East Dunbartonshire Council

Recruitment and Selection

Managers Toolkit

April 2025

Contents

1. Purpose

This toolkit is to provide clarity on the recruitment and selection process. This toolkit should be considered along with the recruitment and selection policy, which is in the process of being reviewed. A hiring manager should follow this process when recruiting for a position and must have undertaken the recruitment and selection training.

2. Scope

This toolkit covers all employees, including Chief Executives, local government employees and teachers. For the appointment of head and deputy head teachers, hiring managers should refer to LNCT Education Procedure Manual 2/02 Recruitment &Selection Procedures for Education Promoted Posts. PM02-02-RecruitmentAndSelectionProcedure

3. Process

3.1 Role Profiles

Prior to approval for recruitment, the role profile must be reviewed to ensure it still meets the requirements of the post and, if amendments are required, a new role profile should be created in consultation with your Business Partner and Job Evaluation. All role profiles should follow the format outlined below. The role profile should contain the relevant information to give potential applicants a full overview of the expectations within the role. Changes to role profiles must be discussed with the HR Business Partner and Job Evaluation.

Person Specification

The person specification should outline the requirements of the post. This will include the minimum qualifications, experience, personal attributes and any other relevant information that would be essential or desirable for applicants to possess.

Essential Requirements

These are the absolute minimum requirements for someone to fulfil the post. These should be relevant to the post and will be the main benchmark used within the short-listing and interview process.

Desirable Requirements

The desirable requirements are the qualifications, skills and attributes that would be of benefit to an individual within the post. These should not be referred to in making short-listing decisions unless the volume and quality of applications necessitates this. Both essential and desirable requirements should be made clear within the advertising of posts.

On completing the requirements within the person specification, essential and desirable requirements this should not be changed for any reasons once the selection process has commenced.

Genuine Occupational Requirement/Qualifications

Generally it is unlawful to specify that you require someone of a particular sex, race, religion, belief or sexual orientation to fill a post. The Equality Act 2010 does, however, recognise that there may be exceptional circumstances where because of the essential nature of the job, or particular duties, a Genuine Occupational Qualification (GOQ) or Genuine Occupational requirement (GOR) may apply.

When a post with a GOR is due to be vacated, a review should be made as to whether this is still valid. The GOR must be made clear when advertising the post. No appointment should be made unless a candidate satisfies all essential criteria. Advice can be sought from your Business Partner.

Politically-Restricted Posts

The Local Government and Housing Act 1989 & Local Governance (Scotland) Act 2004 designate posts which are considered to be politically restricted and outline the categories of these posts, such as those with regular contact with the media, are considered to be politically restricted. The duties that are deemed politically restricted include:

- Those involving the provision of advice, on a regular basis, to the Council or any Committee or Sub-Committee of the authority or to any joint committee on which the Council is represented
- Those involving contact with the media (someone who speaks on behalf of the authority to journalists on a regular basis).

Where posts are politically restricted, this will be marked on the job advert and role profile.

3.2 Review/Creating a Role Profile

Prior to submitting a vacancy control form, managers must review existing role profiles to ensure they are still relevant to the role or create a role profile for new positions in conjunction with job evaluation. All role profiles must follow the set template.

Before preparing the role profile, the manager should consider:

- Key tasks, skills, attributes, behaviours, values, knowledge and experience required for the role (for existing roles, employers should assess whether the aims of the role has changed, has new technology been introduced, are additional skills required, etc.)
- Workflow – is the work constant or seasonal? Has this altered? Could staggered hours or overtime help with any peaks or changes? Details such as hours and times of work should be included in writing in the employee’s terms and conditions.
- Flexibility – Being open to requests from candidates for flexible working can open up a vacancy to people with skills the organisation seeks and who otherwise may not be able to consider the vacancy
- Main purpose – what is the main purpose of the role?
- Main tasks – be precise
- Scope – briefly outline the importance of the job and how it fits into the business, and outline other duties and responsibilities.

3.3 Review/Creating a Person Specification

A person specification must be created for each role. For existing roles, the person specification must be reviewed to ensure it is still relevant to the position. The person specification should focus on:

- Skills and knowledge – e.g. project management
- Experience – this should be the type of experience needed rather than a certain number of years
- Aptitudes – e.g. verbal reasoning
- Personal Qualities – e.g. self-motivated.

The person specification should be a concise profile of the person who would best match the job, detailing the attributes which are essential and which are desirable. This list should help potential candidates to assess if they should apply and provide a benchmark for the hiring manager to assess applicants.

3.4 Vacancy Control

For all prospective role advertisements, a Vacancy Control (VC) Form must be submitted. The Vacancy Control Form can be downloaded from The Hub.

The VC Form must be completed by the hiring manager with details of the role and the funding of the role. Once these sections of the VC are completed the manager must have prior Executive Officer (EO) approval and send the completed form to their Business Partner. Further approval may be required as advised by the EO and Business Partner.

The Business Partner will review the VC Form, checking the necessary establishment details, budget and/or funding. The Business Partner will give their approval of the VC, providing any required comment around the post. Where they are unable to approve or have queries around the VC, they will discuss any concerns with the hiring manager.

If the decision is approved, the VC will be passed to HR Recruitment for advertising.

If the decision is declined, the HR Business Partner will notify the hiring manager of the decision.

3.5 Advertising

The approved VC Form will detail the method of advertisement for the role – e.g. internal or external advertising. Vacancies will be advertised on My Job Scotland via TalentLink as default, if a manager wants to advertise using an alternative method the hiring manager must discuss this with the Business Partner. If promotion is requested via social media, manager should link in with the Business Partner/Communications Team.

Prior to advertising a vacancy, HR Recruitment will check all details of the vacancy . Where there are any discrepancies with any detail of the vacancy, this will delay the advertising process. Hiring managers must ensure they follow the correct VC approval process and provide HR Recruitment with the correct information from the outset.

Once in receipt of the correct information, HR Recruitment will aim to have adverts published within a maximum of five working days from receiving the correct information. Adverts are usually set to be live for two weeks. Hiring managers should specify the length of time they want the advertisement to be live for.

3.6 TalentLink

Please see the Talentlink guidance found under Recruitment Forms on The Hub and on the Moodle learning platform for advice on how to use Talentlink for viewing applications, shortlisting, invites to interview, uploading candidate documents and 'setting to hired'. Hiring managers who are listed on the VC will be automatically set up on Talentlink by HR Recruitment.

3.7 Selection/Interview Panel

Prior to reviewing applications, a selection/interview panel should be created. At least one member of the selection/interview panel should have completed the recruitment and selection training. The panel should consist of at least two people, with a maximum of four people. Where possible the panel should be diverse – e.g. try to avoid an all-female or all-male panel.

When selecting panel members it should be considered what the individuals will bring to the panel – e.g. often the direct line manager will be on the panel, the employee who is currently in that role and a specialist in any field or skill which is required for the role. Where required, a member of HR can sit on the panel to support.

The same panel must work together to ensure they all maintain consistency, professionalism and a friendly approach throughout. Only in exceptional circumstances should a panel be changed during the selection and interview process. This should be discussed with the relevant Business Partner.

A head of the panel should be agreed upon prior to any selection or interview process begins. The head of the panel will be the employee who will provide feedback to candidates where requested and collate all the paperwork.

3.8 Short-listing

Short-listing should be carried out using the competency scoring matrix (Appendix 1) or via Talentlink. The panel will assess candidates based on the role profile and person specification. Where there is a large number of candidates who meet the essential criteria only then should short-listing be performed using the desirable characteristics. Short-listing must be completed in a fair and transparent way, and returning all documentation to support the decision. Please note, all documentation should be supplied to a candidate if they submit a Subject Access Request.

Through the Disability Confidence Scheme, the Council is committed to providing inclusive and accessible recruitment. The short-listing panel are required to offer an interview to any candidate who declares themselves as being disabled if they have met the essential criteria of the vacancy.

3.9 Interviews

Interviews can either be carried out face to face at a Council premises or via video conferencing using Microsoft Teams. On deciding upon the method of interviewing, consideration should be given to the type of role, candidate skills to undertake via Microsoft Teams and accessibility.

Interview Scoring

Each member of the interview panel will score an applicant’s responses to the questions against the criteria set out in the person specification. The interview panel will agree the questions, and the positive and negative indicators of the responses will be agreed prior to the interview. Candidates will be scored on a 1-8 scale for each question:

1- – No evidence or significantly below the required standard

3 – Below the required standard

5 – Meets required standard

8 – Significantly above the required standard

After the interview the interview panel will total the scores given to the candidates. The candidate with the highest score is the successful candidate. In circumstances where candidates have equal scores or undecided scores, the panel can choose to have the candidates return for a second interview or the chair of the panel can have the final decision.

The required interview paperwork can be found in this Recruitment and Selection Toolkit.

3.9.1 Face-to-Face Interview

Those shortlisted should be invited to interview via Talentlink. When preparing for the interview, arrangements should be made for a suitable and accessible venue, enough time should be allowed for the interview to take place and there should be sufficient breaks between candidates. Ensure candidates have access to fresh drinking water and washroom facilities. Ensure you have all relevant documentation – e.g. Panel Interview and Scoring Summary (Appendix 3) and Question Competence Sheet (Appendix 4).

3.9.2 Microsoft Teams Interview

For a video conferencing interview, candidates must still be invited to interview via Talentlink. As detailed in the Microsoft Teams interview guidance, this email must include further details on how the candidate can join the interview.

If being interviewed via MS Teams, the manager must meet the appointed candidate at a later date, face to face, to undertake an ID and Right to Work check.

Please see below for guidance for candidates and managers.

Microsoft Teams Interview - Managers.

MS Teams Interview - Candidate.docx

3.9.3 Questions

Panel members must meet to discuss and agree questions for the interview. The questions must be clear and concise. The same questions must be asked to all interviewees to ensure consistency.

Interview questions must be related to a competency outlined in the person specification on the role profile.

A scoring system must be devised to show what answer is expected from each question. It should be agreed prior to the interview, which panel member is asking which question.

3.9.4 Order of the interview

The head of the panel must introduce each member of the panel with their name and job title, and make the candidate feel welcome

When one panel member is asking a question they should not be taking notes. The other panel members should be note-takers during questions they have not asked. This ensures there is not a situation where all panel members have their heads down writing while an interviewee is speaking.

Where a question has not been answered sufficiently, the interview panel can ask probing questions. However, there should be consistency in terms of questions being asked across all candidates.

Prior to the close of the interview, the interviewee should be given the opportunity to ask the interview panel any questions. If there are no further questions, the head of the panel should thank the candidate for attending, inform them of a timescale to finding out the results of the interview and ask the interviewee to show photographic ID to confirm their identity – such as a passport or drivers licence. If online, they can do this by holding their ID up to the camera. The hiring manager should take a copy of any relevant documentation – e.g. qualifications and ID.

3.10 Unsuccessful Candidates

Interview notes should be retained for a period of six months. It is imperative that any pre-employment check information received for unsuccessful candidates is not retained and deleted immediately where an offer subject to checks has not been given.

3.11 Appointed Candidates

The hiring manager is responsible for ensuring the appointed candidate supplies all necessary documentation required for the post and has completed all the Talentlink steps before the candidate is 'set to hired' (please see the Talentlink guide for more details).

A start date should not be agreed prior to receiving all relevant documentation. All appointed candidates should be booked on Corporate Induction and ICT training prior to a start date being set.

Starting an employee without all relevant documents can result in the employee not being paid.

3.11.1 New Start Checklist

When appointing a successful candidate to a post, there are certain essential checks and documents which must be supplied/carried out to ensure that the individual is eligible and suitably qualified to be employed by the Council.

Appointed Candidates Checklist
Completed Pre-Employment Medical and/or Health Surveillance Questionnaire (where required)
Criminal Convictions Form Reviewed
Disclosure/PVG Completed (where required)
Proof of qualifications
Proof of earnings (where required)
Proof of eligibility to work in the UK (see section 3.11.2)
Continuous Service Evidence (where required)
Bank Mandate
References x2 (external)
Proof of current address
Proof of membership of registered bodies (where required)
Passport/Birth Certificate
P45 (if required)
Copy of National Insurance Number
Interview notes (uploaded to Talentlink)
Induction/Smart Working training

3.11.2 Right to work in the UK

All employers in the UK have a responsibility to prevent illegal working. Employers must carry out right-to-work checks before employing someone to ensure the individual is not disqualified from carrying out the work in question by reason of their immigration status. The law on preventing illegal working is set out in Sections 15 to 25 of the Immigration, Asylum and Nationality Act 2006 (the 2006 Act), Section 24B of the Immigration Act 1971, and Schedule 6 of the Immigration Act 2016.

Managers must conduct a right-to-work check before employing a person. If an individual's right to work is time-limited, you should conduct a follow-up check shortly before it is due to come to an end.

It is the manager's responsibility to conduct the right to work and ensure an employee's status throughout their employment.

Managers should access the Government's guidance on how to carry out the checks. The form can be found below and is emailed out by HR Recruitment when the job is advertised.

Right to Work Checks.docx

Managers should use the right-to-work checklist to support in the completion of the checks.

Managers should give employees every opportunity to demonstrate their right to work. You should not discriminate on the basis of whether or not an individual is able and/or willing to demonstrate their right to work using the online checking service. To do so may result in you breaching the law. While you may choose to encourage use of the online check and may support individuals doing so (e.g. providing access to hardware and the internet) you are not permitted to mandate online checks. If an individual does not wish to demonstrate their right to work using the online service, even if their immigration status or documentation is compatible with the service, you should conduct the manual check.

For more details, please see the Government's guidance – available on its website.

3.11.3 References

All successful applicants will be required to provide satisfactory references. Where a candidate is external they will be required to provide **two references**.

References Criteria:

- One reference must be from their current or most recent employer
- The reference should be someone with current/recent experience of the applicant's work situation – paid or unpaid
- If they have no previous employment or a long-term gap in employment – candidates must provide an individual who can act as a referee such as a training adviser, school teacher or any other relevant individual with the capacity to provide a reference
- All referees will be asked to complete a standard proforma via Talentlink.

3.11.4 Corporate Induction

All new employees will be expected to attend a Corporate Induction which should take place as soon as possible. Managers must book their new start onto Corporate Induction prior to the employee starting. The line manager must carry out a local induction which will allow the employee to fit into the work environment with ease, ensuring all health and safety considerations have been addresses.

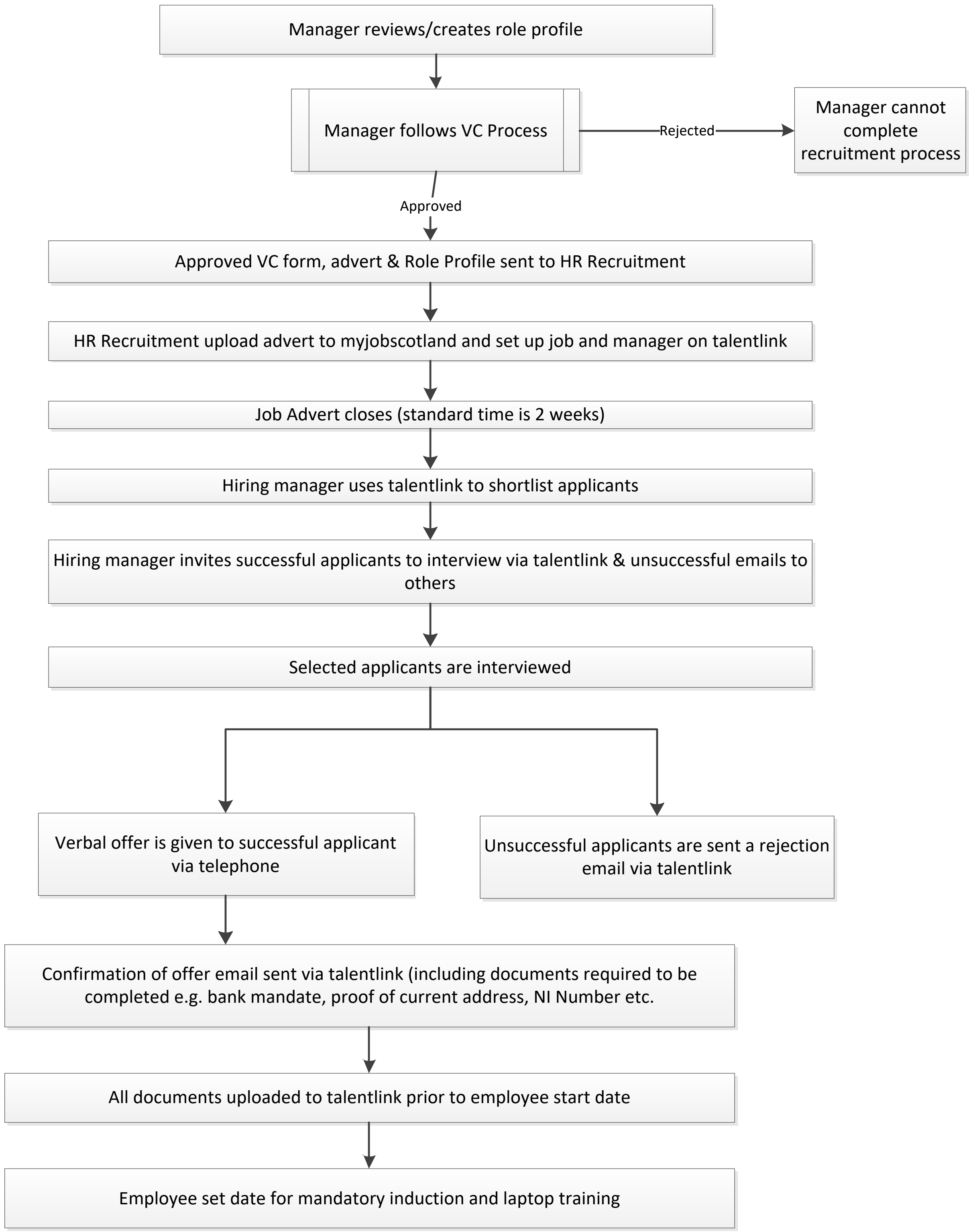
Corporate Induction can be booked via the People Development team – email peopledevelopment@eastdunbarton.gov.uk

3.11.5 Feedback

Candidates have the right to feedback regarding their application or interview. All feedback enquires should be directed to the head of the selection panel. When providing feedback the manager should note the main points discussed using the interview notes or the short-listing notes. All interview panels must be aware that all interview paperwork and short-listing paperwork can be made available to candidates if they put in a Subject Access Request.

Hiring managers must retain interview notes for all candidates for a minimum of six months and destroy appropriately thereafter. These interview notes will be required to give sufficient feedback and be necessary in potential discrimination claims.

3.12 Process Overview



Appendix 1 – Short-listing Scoring Matrix

Competency Scoring Matrix: Applicant Assessment for Short listing								
Personal Specification	**Essential**	**Desirable**	**Candidate 1**	**Candidate 2**	**Candidate 3**	**Candidate 4**	**Candidate 5**	**Candidate 6**
Knowledge								
Skills								
Experience (Occupational Minimum Experience)								
Education/Training (Educational – Minimum qualifications)								
Personal Qualities								
Special Aptitude								

Appendix 2 Short-listing Assessment Summary

Role Title –

Candidate Summary – Short-listing

SHORT LISTING ASSESSMENT SUMMARY	
Candidate:	
Date of Review:	
Reviewers:	

Assessment Criteria		
Criteria	**Meets Essential**	**Meets Desirable**
Knowledge		
Skills		
Experience (Occupational Min)		
Education & Training		
Personal Qualities		
Special Aptitude		
Recommendation:		
Summary Comments Supporting Recommendation:		

Appendix 3: Panel Interview & Scoring Summary

Panel Interview & Scoring Summary		
Candidate's Name:		
Date of Interview:		
Presentation Question/Assessment if Applicable:		
Scoring of Presentation/Assessment if applicable: Presentation Scoring Matrix		Rating
General Quality of Presentation/Assessment (Use of technology; visual impact; clarity; articulation; personal demeanour; body language; engaging with the audience, etc.)		/30
Content (Relevance of responses to question set; all elements covered; directorate, Council and national leave context discussed, etc.)		/70
Total		/100

Summary Comments on Presentation

Interview Questions & Scoring			
Competence	Question	Question asked by	Rating
Competencies identified for the post	1. Key questions identified relating to competence		
	2.		
	3.		
	4.		
	5.		
	6.		
	7.		
	8.		
	9.		
	10.		
	11.		
	12.		
	13.		
	14.		
	15.		
Total			/
Summary Comments Supporting Recommendation			

Appendix 4: Questions Competence:

Question 1: Insert question here and outline feedback below. One form to be used per competency.

Competency: **Competency Definition**:		
Positive Indicators **Insert details here**	**Negative Indicators** **Insert details here**	
Rating Scale (Circle the appropriate number)		
Significantly above the required standard – The candidate demonstrated all or most of the positive indicators related to the competency with no evidence linked to negative indicators. Very strong evidence provided. No obvious development needs.		**8**
Meets required standard – Demonstrated more positive indicators than negative ones, or the general quality of evidence was acceptable, but not strong enough to push into the top category. Any negative indicators evidenced do not raise concerns regarding ability to perform in the role and could be addressed through relatively basic advice or development activity.		**5**
***Below the required standard* –** The candidate demonstrated more negative indicators than positive ones or individual pieces of evidence gave cause for concern. Development needs are such that the individual would need quite a lot of support to be effective in the role.		**3**
No evidence or significantly below the required standard – The candidate demonstrated a significant number of negative indicators with few, if any, positive indicators. Development needs are such that it would not be realistic to attempt to address them in the role		**1**
Evidence:		
Rating:		