

**Recruitment and Selection of Senior Staff**

**1. Introduction**

- 1.1 With increased focus on corporate priorities, wider management remits and a focus on performance and outcomes the recruitment of individuals who can operate at a strategic whole council level and deliver the required results is increasingly important. This document sets out an approach that aims to deliver the best possible appointments to senior positions in the Council.

**2. Purpose**

- 2.1 To provide an effective recruitment process for senior staff that is suited to Council needs and robust in terms of assessing against the whole job requirements.
- 2.2 This process applies to the selection stage after applications are received and must be read in conjunction with the Council's recruitment and selection procedures. It should be noted that the Council's normal processes apply in relation to advertising and other administrative arrangements.

**3. Scope**

- 3.1 This procedure shall apply to permanent appointments to the posts of Chief Executive, Corporate Directors and Heads of Service.
- 3.2 At the discretion of the Chief Executive, the relevant Corporate Director or the Council Leader in respect of the post of Chief Executive, the procedures may be adapted as appropriate for temporary or acting appointments to these posts.

**4. Procedure**

The recruitment panel will lead the recruitment process throughout, undertaking advertising arrangements, short-leeting (as part of the appointments committee) and interview and preparing a report on the outcome of the recruitment process for consideration by the relevant Appointments Committee.

With the exception of the post of Chief Executive, final appointments will be approved by the Appointments Committee based on a full report from the Recruitment Panel on the outcome of the recruitment assessments, interview and presentation.

For the Chief Executive, the full Council will receive the report from the Recruitment Panel and will approve the final appointment.

**4.1 Recruitment Panel**

4.1.1 *Chief Executive: the Council Leader, Convenor, one Group Leader from the opposition, advised by the Head of Human Resources and a professional advisor.*

4.1.2 *Corporate Director posts: Chief Executive, the relevant Committee Chair<sup>1\*</sup>, the Head of Human Resources and, if required, a professional advisor. The Chief Executive will determine whether a professional advisor is required in each case.*

4.1.3 *Head of Service posts: Corporate Director, the relevant Committee Chair\*, the Head of Human Resources and, if required, a professional advisor. The Corporate Director will determine whether a professional advisor is required in each case.*

4.1.4 A member of the recruitment panel may nominate an appropriate representative to participate on their behalf. However, those undertaking the long-leeing and assessment should be the same individuals throughout each process.

4.1.5 Members of the recruitment panel will continue to participate in the final Appointments Committee procedures.

#### 4.2 Appointments Committee

\_\_\_\_\_The Appointments Committee will reflect the appropriate political balance in the council pertaining at the time. Substitutes may be nominated.

4.2.1 *Chief Executive: Appointments committee chaired by Convenor, advised by professional advisor and Head of Human Resources (Note: full council makes final appointment decision.)*

4.2.2 *Corporate Directors: Appointments committee, chaired by Chair\* of relevant service committee, advised by Chief Executive, Head of Human Resources and professional advisor if required.*

*Heads of Service: Appointments Committee, chaired by Chair\* of relevant service committee, advised by Corporate Director, Head of Human Resources and professional advisor if required.* 4.3 Advertising/

---

<sup>1\*</sup> Where more than one committee is relevant, the Chairs of those committees shall agree who is to chair the appointments committee

#### 4.3 Advertising

4.3.1 The recruitment panel will agree the arrangements for advertising the post and will review the information pack for candidates.

#### 4.4 Short-Listing

4.4.1 After the closing date the Appointments Committee will review all applications received against the requirements of the post as per the Council's recruitment and selection procedures. The Panel will select the candidates to be called for assessment; normally this will be no more than 6 to 8 candidates.

#### 4.5 **Selection Procedures**

##### Assessment Centre

4.5.1 The first stage of the selection procedure will make use of a range of assessment methods in order to assess the candidate's suitability across the whole range of the job requirements. The set of assessment methods used will aim to give candidates the opportunity to demonstrate their aptitudes across a range of exercises to give a fair representation of all candidates.

4.5.2 This assessment will include an appropriate set of personality and aptitude tests, case studies, and management exercises undertaken by qualified practitioners (assessors) and designed for each recruitment exercise. Feedback on the assessments will be provided to the candidates by the assessors.

4.5.3 .

##### Panel Interview

4.5.4 The recruitment panel will undertake an interactive interview with each candidate. The interview will be structured to consistently explore the candidates' suitability to the role but to allow for discussion and probing relevant to each particular individual.

##### Committee Presentation

4.6.1 Candidate(s) will give a presentation to the members of the Appointments Committee and will answer questions related to the presentation. This part of the selection process aims to assess the candidates' suitability in a formal setting.

##### /Committee Presentation

4.6.2 The Appointments Committee will receive a copy of the candidate(s) application in advance of the presentation.

4.6.3 The candidate(s) will be asked to make a presentation to the committee members on a topic advised to them in advance and will then answer a range of questions from the members of the committee.

- 4.6.4 The presentations will be assessed by the Appointments Committee and the result included in the overall recruitment assessment of each applicant.

#### Recruitment Panel Reports

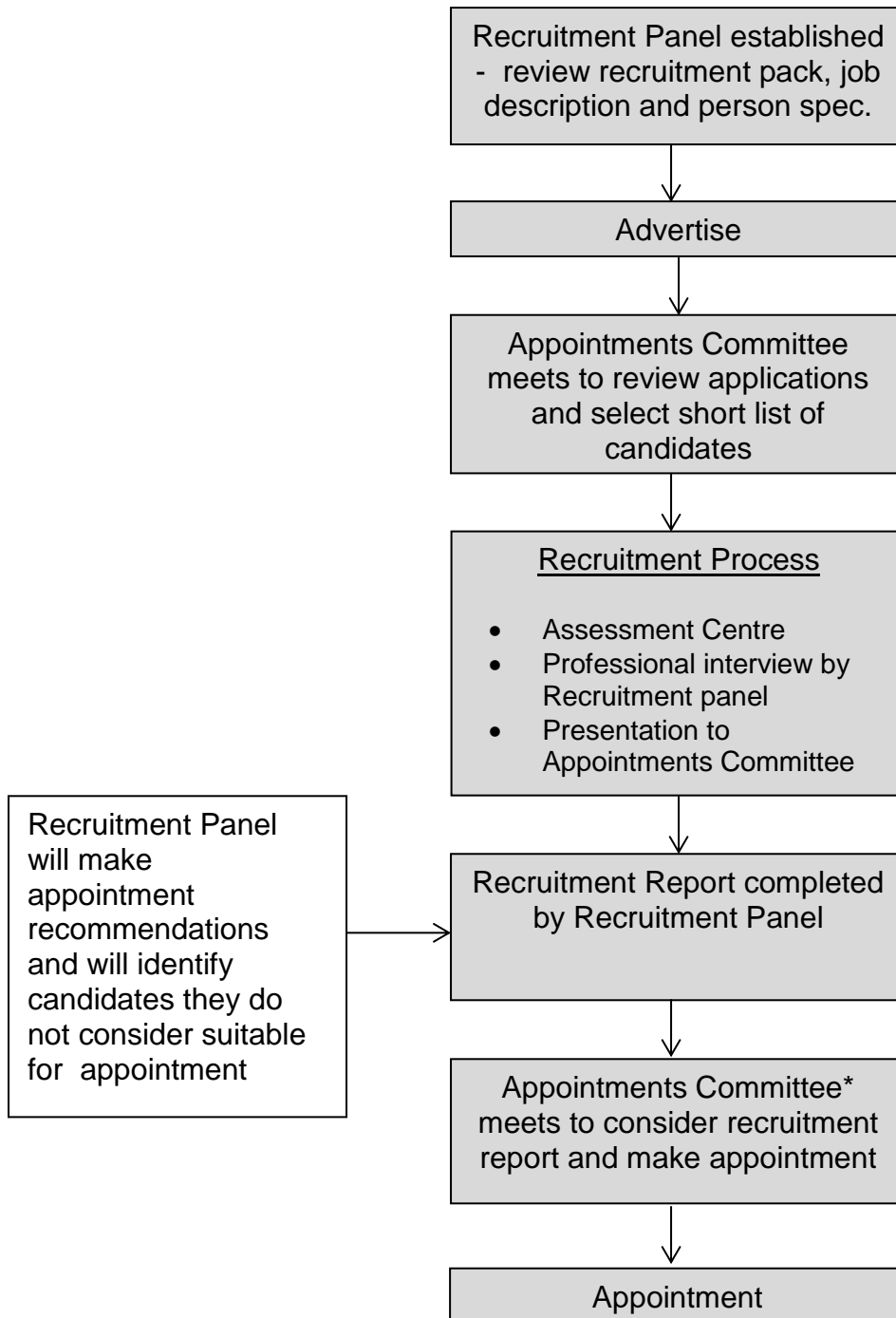
- 4.5.5 The Recruitment Panel will prepare a report on each candidate for consideration by the Appointments Committee (full Council for Chief Executive appointment) . An overview report will also be provided identifying the relative merits and rankings of the candidates and will make a recommendation to the Appointments Committee regarding appointment based on a measured and weighted evaluation of each candidate's performance over the whole recruitment process.
- 4.5.6 Where the Recruitment Panel are in agreement that a candidate does not meet the requirements of the post and should not be appointed this will be clearly stated in the report and the candidate(s) advised accordingly.

#### Recruitment Decision by Appointments Committee (full Council for Chief Executive

- 4.5.7 The Appointments Committee will review the candidate reports and the overview report from the Recruitment Panel. The Committee will then decide upon whether or not to offer the position to a candidate..
- 4.5.8 If the Appointments Committee decides not to offer the position to a candidate, they cannot review or call upon any of the candidates who have already been selected out by the recruitment panel. The recruitment process must begin again.

May 2019

## SUMMARY OF PROPOSED RECRUITMENT POLICY FOR SENIOR APPOINTMENTS



\*For appointment to the post of Chief Executive the recruitment report will be submitted to the full Council that the final appointment will be made by the Council