



Selection Process

Guidance for Managers

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Overview

By now you will have advertised your vacancy and along with the recruitment panel, you need to plan how you will go about selecting the right candidate for your vacancy.

As a panel, you must decide which key criteria will be assessed as part of the short-listing process and also as part of the interview process itself.

Methods of Selection

As a panel, you must decide on the methods of selection to be used to fill the vacancy to ensure you hire the best candidate for the post. The interview can be complemented by other carefully selected techniques which may include presentations, psychometric assessments, group exercises, assessment centres, telephone or video call interviews, case studies or in-tray exercises.

There is no “one-size fits all” solution to selection and you should choose the combination of selection methods most appropriate for the role. By doing this there is a better chance of getting it right first time.

Shortlisting

When the vacancy closes, the hiring manager will be sent an email giving details on how to access the recruitment portal and all relevant forms required for the shortlisting/interview process. Each member of the panel should complete a shortlisting form. The form is split into two sections – one for the essential criteria and one for the desirable criteria and each panel member should list the criteria on the form using the employee specification.

Each panel member should assess applicants against the essential and desirable criteria (if required) and record their conclusions on the form. Initially, each applicant will be assessed against the essential criteria and only if too many applicants meet the essential criteria, then the desirable criteria will also be used. However, applicants who apply under the ‘Guaranteed Job Interview Scheme’ by indicating they have a disability must be invited to attend for interview if they meet all the essential criteria. The panel should then compare notes, discuss and agree on the criteria each application meets. The decision to interview or not interview should be recorded on each panel member’s short-listing form.

Applicants who are not invited to interview are entitled to request feedback from the Chair of the recruitment panel.

Interviews

Candidates will be notified electronically via the recruitment portal if they have been successful in gaining an interview, after which they can then select an appropriate interview date/time from the slots available, if applicable.

The recruitment team will contact the interview panel by email to advise where to access the interview schedule and the necessary forms. Prior to interview, each member of the interview panel should have:

- Copies of application forms for every candidate to be interviewed
- An interview assessment form for every candidate
- A copy of the advert, job description and employee specification

At interview, it will be the responsibility of the Chair of the panel to:

- Check that the candidate has provided evidence of the original certificates of qualifications relevant to the post. Original copies should be taken and endorsed by an appropriate person as having seen the original documents and added to the candidate's interview pack.
- Check entitlement to work in the UK. Appropriate evidence for the candidate to provide is either a current British passport OR a document with the candidate's name and National Insurance number AND their full birth certificate (original documents only). If documents have different names, the candidate must provide proof of the reason for the change of name e.g. marriage certificate. Copies of the original evidence provided must be taken and endorsed.

If the successful candidate has not provided evidence of entitlement to work in the UK at interview, they should arrange to provide the original documents for endorsement by a member of the interview panel, in person, as soon as possible. These documents should then be scanned to the Recruitment Team.

In line with the terms of the [Equality Act 2010](#), job applicants will not be asked to complete a health questionnaire or undergo a medical examination, until a job offer has been made to them. A job offer can be conditional subject to receipt of satisfactory medical information. Individuals self-assessed as having a disability will be subject to the same review process. However, the Council has a duty to consider any reasonable adjustments to facilitate employment.

Selection Decision

Following the interviews, the recruitment panel must assess, based on the evidence provided, which of the applicants is the best match, and who was most able to

demonstrate the required behaviours, skills and experience for the vacant post. The panel should try to reach a collective decision on the basis of the evidence presented by each applicant.

Where more than one applicant meets all the essential criteria you can consider a second stage to the process such as a second interview or another method of assessment.

Once the interviews have been completed and a decision has been made, the Contract Offer form(s) should be completed by the Chair and returned to the recruitment team, along with the Interview Assessment form(s) for the successful candidates(s) and the Interview Assessment Control Form. Interview Assessment Forms and associated documents for unsuccessful candidates should be retained by the interview panel in line with retention schedules and destroyed after 6 months. Interview Assessment forms should be completed by all panel members detailing comments and justification for scoring. All assessment forms must be signed.

Unsuccessful candidates will be notified of the outcome electronically via recruitment portal and are entitled to request feedback from the Chair of the recruitment panel.

If no applicants meets the job criteria the post should not be filled at this stage and the Interview Assessment Control Form should be marked accordingly and returned to the recruitment team. Instruction should be given to the recruitment team whether or not to re-advertise.

Feedback

Feedback can help applicants identify development areas to improve their suitability in the future. It may also reassure the applicant that your decision was fair. The purpose of the feedback is not to debate the recruitment decision made. Where you are asked for feedback you should take time to carefully consider the key points and ensure that these are related to the role profile.

Complaints

Giving feedback may help you to avoid any recruitment complaints.

The Council has in place a Complaints Procedure available to any applicant at any stage of the recruitment process to pursue a complaint related to the recruitment process. Information on the Complaints Procedure is available by clicking [here](#).

If you need further support, please call the ESC People Helpdesk on 01698 403151 or email ESC-Helpdeskteam@northlan.gov.uk