



# **RECRUITMENT AND SELECTION POLICY & PROCEDURES**



INVERCLYDE LEISURE IS AN EQUAL OPPORTUNITIES EMPLOYER

Revised August 2013

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## 1. INTRODUCTION

The prime consideration of Inverclyde Leisure is to ensure that the best candidate is chosen for the job regardless of sex, marital status, ethnic origin, nationality, disability, sexuality or any other reason which cannot be justified.

In order to help achieve this aim, it is important that all staff concerned with the recruitment process have a clear understanding of all the factors which have to be taken into account when filling posts within Inverclyde Leisure.

The guide sets out the basic principles which must be taken into consideration to enable Inverclyde Leisure to achieve a corporate and consistent approach in the critical area of recruitment and selection and to comply with employment legislation and associated codes of practice.

The principles which are set out in the following pages apply equally to recruitment and promotion procedures to all employee groups and to internal and external candidates alike.

A fundamental principle of the policy on Recruitment and Selection is that all employees and directors involved in the recruitment and selection process will be appropriately trained and accredited.

The guide reflects best personnel practice and advice provided by CoSLA.

If you require further clarification on any matter referred to in the *Policy* please contact a member of Inverclyde Leisure's Personnel Advisors within Inverclyde Council's Personnel Services.



## **2. EQUAL OPPORTUNITIES**

### **2.1 General**

As an employer and provider of services Inverclyde Leisure will promote equality of opportunity. No employee, job applicant, customer or recipient of services will receive less favourable treatment than any other on any grounds including the following:

"Race, colour, nationality or ethnic origin, religion, sex, sexuality, marital status or disability or disadvantaged by conditions or requirements which cannot be shown to be justifiable.

In the field of recruitment and selection, Inverclyde Leisure aims to secure genuine equality of opportunity in all aspects of its activities as an employer.

To this end, Inverclyde Leisure will take every reasonable practicable step to:

(a) Ensure that when employment decisions are made, the only personal characteristics taken into account are those which, as well as being consistent with relevant legislation, are necessary for the requirements and proper performance of the work involved.

(b) Ensure that when an employment decision is made about an individual, the decision is based solely on an assessment of the capability and suitability of that individual, and not on any generalised concepts about the characteristics of the categories or group of people.

(c) Encourage and assist any disadvantaged groups to achieve a position from which equality or opportunity can operate.

Probably one of the most crucial areas for Inverclyde Leisure to ensure that its Equal Opportunities Policy is effective is during the recruitment and selection process. It is in Inverclyde Leisure's interest to achieve a fair and consistent approach in recruitment and selection procedures, not only to ensure that the end result is the appointment of "the best person for the job", but also in order to avoid discriminatory practices, to ensure equal access to all jobs, to comply with employment legislation and to ensure good personnel practice.

The guide outlines practices which give candidates the opportunity to demonstrate their abilities regardless of sexuality, ethnic origin, age, marital status or any disabilities etc.

## **2.2 Disability and the 'Double Tick' Initiative**

Inverclyde Leisure recognises its social, moral and statutory duty to employ people with disabilities and will do all that is practicable to meet this responsibility and, therefore, supports and implements the Department of Employment 'Double Tick' symbol initiative.

To this end, Inverclyde Leisure guarantee to interview people with disabilities who fulfil the minimum job requirements and all disabled applicants called for interview will be asked whether they require any special facilities or assistance at the interview, e.g. signer, wheelchair access.

## **2.3 Equal Opportunities Monitoring Form**

To help monitor Inverclyde Leisure's Equal Opportunity Policy every applicant will be asked to complete an Equal Opportunities Monitoring Form when submitting an application form.

Completion of Section A of the form is compulsory due to the fact that specific information relating to previous name, nationality etc. which have been removed from the application form is required by Inverclyde Leisure. Also there are some personal details which the Council's Personnel Services Department require to hold to check that the applicant is within the normal age restrictions to verify the applicants qualification (if they are given in a previous name) and that the applicant possesses a National Insurance Number.

Section B is optional and requests information on the applicant's sex, marital status, ethnic origin, disability and age range.

All monitoring forms will be analysed by Inverclyde Leisure's Administration staff for corporate information purposes and to determine the effectiveness of the policy and procedures and to take positive action if required.

## **2.4 Data Protection Act 1984**

Information recorded on the monitoring form will be used in computerised records.

### **3. JOB DESCRIPTIONS**

#### **3.1 Initial Considerations**

Whenever a job vacancy arises certain questions must be asked:

- Does the post require to be filled - Is it the same job?
- Have changing work patterns, organisation or technology produced a different job?
- Are there likely to be any changes in the future which will require different or additional skills?

Having analysed the vacancy, and outlined the duties of the vacant post the next step in the process is to produce a Job Description.

#### **3.2 Job Descriptions**

A Job Description is a document which lays out what a job involves, its main duties, responsibilities and functional framework of the job.

It identifies where in the Inverclyde Leisure's structure a post is placed, the reporting lines, working relationships and accountabilities of the post.

Before a post can be filled, an up-to-date job description must exist. A clear job description makes it easier to assess the skills, experience, knowledge, qualifications and personal attributes that are required of applicants;

Current information on the nature and duties of the job should be obtained from the previous post holder as part of the exit interview process and from the line manager responsible for the vacant post. Such information should be used to update the job outline so that it reflects the current demands of the job.

IF THERE IS NO EXISTING JOB DESCRIPTION, ONE MUST BE WRITTEN BEFORE ADVERTISING THE VACANCY.

#### **3.3 Writing and Preparing Job Descriptions**

The job description must include:-

- the job title
- the facility/section in which the job is primarily located
- the grade of the post
- whether the grade is all-inclusive or attracts allowances
- the job title of the immediate line manager
- the job title(s) of subordinate post(s)

- the primary function (including objectives and purposes) of the job
- key duties, responsibilities and accountable areas
- that the postholder may be relocated to another facility at any time

The job outline should:

- be written in plain language
- give full details of the job
- carefully describe the duties and responsibilities of the post
- be written out in a standard format
- highlight any specific conditions of service (e. g. irregular hours, weekend working)

The job description should not refer to skills, knowledge, experience and qualifications which the post holder requires to carry out the duties of the post. This information falls within the remit of and should be contained in the person specification.

The job description need not be an exhaustive list of all the duties of the post but should clearly outline the key tasks, responsibilities and accountable areas. It is important that these are clearly understood by the potential job applicants and the post-holder and must include any duties which the post-holder will be reasonably expected to undertake in the course of employment.

When writing a job description, the average length is one of two sides of an A4 sheet (a pro-forma has been prepared for these purposes and an example is set out in the Appendix).

## **4. PERSON SPECIFICATION**

### **4.1 What is a Person Specification?**

A person specification is the key tool in the process of matching the right person to a job description and is the means of reducing subjectivity and bias in the selection process.

Person Specification should:

- identify what essential criteria the candidate should meet to be considered seriously for the job; and
- be based on an existing or newly written job description.

A person specification lists the skills, knowledge, experience and qualifications in addition to the personal qualities and attributes required in the ideal candidate for the post.

A person specification will help focus attention on the skills and experience that are being sought in candidates and reduce the scope for unnecessary considerations of an applicant's race, gender, marital status, disability or age.

A Person specification outlining both essential and desirable criteria must be prepared for all posts and before a vacancy can be advertised.

### **4.2 Factors to Consider in Preparing a Person Specification**

A properly written person specification must specify both essential and desirable criteria. Essential criteria are those which must be met by candidates to allow them to be considered for the vacancy.

Statements on type of experience should be restricted to what is necessary for effective job performance.

Educational and training requirements should not exceed the minimum requirements for satisfactory performance of the job. Most qualifications for example will fall under the desirable heading unless for professional reasons.

Criteria covering personal qualities and circumstances must be objectively justified, directly related to the job and applied to all applicants regardless of age, sex, race, ethnic origin, disability etc.

### **4.3 Person Specification Checklist**

When developing a person specification, managers should check the following list to ensure that they have followed good practice and avoided discrimination.

- Have the required standards/skills/competencies been described clearly and specifically?
- Have ambiguous criteria been avoided?
- Are all the criteria related to the particular job in question and not blanket requirements?
- Have you avoided focusing on "paper" qualifications when you really need to know whether candidates have the skills, abilities or aptitudes required to do the job effectively?
- Have the required abilities been defined in terms of the actual requirements of the job and not just in vague, non-specific terms?

An example person specification form is set out in Appendix 4

Remember a person specification is included in all recruitment packs and applicants are able to use it as a guide.

## **5. ADVERTISING**

### **5.1 Decision to Fill the Vacancy**

When a post becomes vacant, the Executive Manager concerned must review their requirements and decide on whether or not there is a genuine need to fill the vacancy. Once it has been decided that the vacancy is to be filled and the job description and person specification have been reviewed, and amended as necessary, the most appropriate method of attracting applicants to the vacancy must be determined.

A VAC/1 form must be completed by the Executive Manager concerned and forwarded to Inverclyde Council's Personnel Services Department.

IL's Personnel Advisor, will maintain a list of politically restricted posts and ensure that where a post is so restricted this is highlighted in any related vacancy advertisement.

Except in circumstances where national or local redeployment of existing local government employees is being undertaken, the following principles will apply to the advertising of all posts:-

All advertisements should be based on both the person specification and the job description and should provide the following information.

- the job title and facility/section.
- salary range/wage rate
- any shift allowances or enhancements
- the double tick symbol (external)
- the work location
- a very brief summary of the main duties and responsibilities taken from the job description
- the qualifications/skills and experience required, should be taken from the Person Specification.
- any applicable and significant benefits, for example car users allowance
- political restriction, if applicable
- closing date

## **5.2 Internal Advertising**

Having regard to the availability of a pool of appropriate applicants and value for money, a post may be solely advertised to Inverclyde Leisure's employees. Alternatively, posts can be advertised within Inverclyde Council's Internal Vacancy Bulletin. These posts will be advertised in an internal vacancy list and will be open to all existing employees of the Council and trainees employed on the government special employment programmes.

## **5.3 External Advertising**

Having regard to the availability of a pool of appropriate applicants and value for money, a post may be externally advertised in the appropriate external recruitment media but will also be advertised internally, through the Council's Bulletin, in accordance with the above paragraph.

## **5.4 A copy of the Inverclyde Leisure's advertising policy is included in the Appendix.**

### **Employment Register for Basic Grade APT&C, Manual Posts and Casual Staff**

Comprehensive lists of applicants who possess general core skills for appropriate posts throughout Inverclyde Leisure for which casual staff are required, including those who are available at short notice to take up employment will be retained by facilities/sections.

As and when required advertisements will be displayed in public notice boards in Inverclyde Leisure's premises and local Job Centres inviting applications for inclusion on the register. Press advertisements will be by exception. Generally speaking, candidates for casual work approach facilities direct.

Inclusion on the register will require completion of an application form and being successful within a formal interviewing process.

Names will be retained on the register for a 12 month rolling programme effective from the date of receipt of the individual's application form, with lists being updated regularly by facility/section managers.



## **6. APPLICATION FORMS AND SPECULATIVE APPLICATIONS**

### **6.1 Introduction**

Using application forms standardises the information available from all job applications making it easier to compare like with like and it also ensures that the relevant information is obtained.

Curriculum Vitae (C. V.'s) will not be accepted.

Personal data including age, marital status, nationality and ethnic origin is not sought on the application form. This type of personal data is sought on a separate document for the purposes of equal opportunities monitoring and should not be available to the officers/panel members drawing up the shortlist but retained by Administration for analysis.

### **6.2 Speculative Applications**

Application forms will only be issued in respect of advertised vacancies. Speculative job applications will not be accepted. A standard pro-forma letter advising that all vacancies for employment within Inverclyde Leisure are displayed in Job Centres and/or in the press will be issued to all persons who submit a speculative job application.

### **6.3 Recruitment Pack**

Requests for application forms and recruitment packs should be forwarded to enquirers as soon as possible.

The recruitment pack should contain the following elements:-

- (i) An application form and guidance notes.
- (ii) A Job Description.
- (iii) A Person Specification.
- (iv) A synopsis of Inverclyde Leisure's Condition of Service.
- (v) An Equal Opportunities Monitoring Form.
- (vi) Any additional information which may be relevant to the job, e.g. facility structure or general Inverclyde Leisure information. The information pack should be prepared prior to the post being advertised in order that there is no delay in dispatching them to enquirers.

## **6.4 Administration of Application Forms**

Application forms will be returned to the Administration Office at the address shown on the covering letter.

All application forms will be acknowledged by a standard pro-forma acknowledgment letter which will advise applicants that if they are not called for interview within the timetable for filling the vacancy then they should assume that their application has not been successful.

After the selection interview stage, an appropriate letter will be issued to those candidates who are unsuccessful with the selection interview process itself.

Normally any applications received after the closing date will not be accepted as it is the responsibility of the applicant to ensure that their application has been returned before the closing date.

The registration and handling of applications must be closely controlled and monitored by Senior Management.

## **6.5 Use of Casual Staff Lists**

Where it is necessary to use casual staff lists from which casual/temporary appointments can be made then certain steps should be taken to ensure that the operation of the waiting list does not leave Inverclyde Leisure open to legal challenge. This is particularly important where temporary employment leads regularly to a permanent appointment.

In order to speed the process of drawing on individuals when necessary all first time applicants if considered suitable should be interviewed at the time of application.

Approved casual staff should go through the Disclosure Scotland process in order for facilities to be able to use staff immediately.

## **7. SCREENING OF APPLICATION FORMS FOR LONGLISTING/SHORTLISTING**

### **7.1 Introduction**

Sections will create panels to longlist and or shortlist applicants who must be assessed against the criteria identified in the person specification. Shortlisting should be carried out by the officers members who were involved in drawing up the person specification and who will be conducting the interview. In order to promote objectivity and consistency, longlisting, shortlisting, interviewing and selection should always be carried out by more than one person and there should be continuity of involvement throughout the process.

If required, a Personnel Officer from Inverclyde Council's Personnel Services can be in attendance for advice and guidance throughout the procedure.

The applicants are assessed against the person specification (not against each other) and agreement between those carrying out the shortlisting will have to be reached with regards to whether each applicant meets the essential criteria. The shortlist then comprises those candidates who meet essential criteria. If no applicants meet those criteria it will be necessary to re-advertise.

Where the list of candidates who meet the essential criteria is excessively lengthy, and there is a desire to reduce the numbers, those conducting the shortlisting may decide to weight some essential criteria as being more important or strategically useful for the shortlisting process in addition to considering which candidates meet as many of the desirable criteria as possible. However, in doing so care should be taken not to introduce potentially discriminatory criteria. Such weighting should be decided prior to shortlisting.

However, disabled persons who meet the essential criteria will automatically be interviewed for all posts.

Guidance notes on the completion of Shortlisting Form (PER/REC/5) are contained in the Appendix 12.

## **7.2 Ensuring: that the Shortlisting Process Conforms to the Legislative Requirements**

The best way to ensure that the shortlisting process is free from discrimination is to:-

- use the person specification to establish the criteria for selection in a ranked order;
- Identify which applicants have demonstrated that they have skills;
- aptitudes and qualifications and experience to carry out the duties set out in the job description; and
- Ensure that each candidate is assessed fairly against the same criteria;
- All staff involved in the selection process should be fully aware of, and have the same understanding of;
- the criteria set out by the person specification; and
- the requirements of the job description;

## **8. THE INTERVIEW PROCESS AND TIMESCALE**

### **8.1 Introduction**

Once candidates have been shortlisted the date and location along with the composition of the interview panel to be agreed.

### **8.2 Composition**

For most jobs, it is appropriate for the direct line manager to be involved in the process. It should be borne in mind that the aim of the process is to glean the maximum amount of information in order to make an informed decision as to the candidates' suitability. Where appropriate the direct line manager should conduct the interview together with other officers with whom the candidate would be expected to have a functional relationship.

The size of the panel is a matter to be determined by management although normally there is no need for more than five participants, unless it is an Executive Management post.

Members of the interview panel must be present during all interviews and should have been involved in drawing up the shortlist.

Where anyone involved in the appointment process has a personal relationship with a candidate, or may be in a position to exercise favouritism, then they should give careful consideration to their ability to be impartial. Where there is any doubt they should take no part in the interview process.

Where anyone directly involved in the appointment process is listed as a referee for any candidate he/she must either decline from acting as a referee or take no further part in the interview process.

The size of the panel will be determined by the nature and grade of the post, but the panel must comprise of at least two people. In respect of Inverclyde Leisure's Equal Opportunities Policy, every effort should be made to have an appropriate panel composition in relation to the gender of the candidates to be interviewed.

It is Inverclyde Leisure's policy to make every effort to ensure that interview panels are balanced with at least one male and one female member.

All members of the interviewing panel should be properly trained in recruitment and selection techniques and at least one officer should be aware of all the relevant employment legislation that must be complied with throughout the process.

**8.3 Panel Composition** – Executive Management Team (Chief Executive, Finance Manager, Development Manager, General Manager (Facilities)).

Directors will be involved in the appointment of the above named posts.

For manual posts and posts below AP1, Personnel Services do not need to be involved in interviews. Facility Managers have authority to carry out interviews without an Executive Manager being present for all manual positions and posts below AP1, although if desired an Executive Manager can be present.

#### **8.4 Role of the Personnel Advisor - Personnel Services**

A Personnel Officer from the Council's Personnel Services will be involved in all interviews, when appropriate, except as mentioned in 8.3 above. The Personnel Officer will advise on Inverclyde Leisure's recruitment and selection procedures and generally oversee the whole administrative process.

#### **8.5 Selection Techniques**

Additional selection techniques can be used in a combination with each other, if considered appropriate in addition to the interview. Advice on the appropriate use of these techniques should be discussed with the Council's Personnel Services in the first instance.

##### **8.5.1 Occupational Tests**

If occupational tests form part of the selection process such tests will be only used if they have been validated in relation to the job, are free of sex or racial bias and are administered by a suitably trained employee.

##### **8.5.2 Presentations**

Depending on the type of post to be filled the interview panel may feel it worthwhile to ask candidates to do a short presentation on a given relevant topic. If this is agreed the candidate should be advised of:

- (i) the length of the presentation.
- (ii) the format of the presentation.

#### **8.6 Length of Interview**

Although it is impossible to determine how long the interviews should be, it is likely that for most posts, half an hour will suffice. While for more senior posts more time may be required depending on the additional selection techniques. Generally speaking no interview should be in excess of one hour.

Care should be taken to allow time in the process for completing candidate assessment forms and meal breaks, where appropriate.

REMEMBER THAT INVERCLYDE LEISURE HAS TO MAKE A POSITIVE IMPRESSION ON THE CANDIDATE AND KEEPING PEOPLE WAITING FOR EXCESSIVE PERIODS OF TIME DOES NOT DO SO.

## **8.7 Documentation**

Evidence of driving licence, qualifications, membership of Professional bodies etc. must be sought from candidates at interview.

## **8.8 Canvassing**

Canvassing of Directors or employees of Inverclyde Leisure directly or indirectly in connection with an appointment shall disqualify the candidate.

## **8.9 The Interview Introduction**

All interviews must be conducted in a fair and consistent manner and must be structured and systematic. The panel interview (basic question and answer) has been accepted and used effectively for many years in Local Government and Leisure Trusts and is relatively easy to arrange. It is a good way for panel members to share judgement and discuss matters relating to an interview and candidates immediately following the interview, when it is fresh in the minds of panel members. The interview will be made more effective by applying the techniques below.

## **8.10 Ways of Making the Interview More Effective**

Ensure the interviewers have received thorough training, covering interview techniques, practice interviews, legal aspects with particular reference to discrimination etc.

Prepare meticulously for the interview, including obtaining and reading copies of job descriptions, person specification advert, application forms, running order, interview assessment sheets and references where applicable.

Organise a pre-meeting so the panel know the questions to be asked and that these are appropriate in relation to the job description, person specification and any factors missing from any individual application form etc.

DO NOT DECIDE THE QUESTIONS 5 MINUTES BEFORE THE START OF THE INTERVIEW

Be constantly aware and familiar with the criteria in the person specification.

Be ready for any obvious questions from the candidate.

Ensure the setting is right (including accessibility) and that there will be no interruptions. Every effort should be made to make the interview as informal and relaxed as it can possibly be and to keep to time, where possible.

Decide in advance on how and when the candidates should be informed of the outcome of their interview.

### **8.11 Interview Assessment Sheet**

As well as using the person specification, the interviewer can further aid the objectivity of the interview by using the interview assessment sheet. By using the assessment sheet the interviewer can summarise thoughts and initial judgement. It helps avoid making unsubstantiated general impressions which may be affected by the interviewer's own biases and prejudices. This form helps the interviewer think systematically, to concentrate on facts rather than subjective feelings and have regard to areas of information that are relevant to the employment decision.

A form has been prepared for these purposes and is continued in the Appendix 13.

### **8.12 The Use of References**

Reference can be helpful but should be used with care:

(1) The factual information contained in the reference should be compared with the candidate's application form and discrepancies highlighted.

(2) The referees comments on the candidates suitability to carry out the duties of the post should be considered. Particular regard should be paid to any specific strengths or weaknesses highlighted by the referee.

(3) The nuances of language must be considered.

(4) It should be noted that some organisations only give factual information. Care must be taken to ensure that in these circumstances no candidate is unfairly disadvantaged and that every effort is made to treat all candidates equally. If necessary the interviewers should pursue within a candidate's interview any information which has not been forthcoming from their referee but has been made available in respect of other candidates.

Inverclyde Leisure has overcome the difficulties outlined above by introducing a pro-forma letter obtaining references. Copy contained in Appendix 14.



## **9. SELECTION DECISION**

### **9.1 Introduction**

At the end of the interview, the interviewer should make an assessment of each candidate based on the Application Form, references, Assessment Sheets, the notes taken and information collected against the criteria in the person specification.

### **9.2 Using: the Assessment Form**

After interview, each member of the panel should complete an assessment form. The format of the assessment form may vary in accordance with the type of post but each interviewer should be able to record his/her assessment of each candidate against the essential criteria and at the same time provide comments to justify why a candidate has or has not met a particular criterion. Each assessment form should be independently completed by the particular interviewer without discussing his/her basis of judgement with other panel members.

### **9.3 Making: the Selection Decision**

In arriving at a final decision, the interviewers have to decide which candidate is the most suitable when compared against the entire selection criteria.

The process involves sifting through all the information gained from the selection process about each candidate.

Every effort should be made by selection panels to achieve a unanimous decision. If the panel feel it is of benefit, then they may wish to complete a collective assessment form to assist them in the process. If, however, a decision cannot be reached unanimously then discussion should be aimed at reaching a consensus decision. Voting should be the last resort.

### **9.4 The Selection Decision**

The essential question is "which candidate best, demonstrates that he/she meets all the essential criteria?"

An interviewer will be asked to justify his or her scorings where there are substantial inconsistencies between that person's observations and those of other interviewers.

After the final selection is made, the panel's decision in respect of each candidate should be recorded on each interviewers assessment form.

It should have been decided in advance how and when to inform the candidates of the outcome of the interview. Whatever the method of informing the successful candidate, the decision must be confirmed promptly in writing and the offer letter should also contain information on the procedure to be adopted by the candidate in order to accept the offer (e.g. confirming acceptance of the offer in Writing within a seven day period). Unsuccessful candidates must be informed promptly in writing and normally after successful candidate(s) has indicated their acceptance.

**If references have not been received by the time the panel have reached a decision, the successful candidate should be told that the offer of employment is subject to receiving acceptable references and may be withdrawn.**

## **9.5 Time Retention Limits on Documents**

All documents, forms etc. employed in the recruitment process should be kept for a minimum period of 6 months following the date on which each candidate was notified of success or failure.

In the case of unsuccessful candidates who seek feedback on their interview the forms will provide a useful source of information for the officer who has to provide this or indeed in the event of any claims of discrimination being made against Inverclyde Leisure.

## **10. PROCEDURE REGARDING THE REHABILITATION OF OFFENDERS ACT 1974 AND AMENDMENTS, CRIMINAL CONVICTION DECLARATION FORM AND POLICE CHECKS**

### **10.1 Introduction**

The provision of the above act, which has been updated in the form of the Rehabilitation of Offenders Act (Exclusions of Exceptions) (Scotland) Order 2003, provides protection to persons with a criminal record from being discriminated against when applying for jobs, for the reason of a conviction that has been "spent". However, Inverclyde Leisure requires to find out whether the successful candidate has a conviction that has not expired.

The provision relating to the non-disclosure of spent convictions do not apply to certain jobs in particular departments and applicants are not protected by the Act.

Within Inverclyde Leisure, most, if not all, employees have access to vulnerable groups and therefore **ALL** new employees will be subject to Disclosure Scotland checks.

### **10.2 Prior to Interview**

The Criminal Conviction Declaration Form (PER/CC/1) should be issued to all candidates called to interview.

Ensure that candidates are advised whether paragraph IA(i) or IA(i)b of the PER/CC/1 applies.

### **10.3 During: the Interview**

Each candidate will bring with him/her the PER/CC/1 Form. A member of the panel should be responsible for accepting the envelope immediately before the interview commences.

The PER/CC/1 envelope will only be opened if the candidate is offered the post.

If there is a dubiety over the relevance of the successful candidates' previous convictions, then advice should sought from Inverclyde Leisure's Personnel Advisor.

## **10.4 Disclosure Scotland**

Candidates should be made aware of the requirements of Disclosure Scotland for ALL posts.

Where a Disclosure Scotland check is required, candidates should not be advised of the recommendation to appoint prior to receipt of the Disclosure Report.

Disclosure checks can only be carried out on recommended candidates, and before they take up appointment. In general they relate to positions giving substantial opportunity to access to children and vulnerable groups.

**NEW EMPLOYEES, WHETHER THEY HAVE BEEN INTERVIEWED OR CAME THROUGH A CASUAL APPROACH, SHOULD NOT START WORK WITHOUT THE PROPER, ACCEPTABLE, DISCLOSURE.**

A new Disclosure Scotland check is not required if a check has been carried out in the previous six months to appointment.

## **10.5 Retention of Documentation**

**The PER/CC/1** Form for a successful candidate will be held in a sealed envelope within the personal file.

All other **PER/CC/I** forms will be destroyed.

Any queries on the policy in general or on the procedures in particular should be raised with Inverclyde Leisure's Personnel Advisor.

## **11. OTHER CONSIDERATIONS**

### **11.1 Medical Assessment**

Inverclyde Leisure will medically assess successful candidates which will take the form of a Pre-employment Medical Questionnaire (REC/9). Only external applicants who are offered employment with Inverclyde Leisure will require to complete the Pre-employment Medical Questionnaire as the attendance records of internal applicants will be checked within the reference process.

Employing line-managers who have any queries regarding the contents of a medical questionnaire or if any of the answers give cause for concern should immediately seek advice/clarification from Personnel Advisor.

The medical questionnaire must be treated as confidential. (An example of the medical questionnaire is attached in Appendix 16).

## **11.2 Interview Expenses**

Candidates will be reimbursed for expenses that they have necessarily incurred in attending the interview. Guidance should be given to candidates, preferably in writing on such matters as mileage rates, public transport rates, and overnight accommodation allowances.

Managers who have any questions regarding this matter should seek clarification from the Finance Manager.

## **11.3 Occupational Pensions - Local Government (Scotland) Act 1994 Clause 14**

Inverclyde Leisure will not discriminate against any applicant who holds an occupational pension but earnings limitation on pension payments may restrict the salaries/wages of potential employees.

This issue should be considered by the applicant with the assistance of the Strathclyde Pension Fund Office.

## **11.4 Post Interviewing Counselling**

Assistance will be given to any applicant who requests post interviewing counselling. Departments should consult "Post Interviewing Counselling a Guide Book" for further information.

## **11.5 Complaints Procedure**

Any applicant who feels that their application for employment has not been dealt with fairly in terms of the recruitment and selection procedures, should contact the Personnel Advisors who will investigate the matter thoroughly and advise of the outcome. (Copy of Complaints Procedure Policy is attached in Appendix).

## **11.6 Re-Selecting Former Employees**

In the case where the applicant has been previously employed by the Council or Inverclyde Leisure, before appointing, a check must be carried out to ascertain how long the person worked, in what position and the reason for leaving. This check can be carried out with the assistance of Personnel Services. The reason for the employee leaving the Council or Inverclyde Leisure previously should be carefully considered and an assessment made.

## **11.7 Prevention of Illegal Working**

The Asylum and Immigration Act 1996 makes it a criminal offence to employ someone who is not entitled to work in the UK. In order to take up employment legally, individuals who are subject to immigration control must be in possession of valid permission to enter or remain in the UK and that permission must not preclude them from working.

If Inverclyde Leisure take on an illegal worker, it will be a defence to a charge under section 8 of the Act to show that:

Before employment began Inverclyde Leisure received from the worker one of a range of specified documents (i.e. a work-permit, National Insurance Number) which appeared to relate to the worker; and

The document was retained by the employer or a copy of other record was made by the employer in a specified manner.

## **11.8 Work Permits and the Employment of Foreign Nationals**

It is against the law to discriminate on the grounds of ethnic origin or nationality but managers should bear in mind the need for work permits.

Foreign nationals or "non-patrials" (who do not have the right of abode in the UK) are subject to restrictions on entry into the UK, and conditions of entry are usually imposed on arrival

With exceptions of EEC Nationals, certain commonwealth citizens and persons in permit-free occupations, a foreign national who comes into the UK with intention of taking up employment in Inverclyde Leisure must have a work permit. Before appointing a 'Foreign national' advice and guidance must be sought from Inverclyde Leisure's Personnel Advisor.

## **12. INDUCTION**

### **12.1 Introduction**

Induction is the final stage of the recruitment and selection process. It is the means of ensuring that new employees become effective members of Inverclyde Leisure as soon as possible. Its importance therefore should not be underrated.

Induction is the process by which employees are familiarised with Inverclyde Leisure. The primary aim is to ensure that new recruits fit in as rapidly and effectively as possible. As a secondary aim an induction programme will also

explain the employees role in the section/facility in greater detail, the interaction of various departments and Inverclyde Leisure's role and aims and objectives.

## **12.2 Induction Process**

The process can be divided into five aspects:-

- (i) An Introduction to Inverclyde Leisure.
- (ii) Defining the individuals terms and conditions of employment.
- (iii) Acquainting the employee in detail with the requirements of the job (i.e. training) so that the proficiency of the job is reached in the shortest possible time.
- (iv) Establish quickly a favourable attitude by the employee towards the Inverclyde Leisure.
- (v) Promoting confidence in the employee, both in the individual's own

## **12.3 Induction - Personal Development**

Induction should be seen as in a series of personal development stages through which new employees pass. Induction is not just an event that begins and ends on the first day but a programme that continues for most of the first year of employment or even longer.

## **12.4 Transferred and Promoted Employees**

Although the induction process is largely aimed at the needs of new employees, other employees will also benefit from an Induction Programme. These groups are existing employees who have been transferred or promoted to different facilities/sections within Inverclyde Leisure.

## **SUMMARY OF THE LAW**

A brief summary of the main acts (and codes of practice) which affect recruitment are listed below.

| <b>Act or Code of Practice</b>                                             | <b>Main Impact on Recruitment</b>                                                                                                                                                                                                                                                                                             |
|----------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Equal Pay Act 1970 (as amended);<br>Equal Pay (Amendment) Regulations 1983 | <b>Women and men must receive equal pay for like work - work which is broadly similar, work related as equal under a job evaluation scheme and work of equal value.</b>                                                                                                                                                       |
| Rehabilitation of Offenders Act 1974                                       | <b>Where a person who has been convicted of an offence and has served a sentence, not exceeding 30 months in custody, has rehabilitated him or herself, he/she must be treated as if the offence had never been committed. This means the candidate is not obliged to reveal any such sentence to a prospective employer.</b> |
| Rehabilitation of Offenders Act (Exceptions) Order 1975                    | <b>The Exceptions Order 1975 as amended outlines that some posts are exempted and candidates are obliged to reveal all criminal convictions to the employer.</b>                                                                                                                                                              |
| Sex Discrimination Act 1975 and 1986                                       | <b>Employers must not discriminate against women (or men) on the grounds of sex or marital status, in the way they determine their recruitment and selection arrangements and reach decisions.</b>                                                                                                                            |
| Race Relations Act 1976 (CRE Code of Practice - Race Relations)            | <b>Employers must not discriminate against candidates on grounds of their race, colour, creed or ethnic origin.</b>                                                                                                                                                                                                           |
| Data Protection Act 1984                                                   | <b>This Act regulates the use of automatically processed information relating to individuals and the provision of services in respect of such information.</b>                                                                                                                                                                |
| Access to Medical Reports Act 1988                                         | <b>Employers or employer's representatives such as a Medical Referee cannot apply for a medical report from a Doctor who has been responsible for a person's physical</b>                                                                                                                                                     |



|  |                                         |
|--|-----------------------------------------|
|  | or mental health without their consent. |
|--|-----------------------------------------|

| <b>Act or Code of Practice</b>                            | <b>Main Impact on Recruitment</b>                                                                                                                                                                                              |
|-----------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Local Government and Housing Act 1989                     | This Act outlines those posts which are considered to be politically restricted and requires that all appointments be made on merit.                                                                                           |
| Employment Act 1990                                       | Employers must not discriminate against job applicants on grounds of trade union membership or non-membership of a trade union.                                                                                                |
| Trade Union and Labour Relations (Consolidation) Act 1992 | The Act consolidates the enactment's relating to collective labour relations and outlines the access to employment rights of job applicants in relation to trade union membership and activities.                              |
| Disability Discrimination Act 1995                        | This Act contains provisions which make discrimination against disabled people unlawful with protection in the field of employment from the end of 1996 following the introduction of a code of practice.                      |
| COSLA Draft Code of Practice - Recruitment and Selection  | The guide sets out the basic aspect to be taken into consideration in order to achieve a corporate and consistent approach to recruitment and selection and to comply with employment legislation and good personnel practice. |
| Asylum and Immigration Act 1996                           | The Act makes it a criminal offence to employ a person aged 16 or over or after 27 January 1997 who has not immigration authorisation to work in the UK.                                                                       |

**PROCESS MAP  
RECRUITMENT & SELECTION**

|    |                                                                                                                                              |
|----|----------------------------------------------------------------------------------------------------------------------------------------------|
| 1  | Check post is authorised to be filled                                                                                                        |
| 2  | Placing of all job adverts for Inverclyde Leisure within one or a mix of advertising outlets                                                 |
| 3  | Compilation and issue of the Council's Internal Vacancy Bulletin (fortnightly)                                                               |
| 4  | Provision of an advisory and information service in respect of recruitment and selection e.g. advertising costs, procedure and best practice |
| 5  | Check job descriptions and person specifications                                                                                             |
| 6  | Receive enquiries and send out application packs                                                                                             |
| 7  | Accept and acknowledge (if applicable) returned application forms                                                                            |
| 8  | Compile shortleeting packs for line managers                                                                                                 |
| 9  | Complete various checks on shortleeted applicants (e.g Disabled)                                                                             |
| 10 | Prepare and send out interview and reference letters                                                                                         |
| 11 | Attend interviews                                                                                                                            |
| 12 | Issue regret letters to unsuccessful candidates                                                                                              |
| 13 | Produce and send out offers of appointment, statements of particulars to successful applicants                                               |
| 14 | Check Qualifications/ Health Questionnaires. Provide details of new employee to Payroll Section                                              |
| 15 | Collate Equal Opportunities information                                                                                                      |
| 16 | Prepare personal file of new employee and make arrangements to update employee information systems.                                          |
| 17 | If new employee arrange Induction Training                                                                                                   |
| 18 | If advert placed in Job Centre inform them through admin process in place                                                                    |
| 19 | Closed Individual Job File.                                                                                                                  |

## **INVERCLYDE LEISURE**

### **JOB DESCRIPTION**

**EMPLOYER:** Inverclyde Leisure

**JOB TITLE:** Team Member/Lifeguard

**GRADE:** Manual Grade 3

**FACILITY:** Gourock Outdoor Swimming Pool

**RESPONSIBLE TO:** Manager

### **JOB PURPOSE**

To be responsible for the overseeing and general safety and behaviour of the public, to prevent injury, misuse and damage to the facilities throughout the centre.

To ensure that a high standard of cleanliness is kept throughout the facility and surrounding areas.

### **Key Tasks**

- 1 To be responsible to the Duty Manager to ensure the safety and supervision of bathers and other visitors.
- 2 To take part in training initiatives designed to ensure the provision and maintenance of a high quality service.
- 3 To ensure the cleanliness and tidiness of the facility and surrounding areas by performing regular cleaning duties.
- 4 To ensure correct and proper behaviour of visitors to the centre.
- 5 To foster and maintain positive relationships with all staff and visitors to the centre.
- 6 Any other tasks appropriate to the grade as requested by management.

### **Post Complexity**

The successful candidate must maintain the appropriate RLSS life saving qualifications as specified by Inverclyde Leisure.

Pressure will arise due to interruptions, queries and problems and there is a need for the Team Member to be alert in a constantly changing, and sometimes stressful environment, including emergencies, while maintaining a safe and efficient service.

The Team Member will undertake any other duties as required or directed by management or any other authorised officer of Inverclyde Leisure.

The Team Member may be moved, or transferred, to different facilities as required.

Facility is seasonal and staff are employed on a casual/sessional basis.

## EMPLOYEE SPECIFICATION

**JOB TITLE:** Team Member (Gourock Outdoor Swimming Pool))

| FACTOR                                                        | ESSENTIAL                                                      | DESIRABLE                                                |
|---------------------------------------------------------------|----------------------------------------------------------------|----------------------------------------------------------|
| Qualifications and Training                                   | RLSS Pool Lifeguard qualification                              | First Aid certificate<br>Relevant coaching qualification |
| Work Experience                                               | Customer contact experience                                    | Leisure facility and pool supervision experience         |
| Knowledge and Skills                                          | Customer Care<br>Awareness of quality/standards                |                                                          |
| Overall Impression<br>ie Appearance, Speech<br>Health, Manner | Articulate<br>Good health record<br>Smart appearance           |                                                          |
| Disposition                                                   | Able to work on own initiative<br>Confident<br>Pleasant manner |                                                          |
| Other (specify)                                               | Flexibility to work hours to suit operational requirements     |                                                          |

PER/REC/10

## EXTERNAL ADVERTISEMENT

|                                                      |                        |
|------------------------------------------------------|------------------------|
| DEPARTMENT:                                          | ADVERT REF:            |
| LOCATION:                                            |                        |
| JOB TITLE:                                           |                        |
| GRADE:                                               | SALARY/WAGE:           |
| HOURS OF DUTY:                                       | ADDITIONAL ALLOWANCES: |
| PUBLICATIONS:                                        |                        |
| BRIEF DESCRIPTION OF JOB:                            |                        |
| QUALIFICATIONS/EXPERIENCE/SKILLS/QUALITIES REQUIRED: |                        |

### APPLICATION FORMS AVAILABLE FROM/TO BE RETURNED TO:

CLOSING DATE:

PREPARED BY:  
DESIGNATION:

#### Notes:

1. Unless otherwise indicated applications will be accepted from candidates wishing to job share.
2. All adverts should state that the Council is an Equal Opportunities employer and show the Double Tick Symbol
3. Applicants should be advised that large print/audio copies of the application form are available on request.  
Where a job description is available, it can also be provided on audio/large print.

# APPLICATION FOR EMPLOYMENT

Please type or print using black ink.

**PLEASE READ GUIDANCE NOTES BEFORE COMPLETING THE FORM**

|                            |                    |                     |                              |
|----------------------------|--------------------|---------------------|------------------------------|
| <b>POST TITLE:</b>         |                    | <b>DEPARTMENT:</b>  | <b>ADVERT REF:</b>           |
| <b>1. PERSONAL DETAILS</b> |                    |                     |                              |
| <b>SURNAME</b>             | <b>FORENAME(s)</b> |                     | <b>NATIONAL INSURANCE NO</b> |
| Address:                   |                    | Telephone Number(s) |                              |
| Post Code                  |                    | Home:               |                              |
|                            |                    | Business:           |                              |

| <b>2. SECONDARY EDUCATION</b> (Omit unless you left school within the last 10 years) |                         |        |          |          |       |                                    |      |                             |
|--------------------------------------------------------------------------------------|-------------------------|--------|----------|----------|-------|------------------------------------|------|-----------------------------|
| Indicate Grade (eg A,B,C, 1,2,3 etc)                                                 |                         |        |          |          |       |                                    |      |                             |
| Examining Body<br>(e.g.<br><b>SEB/SCOTVEC</b> )                                      | Subject/Module<br>Title | Higher | Ordinary | Standard | Other | Scotvec<br>Module<br>(Tick<br>Box) | Year | Tick if Awaiting<br>Results |
|                                                                                      |                         |        |          |          |       |                                    |      |                             |
|                                                                                      |                         |        |          |          |       |                                    |      |                             |
|                                                                                      |                         |        |          |          |       |                                    |      |                             |

| <b>3. CRAFT APPRENTICESHIP DETAILS</b> |       |                 |
|----------------------------------------|-------|-----------------|
| Name of Employer(s)                    | Trade | Completion Date |
|                                        |       |                 |
|                                        |       |                 |

| <b>4. FURTHER EDUCATION</b> |    |                            |                                   |                                                                   |              |
|-----------------------------|----|----------------------------|-----------------------------------|-------------------------------------------------------------------|--------------|
| <b>Dates</b><br>From        | To | University, College<br>etc | Course(s) and<br>Subjects Studied | Degrees, Diplomas,<br>Certificates Obtained<br>with Class of Pass | Date Awarded |

|  |  |  |  |  |  |
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| <b>5. MEMBERSHIP OF PROFESSIONAL BODIES</b> |                     |      |
|---------------------------------------------|---------------------|------|
| Name of Institution                         | Class of Membership | Date |
|                                             |                     |      |
|                                             |                     |      |
|                                             |                     |      |

**6. SPECIALISED TRAINING** (eg supervisory, management, computing/wordprocessing training which may be relevant to this application)

| Date | Course Provider | Description of Course | Topics Covered |
|------|-----------------|-----------------------|----------------|
|      |                 |                       |                |

## 7. PRESENT EMPLOYMENT

| Name and Address of Employer | Position Held | Date Commenced | Grade | Salary | Notice Required |
|------------------------------|---------------|----------------|-------|--------|-----------------|
|                              |               |                |       |        |                 |

Please give details of your present post/duties/responsibilities

**8. PREVIOUS EMPLOYMENT** (List in order with most recent employer first)

For the purpose of calculating reckonable service for annual leave and other entitlements, please ensure all previous local authority employment is listed.

| Dates From | To | Name & Address of Employer | Job Title Grade/Salary | Brief Outline of Duties | Reason for Leaving |
|------------|----|----------------------------|------------------------|-------------------------|--------------------|
|            |    |                            |                        |                         |                    |



## 9. LEISURE TIME ACTIVITIES OR INTERESTS

## 10. DRIVING LICENCE

Do you hold a current driving licence?

**YES/NO**

Please circle **FULL/** **PROV/** **HGV**

Does your licence have penalty point endorsements?

**YES/NO**

If yes, please give details

## 11. JOB SHARING

Do you wish to apply for this post on a job sharing basis?

YES/NO

## 12. INFORMATION IN SUPPORT OF YOUR APPLICATION

(Please state how your experience/skills/interests (both inside and outside work) make your application for this post relevant. If you need to use a separate sheet, please put your name at the top and staple/attach it to the application form)

**13. REFEREES** Please provide details of two referees. At least one of whom should be your present employer or know you in a work capacity if possible. References are normally taken up if you are shortlisted for interview. Please tick the right hand box if you do not wish contact to be made with a referee prior to interview. After interview, if the Council is considering offering you an appointment, referees will be contacted

| NAME | ADDRESS | OCCUPATION | No contact to be made prior to interview |
|------|---------|------------|------------------------------------------|
| 1)   |         |            |                                          |
| 2)   |         |            |                                          |

#### 14. HEALTH

If you have any illness or medical condition which might impair your ability to perform the duties of this post, please give details.

#### 15. ATTENDANCE AT WORK

Please provide details of all absences through illness over the last two years. If necessary, use separate sheet .

From ..... To ..... Reason .....

From ..... To ..... Reason .....

#### 16. DISABILITY

Inverclyde Leisure welcomes applications from disabled candidates and a guarantees an interview to those who meet the minimum essential requirements for the vacant post.

- If you consider yourself to be disabled, PLEASE TICK .....
- If called for interview, would you need any facilities/assistance eg ramp access, large print material, a signer. If so, please give details:

#### 17. REHABILITATION OF OFFENDERS ACT 1974

Under this Act, applicants are entitled to withhold information on a Criminal Conviction on the grounds that it is "spent" following a period of rehabilitation, unless the post for which you have applied has been advertised as "excepted" from these provisions.

All applicants selected for interview will be required to complete and bring with them a Criminal Convictions Declaration Form which will provide full details of the Act and give advice on how to complete the declaration.

#### 18. CANVASSING

Canvassing of members or employees of Inverclyde Council directly or indirectly in connection with any appointment under the Council shall disqualify the applicant.

#### 19. PLEASE STATE WHERE YOU SAW THIS VACANCY ADVERTISED

#### 20. IMPORTANT - READ CAREFULLY BEFORE SIGNING DECLARATION

I certify that all statements given above by me on this form are true and correct to the best of my knowledge. I realise that if I am employed and it is found that such information is false or that I have withheld information, I am liable to dismissal without notice.

Signature .....

Date .....

## INVERCLYDE LEISURE

### EQUAL OPPORTUNITIES MONITORING FORM (RECRUITMENT)

#### CONFIDENTIAL

Inverclyde Leisure is committed to ensuring that fair practices are adhered to during both the recruitment process and throughout the course of employment. Our equal opportunities policy aims to ensure that no one is treated less favourably on any grounds including: gender; race; colour; nationality; ethnic or national origins; religion or belief; marital status; disability; sexuality or sexual orientation; or age.

Without accurate data on the composition of both our workforce and job applicants we are unable to monitor the effectiveness of our equal opportunities policy and identify and address potential discriminatory practices and barriers to employment. To help us do this, we ask you to complete this monitoring form and return it with your application. **This information will be treated in the strictest confidence and will not be made available to any person involved in the selection process for vacancies, promotion or training.**

If you would like to talk to someone before completing this form, you can contact tel number 01475 715754 and your call will be directed to the appropriate Manager.

Thank you for your cooperation.

#### 1. NAME

Surname:\_\_\_\_\_ Forename:\_\_\_\_\_  
Previous names:\_\_\_\_\_

#### 2. POST DETAILS

Advert Reference Number:\_\_\_\_\_ Post Title:\_\_\_\_\_  
Service: \_\_\_\_\_ ☐ full-time ☐ part-time

#### 3. GENDER

☐ Male ☐ Female

#### 4. MARITAL STATUS

☐ Married ☐ Not Married

#### 5. AGE

☐ Under 21 ☐ 21-30 ☐ 31-40 ☐ 41-50 ☐ 51-60 ☐ Over 60

## **6. DISABILITY**

Do you consider yourself to have a disability or health condition that you would like the Inverclyde Leisure to know about? ☐ Yes ☐ No

If yes, do you have any special requirements that you would like the Inverclyde Leisure to take into account should you be selected for interview? Please specify:-

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## **7. CARING RESPONSIBILITIES**

Do you have caring responsibilities?

- ☐ Yes, childcare (children under 16) ☐ Yes, other  
☐ No caring responsibilities

## **8. ETHNIC ORIGIN**

**What is your ethnic group?** Choose one section from A to E, then tick the appropriate box to indicate your cultural background

### **A: WHITE**

- ☐ Scottish ☐ English ☐ Welsh ☐ Other British ☐ Irish  
☐ Any other white background

### **B: ASIAN**

**Asian, Asian Scottish, Asian English, Asian Welsh, or other Asian British**

- ☐ Indian ☐ Pakistani ☐ Bangladeshi ☐ Chinese  
☐ Any other Asian background

### **C: BLACK**

**Black, Black Scottish, Black English, Black Welsh, or other Black British**

- ☐ Caribbean ☐ African  
☐ Any other Black background

### **D: MIXED**

- ☐ Please specify.....

### **E: ANY OTHER ETHNIC BACKGROUND**

- ☐ Please specify.....

## **9. TO BE COMPLETED BY EXISTING INVERCLYDE LEISURE EMPLOYEES ONLY**

Are you applying for a promoted post? ☐ Yes ☐ No

In terms of the Data Protection Act 1998, I consent to the information which I have provided being used to monitor the effectiveness of Inverclyde Leisure's

Equal Opportunities Policy. I understand that this information will be entered on to Inverclyde Leisure's computerised system.

Signed.....

Date.....

## **CONFIDENTIAL**

PER/REC/4

### **APPLICATION CONTROL & SELECTION ANALYSIS**

|                             |                           |
|-----------------------------|---------------------------|
| <b>1. POST DETAILS</b>      |                           |
| <b>Department:</b>          | <b>Post Designation:</b>  |
| <b>Location:</b>            | <b>Grade:</b>             |
| <b>Advert Reference No:</b> | <b>Salary/Wage Scale:</b> |

#### **INSTRUCTIONS FOR USE:**

- i. Enter name/address of applicants in order of receipt. Use continuation sheet PER/REC4A if necessary.
- ii. Enter most appropriate code for non-selection against unsuccessful candidates after shortlisting, or after interview as appropriate.
- iii. After interview enter **1** against the name of the candidate recommended for appointment in the appropriate column. If there is a reserve candidate who may be offered the post should the preferred candidate decline, enter **2** against this name. For all other candidates that were interviewed enter most appropriate code for non selection.
- iv. Before appointment can be made all relevant control and selection forms **must** be completed and returned to Inverclyde Leisure's Administration Office timeously.

| <b>REASONS FOR NON-SELECTION</b><br>Select One Reason for Each Applicant                                                                       |                                                                                                                                                                                                                                                                                                                                                                                               | <b>INTERVIEW DATE</b><br><b>INTERVIEW PANEL</b>                                                                                                                                                                                 |
|------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>NOT INTERVIEWED</b>                                                                                                                         | <b>INTERVIEWED</b>                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                                                                                                                 |
| <b>CODE</b><br><br>10 QUALIFICATIONS<br><br>20 EXPERIENCE<br><br><br><br><br><br><br><br>30 DO NOT MEET BASIC<br>REQUIREMENT OF PERSON<br>SPEC | <b>CODE QUALIFICATIONS</b><br><br>12 NOT RELEVANT TO<br>JOB SPEC<br>14 LESS RELEVANT THAN<br>APPOINTEE<br><br><b>EXPERIENCE</b><br><br>22 LACK OF EXPERIENCE<br>24 NOT RELEVANT<br>26 LESS RELEVANT THAN<br>APPOINTEE<br><br><b>CHARACTERISTICS</b><br><br>32 DO NOT MATCH FULL<br>PERSON SPEC<br>34 LESS APPROPRIATE<br>THAN APPOINTEE<br>36 DID NOT ATTEND<br>INTERVIEW<br>38 REFUSED OFFER | NAME OF APPOINTEE<br><br><hr/> START DATE <span style="float: right;">TIME</span><br><br><hr/> REPORT TO<br><br><hr/> LOCATION<br><br><hr/> PROPOSED SALARY DETAILS<br><br><hr/> SIGNED <span style="float: right;">DATE</span> |

## APPLICATION CONTROL & SELECTION ANALYSIS

1. PAGE NO:

**Department:**

### Post Designation:

[illegible]



PER/REC5

# INVERCLYDE LEISURE

## SHORTLISTING FORM

### INSTRUCTIONS FOR COMPLETION

1. Shortlisting must be carried out by members of the selection panel. The completed form should be signed by the Chair of the Panel.
2. The Shortlisting Form should be used in conjunction with the PER/REC 1 form, containing the Person Specification.
3. Enter the recruitment criteria from the Person Specification on to the Shortlisting Form. Mark E or D in the appropriate column to show if the criteria is essential or desirable. No change should be made in the Criteria as outlined in the Person Specification Form (PER/REC1) at this or any further stage in the recruitment process.
4. Photocopy the completed sheet to provide the required number of pages.
5. Enter the Candidates' names in alphabetical order, in the columns provided.
6. Evaluate each candidate by comparing the information on the application form with the required criteria. Suggested markings are as undernoted:  
  

|            |                                                                                                                    |
|------------|--------------------------------------------------------------------------------------------------------------------|
| <b>YES</b> | Candidate clearly meets the specified criteria                                                                     |
| <b>NO</b>  | Candidate does not meet the specified criteria                                                                     |
| <b>?</b>   | Either the criteria can only be evaluated at interview or there is some doubt and further information is required. |
7. Candidates who fail to meet any of the essential criteria which can be evaluated from a written application, should not be considered for interview.
8. At this point, the panel should take into account the number of desirable criteria which the remaining candidates meet, before concluding a final shortlist.
9. Under the 'Double Tick' initiative, any applicant who considers him/herself to be disabled and wishes to take advantage of the guaranteed interview,

should be called for interview if all the assessable essential criteria have been met.

10. Mark "Yes" in the column headed "Interview" if the candidate is to be called for interview.

The shortlisting forms along with all other recruitment information should be retained for 6 months after completion of the recruitment process.

If you need any advice or assistance in completing this form, contact the Department of Personnel Services, Municipal Buildings, Greenock.

## **SHORTLISTING FORM**

### **Post Details**

**Department:**

**Location:**

**Advert Reference No:**

**Post Designation:**

**Grade:**

**Salary/Wage Scale:**

| <b>PERSON SPECIFICATION</b><br>(Enter Criteria from Form PER/REC1)                                          |  | <b>CANDIDATES</b>  |  |  |  |
|-------------------------------------------------------------------------------------------------------------|--|--------------------|--|--|--|
| E/D                                                                                                         |  |                    |  |  |  |
| <b>Professional/Educational Qualifications:</b><br>(state recent acceptable equivalent)                     |  |                    |  |  |  |
| <b>Relevant Work/Other Experience:</b>                                                                      |  |                    |  |  |  |
| <b>Particular Skills/Abilities:</b> (eg Technical ability, computing skills, any other work related skills) |  |                    |  |  |  |
| <b>Personal Qualities:</b><br>(eg Interpersonal skills, motivation, attitude adaptability, presentation)    |  |                    |  |  |  |
| <b>Any Other Job Related Requirements:</b> (eg Ability to work irregular hours, shifts)                     |  |                    |  |  |  |
| <b>Interview</b>                                                                                            |  | <b>Yes      No</b> |  |  |  |

**CHAIR OF PANEL:** \_\_\_\_\_

**DATE:** \_\_\_\_\_

**DESIGNATION:** \_\_\_\_\_

## **INTERVIEW ASSESSMENT SHEET**

1. Complete this form ***immediately after*** each interview.
2. Candidates should be compared with the qualities indicated in the Person Specification, not each other.

|                          |              |              |
|--------------------------|--------------|--------------|
| <b>Candidate's Name:</b> | <b>Date:</b> | <b>Time:</b> |
|--------------------------|--------------|--------------|

| Qualities of Candidate                | Very Good | Good | Acceptable | Poor |
|---------------------------------------|-----------|------|------------|------|
| 1. Relevant experience                |           |      |            |      |
| 2. Relevant skills                    |           |      |            |      |
| 3. Specialist knowledge               |           |      |            |      |
| 4. Personal Qualities                 |           |      |            |      |
| 5. Record of achievements             |           |      |            |      |
| 6. Communication/Interpersonal skills |           |      |            |      |
| 7. Disposition/personality            |           |      |            |      |
| 8. Quality of response to questions   |           |      |            |      |
| 9. Overall impression                 |           |      |            |      |

| Other Criteria                              | Yes | No |
|---------------------------------------------|-----|----|
| Ability to meet special demands of the post |     |    |

### **COMMENTS**

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---

|                           |  |
|---------------------------|--|
| <b>OVERALL ASSESSMENT</b> |  |
|---------------------------|--|

|                       |  |
|-----------------------|--|
| <b>RECOMMENDATION</b> |  |
|-----------------------|--|

**Signature :** .....

**Date:**.....

## **REFERENCE REQUEST**

**Name of Candidate:**

**Post Applied for :  
Wages/Salary:**

**Current**

**Enhancements:**

**Service:**

**Location:**

**Date of Interview:**

**PLEASE ANSWER THE FOLLOWING QUESTIONS:**

1. **HOW LONG HAVE YOU KNOWN THE APPLICANT AND IN WHAT CAPACITY ?**

- 
2. **PLEASE COMMENT ON THE SKILLS AND ATTRIBUTES OF THE APPLICANT, INDICATING STRENGTHS AND WEAKNESSES, IF ANY.**

3. **HAVING READ THE JOB DESCRIPTION, PLEASE COMMENT ON THE APPLICANT'S SUITABILITY FOR THE VACANT POST.**

**SECTION 4 & 5 SHOULD BE COMPLETED IF APPLICANT IS CURRENTLY A MEMBER OF YOUR STAFF.**

**4. ATTENDANCE RECORD**

- i. *How many instances of absence has the applicant had over the last 2 years ?*
- ii. *Were any of these absences of 2 or more weeks duration ?*
- iii. *In your opinion, is there any aspect of the applicant's health record which may affect his/her ability to undertake the duties of this post ?*
- iv. *Please comment on the applicant's general time keeping at work.*

---

**5. DISCIPLINARY RECORD**

*Are there any current disciplinary issues relating to this applicant ?*

NO

☐

*If yes, please comment*

YES

☐

---

**6. FURTHER COMMENTS**

*Please make any further comments which you consider would be helpful to the interviewing panel.*

---

**7. HAVE YOU DISCUSSED THE CONTENTS OF THIS REFERENCE WITH THE APPLICANT ?**

YES

☐

NO

☐

---

**SIGNED:**

**PRESENT POSITION:**

**PLEASE PRINT NAME:**

**PRESENT ORGANISATION:**

**DATE:**

---

THANK YOU FOR COMPLETING THIS FORM, PLEASE RETURN WATERFRONT LEISURE COMPLEX, CUSTOMHOUSE WAY, GREENOCK PA15 1EW OR FAX 01475 790794

**CONFIDENTIAL**

| <b>PRE-EMPLOYMENT HEALTH QUESTIONNAIRE</b>                                                                                                                                                                                                                                              |                |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|
| <p>The information recorded on this form will be confidential to the Director of Personnel Services and will not be divulged to any other person.</p> <p>A new entrant may be asked to undergo a medical examination if required.</p> <p>All sections of the form must be completed</p> |                |
| <b>POST APPLIED FOR</b>                                                                                                                                                                                                                                                                 |                |
| Surname:                                                                                                                                                                                                                                                                                | Forenames:     |
| Previous Name:                                                                                                                                                                                                                                                                          | Date of Birth: |
| Address:                                                                                                                                                                                                                                                                                | Telephone No:  |

|                                                                                                                               |                                                                                                                                     |
|-------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------|
| Height:                      cms<br>or                      ft                      ins                                       | Weight:                      kgs                      st<br>Is your weight increasing .....<br>stationary .....<br>decreasing ..... |
| <b>OCCUPATIONAL HISTORY/PAST EMPLOYMENT</b>                                                                                   |                                                                                                                                     |
| Current Job:                                                                                                                  | Date commenced                                                                                                                      |
| Have you ever suffered from an industrial disease or had a serious industrial accident                                        | <b>YES/NO</b>                                                                                                                       |
| Have you ever been advised for medical reasons not to do night work, shift work or any kind of work?                          | <b>YES/NO</b>                                                                                                                       |
| If you have answered "yes" to any of the above, please give details:                                                          |                                                                                                                                     |
| <b>MEDICAL HISTORY (Please answer "yes" or "no" to each question)</b>                                                         |                                                                                                                                     |
| Are you under the care of a doctor now?                                                                                       | <b>YES/NO</b>                                                                                                                       |
| Are you receiving any medical treatment eg pills, injections, inhalers, ointments?                                            | <b>YES/NO</b>                                                                                                                       |
| Have you required prolonged treatment within the last 12 months?                                                              | <b>YES/NO</b>                                                                                                                       |
| Have you had any illnesses, operations or injuries in the past which have caused you to be off work for more than four weeks? | <b>YES/NO</b>                                                                                                                       |
| If you have answered "yes" to any of the above, please give details:                                                          |                                                                                                                                     |

|                                                     |               |                                              |               |
|-----------------------------------------------------|---------------|----------------------------------------------|---------------|
| Do you have problems with your eyesight?            | <b>YES/NO</b> | Do you wear glasses or contact lenses        | <b>YES/NO</b> |
| Do you have problems with hearing?                  | <b>YES/NO</b> | Do you wear a hearing aid?                   | <b>YES/NO</b> |
| Do you have problems with mobility?                 | <b>YES/NO</b> |                                              |               |
| Do you smoke?                                       | <b>YES/NO</b> | How many cigarettes/how much tobacco per day |               |
| Do you drink alcohol                                | <b>YES/NO</b> | How much per week?                           |               |
| Have you ever had an addiction to drugs or alcohol? |               |                                              | <b>YES/NO</b> |

| <b>MEDICAL HISTORY (continued)</b>           |  |                            |  |
|----------------------------------------------|--|----------------------------|--|
| Do you have, or have you ever suffered from: |  |                            |  |
| Eye problems                                 |  | Ear, nose, throat problems |  |
| Heart problems                               |  | Lung or breathing problems |  |
|                                              |  | Circulation problems       |  |
|                                              |  | Stomach or bowel problems  |  |

|                                                                                                                                                                                         |  |                         |  |                    |  |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|-------------------------|--|--------------------|--|
| Liver problems                                                                                                                                                                          |  | Kidney/bladder problems |  | Skin problems      |  |
| Diabetes                                                                                                                                                                                |  | Epilepsy                |  | Nervous debility   |  |
| High Blood Pressure                                                                                                                                                                     |  | Migraines               |  | Frequent headaches |  |
| Thyroid trouble                                                                                                                                                                         |  | Infectious Diseases     |  | Blood disorders    |  |
| Joint trouble: Arthritis/Backache/Sore neck/shoulders/Sciatica                                                                                                                          |  |                         |  | Nerve disease      |  |
| If you have answered "yes" to any of the above, please give full details including dates:                                                                                               |  |                         |  |                    |  |
|                                                                                                                                                                                         |  |                         |  |                    |  |
| Any other ailments or operations or illnesses not mentioned above?                                                                                                                      |  |                         |  |                    |  |
|                                                                                                                                                                                         |  |                         |  |                    |  |
| <b>FAMILY HISTORY</b>                                                                                                                                                                   |  |                         |  |                    |  |
| Is there any history of heart or circulation trouble, lung disease, nervous or mental debility, diabetes, or high blood pressure in your family? Please give as much detail as you can: |  |                         |  |                    |  |
|                                                                                                                                                                                         |  |                         |  |                    |  |
| <b>DECLARATION</b>                                                                                                                                                                      |  |                         |  |                    |  |
| I declare that to the best of my knowledge the above answers are true and complete.                                                                                                     |  |                         |  |                    |  |
| Signature: ..... Date: .....                                                                                                                                                            |  |                         |  |                    |  |
| <b>FOR MEDICAL ADVISER'S USE ONLY</b>                                                                                                                                                   |  |                         |  |                    |  |
| Screened by:                                                                                                                                                                            |  |                         |  |                    |  |
| Opinion:                                                                                                                                                                                |  |                         |  |                    |  |
|                                                                                                                                                                                         |  |                         |  |                    |  |
| Signature: ..... Date: .....                                                                                                                                                            |  |                         |  |                    |  |

**EXPENSES OF CANDIDATES FOR APPOINTMENT**

|                                 |                                                                                                                                                                                     |
|---------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1. Post(s) interviewed for      |                                                                                                                                                                                     |
| 2. Name and address of claimant |                                                                                                                                                                                     |
| 3. Details of claim             | Travelling Expenses      £<br><br>From:<br><br>To:<br><br>Method:<br><br>* Subsistence                      £<br>_____<br><br>£<br>_____<br>_____<br><br>* Receipts may be required |

The above sum claims is the actual travelling and subsistence expenses incurred by me in attending for interview.

**SIGNED .....**      **DATE**

.....

\*\*\*\*\*

For Official Use

Payment Authorised by:      Signed

.....

Designation

.....

Date      .....

**When certified by an Authorising Officer, forward to Finance Manager**



## SUMMARY OF APPLICANTS

This form is to be completed by the Chairman of Panel and retained for 6 months with the recruitment papers. This information will assist Inverclyde Leisure in preparing statistical returns on recruitment.

|                                                    |                                |
|----------------------------------------------------|--------------------------------|
| <b>DEPARTMENT:</b>                                 | <b>VACANCY:</b>                |
| <b>ADVERT REF NO:</b>                              | <b>LOCATION:</b>               |
| <b>WAGE/SALARY SCALE:</b>                          | <b>NO OF POSTS ADVERTISED:</b> |
| <b>IF ADVERTISED EXTERNALLY PLEASE LIST WHERE:</b> | <b>CLOSING DATE:</b>           |

| CATEGORY OF APPLICANT                                                                                                    | TOTAL | NOT SHORTLISTED | INTERVIEWED | APPOINTED |
|--------------------------------------------------------------------------------------------------------------------------|-------|-----------------|-------------|-----------|
| 1. GENDER<br><br>MALE<br>FEMALE<br>TOTAL                                                                                 |       |                 |             |           |
| 2. ETHNIC ORIGIN<br><br>WHITE<br>AFRICAN<br>CARIBBEAN<br>BANGLADESHI<br>INDIAN<br>PAKISTANI<br>CHINESE<br>OTHER<br>TOTAL |       |                 |             |           |
| 3. DISABILITY<br><br>DISABLED<br>NOT DISABLED<br>TOTAL                                                                   |       |                 |             |           |
| 4. AGE                                                                                                                   |       |                 |             |           |

|                   |  |  |  |  |
|-------------------|--|--|--|--|
| 5. MARITAL STATUS |  |  |  |  |
|-------------------|--|--|--|--|

## **RECRUITMENT AND SELECTION - COMPLAINTS PROCEDURE**

### **1. INTRODUCTION**

Inverclyde Leisure's Equal Opportunities Policy aims to ensure that the terms of the Sex Discrimination Act, Race Relations Act, Disability Discrimination Act and other relevant legislation are properly applied and that the terms and recommendations of their associated Codes of Practice are positively implemented and put into practice during the recruitment and selection process, throughout Inverclyde Leisure's service.

The Procedure detailed here is designed to complement the guidelines on recruitment and selection that are detailed in Inverclyde Leisure's Recruitment and Selection Policy and Procedures.

The Procedure is not intended to detract from an individual's right to pursue an application to an Industrial Tribunal or to a Court of Law.

### **2. SCOPE OF THE PROCEDURE**

2.1 The Procedure is available to both existing employees and external applicants.

### **3. SUBMITTING A COMPLAINT**

3.1 Where an individual feels that they may have been treated unfairly at some stage of the recruitment and selection process then they should submit their complaint to the Chief Executive, at the address shown at the end of this document, as soon as possible after the event or action about which they are complaining. A complaint concerning non-appointment should be submitted within 7 days of notification of the outcome of an interview.

3.2 On receipt of a complaint the Personnel Advisor will arrange for it to be investigated. This investigation will involve all those involved in the recruitment and selection process for the particular post. The investigation will normally be carried out, a report produced and a reply issued to the person submitting the complaint within 14 days of receipt of the complaint.

3.3 Where a person submitting a complaint is not satisfied with the response then they may request that a meeting be arranged to discuss the matter further. This meeting would comprise officers from Personnel Services and the employing department along with the complainant who may be accompanied. This meeting should normally be convened within 10 days of receipt of the request. Where possible the person submitting the complaint should be advised of the outcome at the end of the meeting. Otherwise the decision will be confirmed in writing as soon as possible after the meeting.

3.4 Where an existing employee remains dissatisfied with the response given to the complaint then they may ask for the matter to be considered under the appropriate grievance procedure which would entail submission of the grievance to the Personnel (Appeals) Sub-Committee.

#### 4. REMEDIAL ACTION

4.1 Where it is considered appropriate and circumstances allow, the selection process may be put on hold at any time to allow a complaint to be considered. Such action will be taken following discussion between the Personnel Advisor and the Chief Executive.

4.2 The remedial action which may be taken following the recognition of a legitimate complaint will vary according to the circumstances of the complaint. The purpose of this Procedure is to resolve complaints and ensure that the most suitable applicant is appointed to a post. Financial compensation will not be considered.

#### 5. ADDRESS FOR CORRESPONDENCE

Complaints should be submitted in writing to:-

Chief Executive  
Inverclyde Leisure  
Waterfront Leisure Complex  
Customhouse Way  
Greenock  
PA15 1EW

May 2006