

SENIOR OFFICER RECRUITMENT PROCEDURE

1. Principles of the Procedure

The Establishment Committee agreed in February 2016 that the principle of the Senior Officer Recruitment Policy be that the following officers are appointed through a panel involving Members in the Recruitment process:

- a. Chief Officers (already covered by the Chief Officer Appointment procedure and is member led)
- b. Senior Officers reporting directly to the Town Clerk & Chief Executive
- c. All Senior Officers reporting to other Chief Officers and act as principal advisor to a Grand Committee
- d. Senior Officers reporting to other Chief Officers but who act as principal advisor to certain strategic Sub-Committees or Working Parties (the specific Sub Committees and Working Parties to be determined in consultation with Chief Officers and their Service Committees)

Note-the recruitment of Senior Officers should be undertaken in accordance with the current Recruitment and Selection Policy.

Note-where members lead or are involved in the selection they must be able to commit to all aspects of the procedure, including all appropriate meetings. If co-ordination of dates of availability become difficult the timetable for the recruitment will be determined by the availability of the panel chairman.

2. Reporting Vacancy

It is the responsibility of the Departmental Chief Officer to report to the relevant Service Committee on the resignation / retirement of a senior officer whose post falls under this procedure. The Chief Officer will propose the suggested recruitment timeframe.

The Chief Officer and the Service Committee Chairman will determine the level of member involvement in the recruitment and selection of the role.

3. The Recruitment Panel

The panel for Senior Officer Recruitment should comprise :

Member Led

Where it is agreed that the recruitment and selection will be member Led the panel will consist of the Chairman and Deputy Chairman of the employing Committee, Chief Officer of the Department, Chairman and Deputy Chairman of other relevant Committees.

For Member led selection the chairman of the panel will normally be the Chairman of the employing committee.

The Chairman and Chief Officer should also ascertain if the Town Clerk wishes to be involved in the Recruitment process.

All panel members will have an equal part of the selection decision.

Note-following appointment all line management responsibilities will be the responsibility of the Chief Officer.

Member Involved

Where it is agreed that the recruitment will not be member led, the Chairman and Chief Officer will agree the level of member involvement in the recruitment and selection. This may involve but not limited to: members being on the interview panel, chairing the panel or being part of the assessment/selection process.

For member involved selection the Chief Officer and Chairman of the employing committee will agree who will chair the selection panel.

* See also Assessment Centre

Administration of Member led or Member involved recruitment process

The department under which the post falls is the recruiting department and the administration of the recruitment process should be undertaken by the recruiting department, the recruiting department should nominate an individual to be the “administrator”.

For appointments where external, specialist or technical expertise/knowledge is needed to guide the panel, these should be drafted on to the panel in an advisory capacity only. The level of involvement and input of external, specialist or technical experts in the selection process should be agreed by the Chairman of the panel.

It is recommended that all individuals on the panel have undertaken the City of London Corporation’s recruitment and selection for officers or the e-learning module for members. The Chairman of the panel must have undertaken the appropriate training.

The HR Business Partner or a representative from Corporate HR will act as an HR technical adviser to the Senior Officer Recruitment Panel.

4. Preliminary Meeting

The departmental administrator will arrange the preliminary meeting for the panel and in advance forward drafts of the current job description, a competency based person

specification. This meeting will determine the composition and roles of the panel in the selection process.

The panel will agree the responsibilities of the post being recruited including, consideration as to whether or not the post will remain in its current format.

If the responsibilities of the post change to a significant extent then the Job Evaluation team will determine the appropriate grade before the post is advertised.

An advert can be written once the job description is finalised and should be written in conjunction with the advertising agency used by the City.

This meeting will also determine the process for advertising, the use of Headhunters / Executive Search Consultancy, the budget available and the advertising methods to be used.

This meeting will agree what form of assessments will be carried out as part of the selection and the format of any proposed assessment centre.

If a vacancy is to be advertised externally, then the panel should agree in advance the key dates for the advertisement, closing date, long listing, shortlisting, assessment centre and final interview. All relevant dates should be included in the advert and literature where possible.

5. Recruitment Administration

If the panel decides to advertise a vacancy externally and they have agreed the documents named in 3. above, then the preparation of the recruitment literature for applicants and the choice of media in which to advertise should be delegated to the Administrator with support from Corporate HR and the HR Business Partner for the Department.

Note- If the recruitment campaign is to be managed a Head Hunter then applications will go to them directly – if not then applications can be administered through the City People system.

6. Preliminary Long Listing

As responses to external advertisements can be high, the Chief Officer can agree that they will undertake a preliminary review of the applications so that those applicants who do not meet the criteria in the person specification can be deselected at this stage. Any candidates who are deselected should be discussed with the Panel Chairman.

7. Short Listing

The panel should receive in advance of the shortlisting meeting copies of the applications that have passed the preliminary long listing.

The objective of the shortlisting meeting is to determine which applicants will be taken to the assessment/selection process. The panel should shortlist on the basis that only applications meeting the requirements of the post should be taken to the next stage.

The panel will go through the applications and each panel member will express a view on each one. The applicants who are selected for the next stage will be invited to attend an assessment centre or selection process.

8. Assessment Centre/Selection Process

For Member involved recruitment this could be one of the areas that their participation would be included. E.g. in the form of 'fireside chats'/informal interview session. The format of the Assessment/Selection process will be agreed at the preliminary meeting of the panel.

Interviewing alone is now widely recognised as inadequate for making selection decisions. An assessment centre or tailored selection process approach should be used which could include a number of work related assessments, psychometric tests, personality profiling, a written exercise and a verbal presentation depending on the role and what it is deemed necessary to test and assist with the final selection.

The HR Business Partner or other Corporate HR Representative will advise and support the panel.

The results of the assessment can be provided to the panel in advance of the interviews. The tests may highlight areas about which the panel can ask supplementary questions at the interview stage.

9. References

Depending on the role, some references will be taken up prior to interview unless interviewees specify otherwise. Should there be any concern over the content of a reference then the HR Business Partner will attempt to obtain further clarification from the referee preferably before the interview.

Note-In the case of campaigns being managed by a Head-hunter this will be carried out by their representative.

10. Interview Preparation

The Administrator / HR Business Partner / Chief Officer will prepare an interview schedule and devise interview questions which the panel will discuss and agree in advance of the interviews. The schedule should allow for a pre-meet at least 15 minutes before the first interview in order that the panel can decide who is to ask which questions and any supplementary questions arising from the selection tests. The interviews should be around 45 minutes each.

Applicants for interview should be contacted and advised of the time, the date and the location of the interviews. Applicants should also be advised of the subject of any written exercise/oral presentation which may be required and confirm that they are going to attend the interviews.

Note-In the case of campaigns being managed by a Head-hunter this will be carried out by their representative.

11. Interviews

Applicants should be asked the same core questions. Supplementary questions relating to answers given to the core questions or issues arising from the selection tests can be added but questions of a personal nature must not be asked as these are not relevant to the selection and may give rise to claims of discrimination.

Interview performance should be scored on the assessment forms provided either during or after each interview. There is room on these forms for the panel member to make notes but again care must be taken to avoid any comment of a discriminatory nature.

At the end of the interviews, the panel members should discuss their notes on the interviewees and reach a consensus on whom to appoint.

Note-Members should not let their political or personal preferences influence their judgement. Members should not canvass the support of colleagues for any candidate and should resist any attempt by others to canvass their support.

12. Appointment / Start Arrangements

It would normally be expected that the Chairman of the panel will make a verbal offer to the successful candidate. The Chairman/Panel should agree who will advise the unsuccessful applicants and who will provide feedback if requested.

This decision/offer is subject to pre-employment vetting and it is advised that a reserve interviewee should be selected as a back-up in case the first choice cannot be appointed. The offer letter will be conditional in the first instance.

Once all criteria are met on the conditions of the offer, the employing Committee should be advised of the panel's decision by the Chairman.

Templates for the contracts of employment will be produced by Corporate HR, together with pay and pension forms and all other personal information required for a new starter.

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