

RECRUITMENT & SELECTION PROCEDURE

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1.0 SCOPE

1.1 PURPOSE OF THE PROCEDURE

Recruiting and selecting the right people is paramount to the success of the IPCC and its ability to retain a workforce of the highest quality. This Recruitment and Selection Procedure sets out how to ensure as far as possible, that the best people are recruited on merit and that the recruitment process is free from bias and discrimination.

1.1.1 Legal requirements

Recruitment and selection procedures must comply with the IPCC's Diversity Policy. This procedure incorporates compliance with the following legislation:

- The Sex Discrimination Act 1975
- The Race Relations Act 1976, along with the Race Relations Act 1976 (Amendment) Regulations 2003
- The Disability Discrimination Act 1995
- The Employment Equality (Sexual Orientation) Regulations 2003
- The Employment Equality (Religion or Belief) Regulations 2003

Additional legislation that requires observance during the recruitment and selection process is:

- The Asylum and Immigration Act 1996
- The Rehabilitation of Offenders Act 1974 (Exemptions Order 1975 and Amendment Orders 1986)
- The Data Protection Act 1998

2.0 RECRUITMENT AND SELECTION FRAMEWORK

2.1 OVERVIEW OF PROCESS

- Assess the need for the job and ensure there is adequate funding for it
- Review the job description to ensure that it meets the present and future requirements
- Review the person specification to ensure it meets the requirements of the job description
- Design the selection process
- Draft the advertisement and select the advertising media
- Short list using the person specification only
- Interview and test short-listed candidates
- Validate references, qualifications and security clearances
- Make appointment

Managers hold the responsibility for ensuring this framework is followed. HR is available for advice and will assist in general administration of the recruitment process.

3.0 RECRUITMENT AND SELECTION PROVISIONS

3.1 REVIEW THE JOB AND THE NEED FOR IT

Managers need to consider the following issues:

- *Is the job still necessary?*
What value does it add to the team and to the delivery of service?
- *How will the post be funded?*
Positions outside of existing establishment require the Director's and Chief Executive's approval.
- *Does the job description need updating?*
If so, the grade for the job and the person specification may need to be re-evaluated. The HR Team is available to provide advice on constructing both job descriptions and person specifications and advising on grading issues.
- *Is this job a politically restricted post or will the incumbent have unsupervised access to children or vulnerable adults?*
Refer to section 3.1.1 and 3.1.2 for further details.
- *What type of employment could be offered?*
Full-time, part-time?
 - Is job-sharing an option?
 - Permanent or fixed term contract, secondment or agency?
 - Use of fixed term contracts are most appropriate for covering a particular task/project/item of work or an interim appointment. They should not normally be used to fill permanent posts. Agency staff may be used to cover short term peaks in work or projects or interim vacancies, ie. whilst a permanent position is being advertised. Should total employment under any of these arrangements extend beyond 12 months, the individual may have an entitlement to permanent employment rights, including redundancy. Employment through an agency may count towards this 12 month period.
 - Use of secondments must be in accordance with the IPCC secondment policy.

If it is proposed to proceed to recruit to the post, it is the responsibility of the Manager to ensure that the Authority to Recruit form (see appendix A) is completed and sent to HR as soon as possible.

3.1.1 Politically Restricted Posts

If a job is on the IPCC's list of politically restricted posts (see Appendix B), managers must make this clear to candidates in both the job advertisement and during the recruitment process.

3.1.2 Unsupervised access to children or vulnerable adults

Consideration needs to be given to appointments to posts where staff will have unsupervised access to children and vulnerable adults. It may be necessary to conduct additional checks on an individual prior to appointment.

3.2 DESIGN SELECTION PROCESS

Managers need to design the selection process they will use, giving consideration to the following points:

3.2.1 Panel Composition

All interviews for permanent posts must be conducted by a panel. The Manager is responsible for selecting interview panel members – being mindful of:

- the requirement that the panel consist of at least two people, and if possible, be mixed in terms of race and gender
- the requirement that at least one panel member has received training on recruitment and equal opportunities, normally limited to that provided by the IPCC. If not IPCC trained, the matter should be referred to Human Resources.
- The requirement that each panel member be familiar with anti-discrimination legislation
- The willingness and ability of potential panel members to attend all interviews for the duration of the recruitment process, to maintain consistency and to ensure fair treatment of all candidates.

Panel members must be satisfied that their relationship with any candidate:

- Will not improperly influence their decision
- Will not give rise to suspicion about their motives

3.2.2 Selection Tests

Where selection tests are a valid method of assessing a candidate (i.e. effectively measures the job criteria, is relevant, reliable, fair and unbiased – also considering the predictive capacities of tests), they are an extremely useful tool and are recommended for use. Managers should seek advice from HR on the use of such tests.

All psychometric tests used in selection must be developed, administered and interpreted by accredited people.

3.2.3 Interview Questions

Human Resources hold the IPCC Interview Guides that contain competency based interview questions. Managers need to ensure they contact Human Resources prior to interview to obtain copies of these guides.

3.3 ADVERTISING

3.3.1 Advertising of vacancies

The HR Team provides a centralised advertising service for the advertisement of vacancies and will assist the Manager prepare an appropriate advertisement.

All permanent vacancies are advertised concurrently internally (on the intranet) and externally. External advertisement is on the IPCC website, generally along with appropriate newspaper publications and can include the use of agencies where appropriate.

Applications are to be forwarded to the HR Team in the first instance and not directly to the Manager.

3.4 SHORT-LISTING

3.4.1 Short-listing

Short-listing must be completed based on the person specification. New criteria cannot be introduced to assess the candidates at this stage as it would be unfair. It is the Manager's responsibility to complete the short-listing and to ensure the process remains free of unlawful discrimination. It is desirable that a second person from the panel also participates in the short-listing process.

Former employees who have been dismissed for misconduct cannot be considered for appointment. Staff who have taken early retirement or redundancy may be considered on their merits.

Short-listing notes must be returned to HR for filing and are retained for a period of 6 months.

3.5 INTERVIEWING

3.5.1 Arrangements for interviews

The manager is responsible for scheduling dates and times for interviews directly with the short listed candidates and notifying the candidates of any selection tests that will be used. The manager must then notify HR of these arrangements and HR will confirm via letter or email to the short-listed candidates the following details:

- Date, time and place of the interview
- Instructions on how to find their way to the interview venue
- A request that they contact the author of the letter/message if they have any special requirements in relation to the interview (related to access to the venue or any other special need related to a disability)
- If appropriate, details of any test or presentation they will be required to take or anything they should bring with them (e.g. examples of work or proof of qualifications that are essential to the post).

3.5.2 At the interview

The purpose of interviewing is to appoint the best person for the job based solely on merit and suitability. The IPCC recruitment and selection framework achieves this by using methods that are systematic, thorough, fair, unbiased and based on rational, objective, job related criteria.

At the interview, each candidate should be treated consistently. To achieve this the panel should:

- Ask the same initial questions of each candidate
- Supplement their understanding of the candidate's responses by following up questions as appropriate
- Be consistent in allowing access to presentation material, notes and so on
- Not allow any discriminatory questions, harassment, or any other conduct which breaches the IPCC equal opportunities policy or code of conduct
- Ensure that in the case of disabled candidates, the necessity for any 'reasonable adjustments' that would be required on the job are explored in a positive manner. Assessment of disabled candidates should be based on their expected performance in the job, given that any reasonable adjustment required was provided.

- Keep in mind that information obtained throughout the selection process is treated as confidential and is known only to parties involved in the selection process
- Keep records of interviews and the reasons for decisions - returning this information to HR for filing (and disposal six months later).

Panel members must be aware that it is their responsibility to ensure recruitment/interview documentation is stored securely and confidentially whilst in their possession.

3.6 SELECTION

3.6.1 Decision to Appoint

In selecting the successful candidate, the panel must make a decision based on the merit and eligibility of the candidates as judged by:

- Content of application
- Qualifications (if required for the post)
- Performance at Interview
- Outcome of any selection tests
- Right to work in the UK.

The panel must seek to ensure that candidates appointed will actively promote the IPCC's Core Values.

3.6.2 Checks

As part of assessing the merit of each candidate, Managers must satisfy themselves that the information the candidate gives is authentic, consistent and honest. This includes being satisfied about information regarding the candidate's:

- application
- work history
- qualifications (where a qualification is a requirement for the post, supporting evidence or certification must be obtained from the candidate and recorded)
- evidence presented at interview

Human Resources are responsible for processing:

- Reference checks
- Security Clearances
- and ensuring the candidate has the right to work in the UK.

Should any of these not meet the required standards, HR must immediately discuss the issue with the Manager.

3.7 OFFER

3.7.1 Offer of employment

A conditional verbal offer of employment is to be made by the Manager within a week of interview. The offer should be made within the salary range stated on the Authority to Recruit form. If for any reason the Manager wishes to make an offer above that range, the prior approval of the Director and Head of Human Resources is required. Failure to do so may result in the offer being retracted.

The offer must be on a conditional basis whilst the required checks take place in relation to security clearance, health declaration, references, qualifications (if not already provided) and the right to work in the UK etc.

It is the Manager's responsibility to notify HR of the offer. HR will then send the candidate a security clearance questionnaire, health declaration form, offer letter and statement of particulars detailing post, salary, benefits, holiday entitlement, notice period, working hours and location.

Upon receipt of the successful applicant's acceptance letter and completed health declaration and security clearance questionnaire. HR will send a confirmation of receipt letter confirming the start date (taking into account timeframes for security clearance), along with joining instructions.

If a manager wishes to withdraw a firm offer of employment, they should seek advice from the HR team before doing so.

3.8 OTHER REQUIREMENTS

3.8.1 Post interview feedback & notification to applicants

HR is responsible for providing all candidates with written notification of the outcome of their application. If feedback is requested from an unsuccessful short-listed candidate, the manager should provide a valid reason to the candidate for rejection together with constructive feedback. Written feedback will not normally be provided.

3.9 MONITORING RECRUITMENT AND SELECTION (REPORTING)

HR will monitor the recruitment processes to ensure they are not discriminatory and will provide statistical data to the Senior Executive Group on a regular basis.

4.0 FURTHER GUIDANCE

Where a Manager is unclear on any aspect of the recruitment and selection process advice should be sought from the Human Resources Team.

AUTHORITY TO RECRUIT

To: Human Resources

From: Hiring Manager

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Job Title:

Reason for Recruitment:

Permanent / Temporary (delete as applicable)

Full Time / Part Time (delete as applicable) (P/T ----- hours / week)

Salary Range / Job Band:

Commencement Date:

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Experience / Qualifications / Training

Essential:

Desirable:

Business case (if this is a new post please state why it has arisen and which budget funding will be taken from)

I confirm that this post is approved and budgeted for.

Hiring Manager's Signature:.....Date:.....

Authorized by Director:.....Date:

Appendix B - IPCC Politically Restricted Posts

1. Introduction

The IPCC is an independent body and needs to be seen to be acting impartially and public confidence might be affected if it was believed that an individual member of staff's personal political views were compromising its independence and impartiality.

2. Which posts are restricted?

Posts at or above Grade E are politically restricted. In addition certain other posts may be politically restricted as determined by the Chief Executive. The Head of Human Resources holds the list below, so that this information can be included in contractual documentation and recruitment packs.

3. The IPCC list of Politically Restricted Posts

Grade E & above posts	Other politically restricted posts
Chief Executive	Deputy Senior Investigators
Director of Corporate Services	Commission Secretary
Director of Investigations	Press Officers
Director of Communications	
Director of Policy & Research	
Director of Legal Services	
Deputy Director of Investigations	
All Regional Director positions	
Head of IT Services	
Head of Research	
Head of Finance	
Head of Human Resources	
Head of Policy & Professional Standards	
Head of Media	
Senior Investigators	
Senior Lawyers	

4. What does politically restricted mean?

If a post is Politically Restricted this means that:

- Postholders should not be politically active,
- They may not campaign for a political party,
- Hold political office,
- Occupy party political posts, or
- Hold particularly sensitive or high profile unpaid roles in a political party.

If an employee is in a politically restricted post and another person resident at the same address as the employee is politically active, the employee needs to ensure that their own political impartiality is not compromised and should seek advice if necessary from the Head of HR or the Chief Executive in such circumstances.

If an employee is in a politically restricted post and wishes to run for office, they must seek advice at an early stage from your Director/Head of Human Resources and it is likely that they will be required to take a leave of absence to do so. If an employee runs for office and are successfully elected, they must resign from their post with the IPCC.

Regardless of whether or not an employee is in a politically restricted post, the employee can be a member of a political party (and need not declare it).

Where an employee is not in a politically restricted post, they may participate in political activities such as helping with administration at the time of a general election or delivering leaflets provided that they are conscious of the standards of behaviour expected of them as set out in the Code of Conduct and exercise a proper discretion, particularly in regard to the work of the IPCC. On matters directly affecting the IPCC, employees should not make political speeches or engage in other political activities.