOYEES**

- 9.1 The canvassing of Elected Members or employees of the Council, directly or indirectly, in connection with any appointment being made by the Council, shall disqualify the candidate. An Elected Member or employee of the Council shall not attempt to secure an appointment with the Council nor recommend any person for such an appointment or promotion. However, this shall not prevent an Elected Member or employee giving a written reference of a candidate's ability, experience or character where such a reference is requested by the Council. Accordingly, a candidate may list an Elected Member as a referee.

## **10 POSITIVE ACTION**

- 10.1 The Council follows the principles of 'positive action' as outlined in the Equality Act 2010. This can be applied during the recruitment and selection process when a tie breaker situation arises between two (or more) candidates of equal merit. Positive action allows an employer to make an appointment based on a particular protected characteristic possessed by a candidate. This decision should only be based on the evidence of an under-representation of a particular group or tackling disadvantage within the workforce.
- 10.2 This process must only be used in consultation with the Head of Organisational Development, Human Resources & Communications.

## 11 POLITICALLY RESTRICTED POSTS

- 11.1 Some posts in the Council are politically restricted by virtue of the Local Government & Housing Act 1989 and the Local Government Officers (Political Restrictions) Regulations 1990.
- 11.2. Where a political restriction applies this means that the applicant will not be permitted to be involved in, or may be restricted, in political interests or associations. If the post being applied for is politically restricted this will be shown on the job advert. If you are unsure whether this applies to you or a post you wish to apply for, please contact Organisational Development, Human Resources & Communications.

## 12 SAFER RECRUITMENT CHECKS

- 12.1 The Council carries out certain employment checks to determine the suitability of candidates for a post, for example:
- Confirmation of Right to Work in the UK
  - PVG Registration/Standard/Basic Disclosure Check
  - Pre-Employment Health Check
  - References - two references (one for internal candidates if moving from one Service area to another) will be requested and one should be from the current line manager
  - Confirmation of qualifications required to meet the essential criteria on the person specification - relevant qualifications will be viewed at interview.
- 12.2 Although these checks will be carried out prior to appointment there may be exceptional occasions where an offer of employment is offered subject to satisfactory checks. All safer recruitment checks must be satisfied otherwise an offer of employment may be withdrawn.

## 13 RE-EMPLOYMENT

- 13.1 There are additional Inverclyde Council restrictions over the potential re-employment of individuals who have benefited from an early departure package. The decision to re-employ officers immediately after they take redundancy or early retirement has been subject to criticism by Audit Scotland and Managers need to be aware of this and the public perception of the use of public funds in making decisions on re-employment.

The Council will not normally re-engage an employee who has benefited from an early departure package in a similar role or as a consultant within 12 months of leaving. It is acknowledged, however, that employees may apply for other advertised vacancies during this time. This does not apply in respect of sessional/supply work.

## 14 COMPLAINTS

- 14.1 The Council will endeavor to respond to any concerns the employee or applicant has concerning any aspect of the Recruitment and Selection process. A complaint concerning non-appointment should be submitted within **7 days** of notification of the outcome of an interview using the Recruitment and Selection Complaints Procedure.

## **PART 2: RECRUITMENT & SELECTION POLICY (CHIEF EXECUTIVE & CHIEF OFFICERS)**

### **1 INTRODUCTION**

#### **1.1 General**

- 1.1.1 Inverclyde Council is committed to promoting fair, consistent and safe recruitment and selection practices and to ensuring all employees have the necessary skills, aptitudes and knowledge to deliver an excellent standard of customer service to the residents of Inverclyde.

#### **1.2 Aims of Policy**

- 1.2.1 The aims of the policy are to ensure that the principles of fair, consistent and safe recruitment and selection are understood by applicants and Council employees and to ensure the best candidate for the post is appointed based on relevant skills, expertise and qualifications. It is to be used in conjunction with the Authority's General Policy & Procedures on Recruitment & Selection.

#### **1.3 Key Principles**

##### **1.3.1 Equality & Diversity**

Inverclyde Council is an equal opportunities employer. The aim of the Council's policy is to ensure that no job applicant or employee receives less favourable treatment on any grounds including gender, gender reassignment, sexual orientation, marital or civil partnership status, colour, race, nationality, ethnic or national origins, religion or belief, age, pregnancy or maternity leave, trade union membership, caring responsibilities, background or social status or is disadvantaged by conditions or requirements which cannot be shown to be justifiable.

##### **1.3.2 Gender Balance**

In respect of the Council's Equal Opportunities Policy, every effort should be made to have an appropriate panel composition in relation to the gender of the candidates to be interviewed. It is the Council's policy to make every effort to ensure that interview panels are balanced with at least one male and one female member.

In appointment panels, for which recruitment is delegated to officers, it is the role of the Chairperson to ensure that appointments are run in accordance with the Recruitment Procedure and all attempts are made to achieve a gender balance on interview panels.

Where the Recruitment Panel consists of a panel of elected members and/or parent councils, such appointment panels should strive for gender balance and both male and female recruiters should be on each Panel or where that is not practicable an HR representative/other officer of appropriate gender should be in attendance to Advise the Panel.

There may be occasions where an Elected Member panel composition is fixed based on the principle of political balance and a gender mix may not be possible. In circumstances where it is not possible to have a gender mix on an elected member recruitment panel an additional officer of appropriate gender should attend the panel in an advisory or observing capacity to ensure transparency in the recruitment process.

## 2 COMPOSITION OF PANELS

### 2.1 Chief Executive Post

2.1.1 The Chief Executive will be appointed by a recruitment panel of eight Elected Members, all with equal voting rights. The Council Leader will chair the panel.

### 2.2 Director Posts

2.2.1 For each Director post, a panel comprising the Council Leader plus 5 Elected Members, along with the Chief Executive, all with equal voting rights to be used. The Council Leader will chair the Panel.

2.2.2 The Elected Members on the panel should include the committee chairperson(s) with whom the Director will primarily work. This means, for purposes of clarification, that if there are 3 Director posts, then there could be three appointment panels, each with a different composition.

### 2.3 Head of Service Posts

For Heads of Service appointments the Chief Executive chairs the panel which should comprise:

- The Chief Executive
- The Director who is line manager
- One other Director as agreed by Corporate Management Team
- Three members of the Council, including relevant chairperson

All with equal voting rights

**Note** For the Chief Executive and all Chief Officer Posts, where members have representation on recruitment panels, this should be in accordance with the principal of political balance.

An HR Advisor would also be present on the appointment panels, in an advisory capacity.

Elected members will not be involved in the selection of Third Tier posts i.e Service Manager level or below

### 2.4 The table below summarises the composition of recruitment panels for senior management appointments.

Level of Post	Council Leader	+ Members	Officers
Chief Executive	Yes*	Seven Members	None
Director	Yes*	Five members	Chief Executive
Head of Service	No	Three members	Chief Executive* Line manager Plus One other Director
Service Manager (3 <sup>rd</sup> Tier)	No	No	Director Line Manager + HR Rep



\*Chair of appointment panel  
HR = Human Resources

### **3 RECRUITMENT OF SENIOR MANAGEMENT STAFF TO HSCP JOINT POSTS**

#### **3.1 General**

3.1.1 With the creation of the HSCP and the Integration Joint Board (IJB), the composition of recruitment panels for joint appointments has been refreshed and is detailed below

3.1.2 The composition of the recruitment panel for the appointment to the position of Corporate Director, (Chief Officer) HSCP is as follows:

- Two Councillor members from the Inverclyde IJB
- Two Greater Glasgow & Clyde non-executive members from Inverclyde IJB
- The Council Chief Executive
- The Chief Executive of the Greater Glasgow & Clyde Health Board

The chairperson of the appointment panel would normally be the chairperson of the IJB.

3.1.3 The composition of the recruitment panel for the appointment to the position of HSCP Head of Service is as follows:

- Two Councillor members from the IJB
- Two Greater Glasgow & Clyde non-executive members from Inverclyde IJB
- The Council Chief Executive or their representative
- The Chief Executive of the Greater Glasgow & Clyde Health Board or their representative
- Corporate Director / Chief Officer HSCP

The chairperson of the appointment panel would normally be either the Council Chief Executive or Health Board Chief Executive.

3.1.4 The ownership for the recruitment & selection process of this type of post may rest with either of the parties jointly responsible for the post. Applicants will therefore be subject to the recruitment & selection policy & procedures of the organisation responsible for filling the vacancy.

### **4 SELECTION PROCEDURES TO BE FOLLOWED BY PANELS**

#### **4.1 Process**

4.1.1 All appointment panels for Chief Executive and Chief Officer Posts will go through a process of selection by secret ballot, with the chair of the panel moving through successive ballots (when required) which eliminate the candidates(s) with the smallest or smaller vote until a majority is achieved. It being noted that in the event of equality voting there is no casting vote available to the chair and in this eventuality it would be for the chair to determine whether or not to have any further voting procedures.

4.1.2 Candidates will be selected for final interview on the basis that they are considered

suitable for appointment to the post.

- 4.1.3 The selection panels will be involved in the short-leeting process. Shortlisting for interview will be based on the essential and desirable criteria for the post as set out in the person specification ensuring that the process is free from discrimination.
- 4.1.4 The format of the recruitment interview should involve candidates delivering a short presentation on a given topic, followed by a series of set questions.
- 4.1.5 The use of Peer Panel Appraisal from staff who will be working with and to the new post-holder should be part of the recruitment process for Chief Officer appointments. This will provide additional information for the interview panel to consider and weigh in the balance when selecting the individual for appointment.
- 4.1.6 Consideration may also be given to the use of an assessment centre process (for example, occupational personality questionnaires) for Chief Executive and Director level appointments.