

PROTOCOL FOR THE RECRUITMENT OF THE CHIEF EXECUTIVE AND DIRECTORS

1. Background

- 1.1 The appointment of a first class chief executive and directors is fundamental to achieving effective delivery of council priorities and services as detailed in the One Islington vision.
- 1.2 It is therefore vital for the image of the council that the appointment processes operate smoothly and efficiently. Candidates for these posts should receive well presented material and information promptly and be kept informed at all stages of the process. Officers involved in the system must be clear as to their responsibilities and carry them out expeditiously and in consultation and cooperation with members and other officers as necessary. This protocol is designed to achieve these aims and assist the council in becoming an employer of choice.
- 1.3 It will be the responsibility of the Assistant Director Corporate Resources (Human Resources) ("ADCRCR") to maintain this code and propose amendments to the Chief Executive, or his/her deputy, as and when necessary.

2. Application

- 2.1 This guidance relates to the permanent recruitment of the Chief Executive and directors. It does not relate to interim appointments.

3. Personnel Sub-Committee

- 3.1 The council's Personnel Sub-Committee will be responsible for drawing up the shortlist for interview and making appointments, other than for the Chief Executive, in which case the Personnel Sub-Committee makes a recommendation to a meeting of the council.
- 3.2 Membership of the Sub-Committee will include the Chair of the Corporate Services Committee (who shall chair the Sub-Committee); the Leader of the council; the Leader of the Opposition; the appropriate Executive member and a back bench member.

- 3.3 It is advisable for all members of the Sub-Committee to have received appropriate training to be organised by the ADCR prior to taking part in any appointments process. In any event, no person shall act as Chair of such committee unless they have received such training.
4. **Initial Notification/Timetable**
 - 4.1 When a vacancy occurs, the ADCR will notify the Executive Manager (Democratic Services) and together they will draft an appointment timetable for approval by the Chief Executive, or in the case of an advert for a chief executive for approval by the Chair of the Personnel Sub-Committee.
 - 4.2 The Executive Manager will then secure the approval of the Chair of the Personnel Sub-Committee to the timetable insofar that it relates to meetings of the Sub-Committee for shortlisting and the final interviews.
 - 4.3 The Executive Manager shall ensure that the Business Planning Meeting is regularly informed of progress on any appointment.
- 5 **Recruitment agency**
 - 5.1 For these appointments the council will usually appoint a recruitment agency. The ADCR, in consultation with council's Contracts Administration Unit, will appoint the agency from an approved list of such and recommend an appointment for approval by the Chief Executive.
6. **Job Descriptions and Person Specifications**
 - 6.1 The Job Description (JD) and Person Specification (PS) will be formulated by the ADCR based on existing job descriptions for approval by the Chief Executive or Deputy Chief Executive.
 - 6.2 If a new post or the JD and PS has been amended considerably, HR will arrange for the post to be evaluated by Hay and the cost of the evaluation will be charged to the relevant department.
 - 6.3 The result of the job evaluation will be communicated to the Chief Executive or Deputy Chief Executive for confirmation to proceed with the recruitment.

7 Advert

- 7.1 The preparation of the draft advert and recruitment pack will be managed by HR and will be signed off by the Chief Executive or Deputy Chief Executive. The presentation of these is crucial, and must reflect the desire of the council to enhance its reputation and be an employer of choice.
- 7.2 The post will be advertised externally in the relevant media and recruitment searches undertaken where necessary by the recruitment agency.
- 7.3 In some situations it may not be necessary to advertise e.g. where a post has been redesignated, where duties have been added to or taken from an existing job description or where the council's redundancy or redeployment procedures require an individual to be assimilated into a post (whether following interview or otherwise).

8 Informal Discussions

- 8.1 The Chief Executive, the Deputy Chief Executive or a director acting on his/her behalf may hold informal discussions with candidates or potential candidates prior to the close of the application period. These will inform the longlisting and the shortlisting stages.

9 Longlisting

- 9.1 All application forms, as well as the JD and PS, will be made available to the longlisting panel. This will normally comprise the Chief Executive and/or Deputy Chief Executive, the ADCR (or representative), and a representative from the recruitment agency, if appropriate. The meeting will be clerked by the Executive Manager. The meeting will compare applications with the person specification and all those that meet the selection criteria will be identified to go forward to the next stage. The Longlisting Analysis Form should be completed. (**See Appendix 1**). This will be signed off by the Chief Executive, or Monitoring Officer if the post for interview is that of the Chief Executive.
- 9.2 The longlist will include the observations of the agency, but will not rank or score the candidates.
- 9.3 The recruitment agency will notify candidates that they have been selected for preliminary interviews and arrange their attendance in consultation with HR. Unsuccessful candidates will also be notified by the recruitment agency.

- 10. Preliminary Interview**
- 10.1 Following longlisting, the preliminary interview will be conducted by the recruitment agency.
- 10.2 The purpose of this interview is to confirm that the longlisted candidates have the appropriate skills, level of technical knowledge and experience to go forward to the shortlisting stage.
- 10.3 Based on the interviews, the agency will submit a report on the longlisted candidates.
- 11. Testing, Questions and Presentation topic**
- 11.1 Shortlisted candidates will be tested by various means. The ADCR, in consultation with the recruitment agency, will consider what tests, questions and presentation topic would be appropriate and will also draft interview questions and propose a presentation topic for consideration by the Chief Executive or Deputy Chief Executive.
- 11.2 If it is decided to use occupational testing, the recruitment agency will make arrangements for testing to be carried out by an external occupational testing agency.
- 11.3 The external occupational testing agency will supply the results of the testing to HR who will make them available, via the Executive Manager, to members of the Personnel Sub-Committee prior to the final interview.
- 12 Shortlisting**
- 12.1 The Personnel Sub-Committee will then meet formally to consider the shortlist for final interview, taking into account a report by the recruitment agency, in consultation with the Chief Executive and technical experts, if appropriate. At this stage the Shortlisting Analysis Form should be completed and then signed by the Chair of the Sub-Committee (see **Appendix 2**). The Sub-Committee will also:
- (i) receive advice as to the tests to be used
 - (ii) offer advice and agree on areas for testing for the final interview and
 - (iii) determine the presentation topic.

- 12.2 At the commencement of this meeting, the Chair, Chief Executive or the ADCR will detail the operation of the meeting and the subsequent steps.
 - 12.3 At the conclusion of its deliberations, the Sub-Committee will score each candidate against the selection criteria before completing the interview forms.
 - 12.4 The Chief Executive and/or Deputy Chief Executive, ADCR or her representative and a representative from the recruitment agency will attend, but not take part in the decision making.
 - 12.5 This meeting will be arranged by the Executive Manager.
 - 12.6 The Sub-Committee will give guidance on the arrangements for any informal meeting of members with candidates which may be considered appropriate.
- 13. Final Interview**
- 13.1 The Personnel Sub-Committee will carry out the interviews. The Chief Executive or Deputy Chief Executive, a representative of the recruitment agency and HR will also be in attendance in an advisory capacity, but will not be part of the decision making process.
 - 13.2 This meeting of the Personnel Sub-Committee will be convened by the Executive Manager who will circulate agenda and appropriate papers (application forms, JD and PS, results of testing etc). S/he will make arrangements for booking the venue, refreshments, equipment and be responsible for the reception of candidates, etc.
 - 13.3 HR will notify the recruitment agency of the time, date, venue and interview presentation topic. The recruitment agency will then advise candidates accordingly.
 - 13.4 Detailed questions will be supplied at the meeting by the ADCR and the Sub-Committee will allocate questions between members. After the interviews, the Sub-Committee will assess the candidates before coming to a decision. A panel assessment form should be completed by the Chair of the Sub-Committee indicating how candidates have been rated (see **Appendix 3**). HR will advise the members on completing this form. The Personnel Sub-Committee should keep notes of the interview for feedback purposes. These should be as full as possible.

- 13.5 The Executive Manager will minute the meeting and be responsible for collecting in all the notes made by the panel members. These notes should then be passed to Human Resources for inclusion in the recruitment file.
- 14 Notification of results**
- 14.1 The ADCR will notify all candidates of the decision of the Sub-Committee as soon as possible after the date of the meeting.
- 14.2 However, no offer of appointment shall be made until the Executive Manager, on behalf of the Proper Officer, has notified every Executive member in writing of the name and relevant particulars of the proposed appointee and the period (normally 48 hours) in which any objection to the making of an offer of appointment is to be made by the Leader on behalf of the Executive.
- 14.3 If no objection has been received, the Executive Manager will notify HR in writing. If an objection is received the Executive Manager will arrange for the appointment to be further considered by the Personnel Sub-Committee.
- 14.4 In the case of the appointment of the Chief Executive, the Executive Manager will also arrange for the recommendation of the Sub-Committee to be submitted to the next, or additional, meeting of the council.
- 15 Post interview**
- 15.1 Starting Salary**
Following notification in writing by the Executive Manager, HR will advise the Chief Executive of an appropriate starting salary for the successful candidate. The final decision on salary will be that of the Chief Executive. In the case of the appointment of a Chief Executive, the Chair of the Personnel Sub-Committee, following consultation with the ADCR will determine an appropriate starting salary.
- 15.2 References**
All candidates, internal or external, will need to supply two referees who can comment on their suitability for the post.
- The recruitment agency or HR will request the references before the final interview stage. They must be available in writing prior to the final interview.

15.3 Provisional Offer

HR will send out a provisional offer letter within five working days of notification by the Executive Manager and draft a contract of employment to the successful candidate, which will be cleared with the Chief Executive and signed by her. This will include salary details and state what conditions the offer is subject to. These will typically include:

- Satisfactory written references
- Proof of ID and eligibility to work in the UK
- Medical clearance
- Satisfactory disclosure through the CRB
- Evidence of qualifications.

16. Feedback to Candidates

16.1 Feedback (if requested) to unsuccessful candidates following the preliminary interview will be made by the recruitment agency. Feedback following the final panel interview will be given to candidates by the recruitment agency, after discussions with the Chief Executive.

Indicative Timetable

Director Level Recruitment – Key Milestones

Task	Responsibility	Max Time Scale	Indicative time frame
Recruitment Agency to be appointed and briefed.	HR	One – two weeks	Weeks 1 – 2
Job description and person specification	Drafted by HR and agreed by Chief Executive	One – two weeks	Weeks 2 – 3
Job Evaluation	HR to liaise with Hay	One week	Week 4
Preparation of advert and recruitment pack	HR to manage process and signed off by the Chief Executive	Two weeks	Weeks 3 – 4
Advert to appear in press / executive search	HR to liaise with recruitment agency	Three – four weeks	Weeks 4 - 8
Longlisting	Recruitment Agency to review application forms for longlisting panel	One week	Week 9
Preliminary interviews	Recruitment Agency to arrange and undertake	One week	Week 10
Drafting interview questions, presentation topic	HR/recruitment agency draft for Personnel Sub-Committee	One day	Week 10

Shortlisting	Meeting arranged by Executive Manager. Personnel Sub-Committee to agree the shortlist	One week	Week 11
Testing	External agency appointed by HR	One week	Week 12
References	Recruitment Agency /HR	One week	Week 12
Final Panel Interview	To be arranged by the Executive Manager	One week	Week 13

Appendix 1

Longlisting Analysis Form

Surname	Forename	Application (Internal/External)	Sex	Disabled	Recruitment Source	Person Specification points														Shortlist Yes / No					
						Education and Experience				Abilities, Skills and Knowledge															
						1	2	3	4	5	6	7	8	9	10	11	12	13	14						

Shortlisting Analysis Form

Job Title	Person Specification points														Total Score	
	Education and Experience							Abilities, Skills and Knowledge								
Post No:	1	2	3	4	5	6	7	8	9	10	11	12	13	14		
Score (If a weighting is to be applied – insert weighting) →																
Name of candidate (One form per candidate)																
Surname																
Forename																

Scoring: Enter one of these numbers in each of the boxes above, based on information available. If criterion weighted inserted weighted score
5 Exceptional
4 Above average
3 Satisfactory - meets the criteria
2 Just meets the criteria
1 Unclear

Shortlist Yes/No

Comments (if any)

Signature of Chair of Panel:
Date:

Panel Assessment Form

Job title:	Name of Candidate: (One form per candidate)	Panel members:
Post number:		Also in attendance:

Criteria

1	2	3	4	5	6	7	8	9	10	11	12	13	14	Appoint (Y/N)

Scoring: Enter one of these numbers in the boxes above, based on the answer given by the candidate 1 = No qualifications / no knowledge 2 = Some of the required qualifications / basic knowledge 3 = Has the required qualifications / satisfactory knowledge 4 = Has an additional qualification / above average knowledge 5 = Has additional qualifications / exceptional knowledge	Offer Details(if applicable) <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 33%; padding: 5px;">Current Grade/SCP & Salary:</td> <td style="width: 33%; padding: 5px;">Proposed Grade/SCP:</td> <td style="width: 33%; padding: 5px;">Proposed Salary:</td> <td style="width: 15%; padding: 5px;">Hours per week:</td> </tr> <tr> <td colspan="4" style="padding: 5px;">Expenditure code for salary:</td> </tr> </table>	Current Grade/SCP & Salary:	Proposed Grade/SCP:	Proposed Salary:	Hours per week:	Expenditure code for salary:			
Current Grade/SCP & Salary:	Proposed Grade/SCP:	Proposed Salary:	Hours per week:						
Expenditure code for salary:									

Comments	Signature of Panel Chair: Date:
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