



Surrey Heath Borough Council Human Resources

Recruitment Policy and Procedure

Recruiting Manager Guidance Notes

BPSS Compliant Pre-employment Checks

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Recruiting Manager Guidance Notes

1. Introduction

The purpose of this document is to set out guidance for use by recruiting managers when recruiting and selecting staff. It is designed to ensure compliance with relevant legislation and Her Majesty's Government (HMG) guidance while maintaining the Council's commitment to diversity and equality of opportunity.

As a local government organisation, Surrey Heath Borough Council has aligned its pre-employment checks with HMG Baseline Personnel Security Standard (BPSS).

The process of recruitment involves considerable investment in time and money and it is important that it is effective and also fair to individuals.

Failure to follow the manager guidance notes will prejudice one or more of the objectives listed below and may lead to problems of poor employee relations or, in some cases lead to employment tribunal claims. Following the offer of employment, failure to successfully complete the appropriate pre-employment checks within a satisfactory time period or manner will automatically preclude employment.

Whilst these guidelines address a number of common and key issues, there will always be some matters which require further information and advice and in these cases you may contact Human Resources for further guidance.

2. Scope

The Recruitment Policy and associated guidelines are for use by recruiting managers when recruiting and selecting staff both internally and externally, as applicable.

In accordance with the HMG BPSS guidelines, all staff may be subject to BPSS-compliant pre-employment checks upon offer of employment to a position working directly for the Council or on its behalf. The level of checks completed will be determined by the role that is being recruited.

Agency staff will also be required to meet baseline security standards, but the responsibility for carrying out the relevant verifications falls on the direct employer, i.e. the agency. However, local security protocol dictates that identification and immigration documents should be verified again by Council staff prior to the start date. Human Resources will liaise with recruitment agencies to ensure that agency and Council verification responsibilities have been met.

This policy and procedure should be read in conjunction with the following documents:

- Offer Letter
- Statement of Terms and Conditions of Employment (individual)
- Information Security Policy

NB: This Policy and Procedure will not apply when appointing Chief Executives.

3. Policy Statement

The Council recognises the importance of following best practice at all stages of the recruitment process in order to secure the best results for recruitment of Council Officers.

4. Equality Assessment

As a local government organisation, Surrey Heath Borough Council takes its commitment to equality and diversity seriously and strives to promote equal opportunities throughout its recruitment process.

For front-line services in particular, creating a culturally and socially diverse workforce that reflects the diverse range of customers it serves and the community in which it is based would be particularly positive for those that interact with them.

The full BPSS Compliant Pre-Employment Checks will apply only to employees and workers whose role has been identified as necessary. However, exceptions will be risk-assessed on a case-by-case basis (and in line with the SHBC Equality Strategy) and may be granted in special circumstances. Such approval must be obtained from the appropriate parties.

5. Principle and Aims

- 5.1 To select the right people to provide quality services to residents of the Borough.
- 5.2 To manage the recruitment and selection process within an equal opportunities framework and ensure uniformity and consistency of approach across the Council.
- 5.3 To ensure that all appointments are made based on appropriate suitability and capability measures.
- 5.4 To present a positive image of the Council as an employer of choice.
- 5.5 To provide a fair and consistent vetting framework for prospective Council staff or affiliates.
- 5.6 To adhere to the relevant guidelines provided by HMG for undertaking of BPSS-compliant pre-employment checks.
- 5.7 To strive for best practice pre-employment procedures, with minimal disruption to the provision ~~of the~~ service delivery.

6. Promoting Equality & Diversity in Recruitment and Selection

- 6.1 Employing a diverse workforce will send out a message that the Council is committed to equality in the workplace and is compliant with the Equality Act 2010.
- 6.2 The Council – and other public sector organisations in England, Scotland and Wales – have an **Equality Duty**; a legal requirement to work towards set aims. The Council is committed to promoting equality and diversity within all aspects of Council services and ~~working-working towards~~ ~~steward to~~:
 - Eliminate ~~eing~~ unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010 (for more information about types of discrimination, see <https://www.gov.uk/discrimination-your-rights>).

- [Advancing](#) equality of opportunity between people who share a protected characteristic and those who do not.
 - ~~Foster~~[Fostering](#) good relations between people who share a protected characteristic and those who do not.
- 6.3** Recruiting managers have a responsibility to avoid any direct or indirect discrimination during the recruitment process.
- 6.4** All complaints or concerns relating to potential discriminatory treatment of candidates will be treated very seriously and will be investigated.

7. Approval to Hire

7.1 New Roles (or those changed by >33%)

7.1.1 All new or significantly changed roles **must** be reviewed by a Job Evaluation Panel prior to approval to hire. Job Evaluation (JE) is carried out for all new jobs (where there are no comparative roles in the organisation already) and for jobs that have changed more than approximately 33%.

7.1.2 To apply for a job evaluation please complete the [JE Application & Analysis proforma](#), referring to the [Factors and Notes for Guidance](#) where applicable. Attaching additional information, such as previous and new job descriptions/person specifications, organisation charts, etc. will all help to support an application. Once a grade for a job has been determined, the relevant line manager and post holder is advised by HR of the outcome. ~~All forms required for the Job Evaluation are available via the Council intranet.~~

7.2 Existing Roles (or those changed <33%)

7.2.1 Requests for approval to hire may be submitted without the need for review by a Job Evaluation Panel.

7.3 Staffing Request

7.3.1 Approval to hire may be [initially](#) granted by ~~the Executive Head~~[Strategic Director](#) or Head of Service following completion and authorisation of the [Staffing Request Form](#) ~~(available on the intranet)~~. This form should normally be completed by the relevant line manager requesting additional staffing, including details relating to budget allocation and savings (where appropriate).

7.3.2 Following [additional](#) approvals ~~by HR, Finance and the Chief Executive~~, ~~the~~[completed](#) form ~~should be~~ [is automatically](#) submitted to Human Resources, ~~along with~~ [the proposed Job Description, Person Specification and draft advert for the role should be sent to Human Resources](#) so that the recruitment process may be initiated. At this point Human Resources will confirm whether a criminal record check is required for the role. [A minimum of four days' notice is required in order for Human Resources to publish a job advert.](#)

Fig. 7.1. Staffing Request Form

CONFIDENTIAL	
REQUEST FOR: <u>ADDITIONAL STAFFING</u>	
Purpose: Approval is requested to:	
The reason being:	
SUMMARY OF REQUEST	
Financial Year:	Payment: £ On-costs (29.1%): £ TOTAL COSTS: £
Service Area:	
Details of Expenditure (please include Post Title and Number) :	
Period of additional cover / expenditure:	From: To:
Benefits of Expenditure:	
How this will be funded:	
How will the vacancy margin be achieved:	



Staffing Resources Request

Your name *

Your email *

Confirm Your email *

Your manager's name *

Your manager's email *

Confirm Your manager's email *

Which team needs more staff resources?

Reason for the request *

8. Job Descriptions

8.1 Purpose

Job descriptions are written statements of the primary tasks, functions, responsibilities and relationships of a role. Job descriptions are essential aids to recruitment, job evaluation, induction, performance management and staff development review processes.

8.1.1 Job descriptions should:

- Provide a clear and concise description of the whole job so its purpose is clearly understood
- Describe each major task clearly in a separate sentence(s)
- Describe how much direction and supervision is required to conduct the functions of the position and the interaction with other positions within the Council to achieve a given result
- Provide a context for understanding the objectives of the position by defining and clarifying its responsibilities, supervision and relationships

8.2 Structure and Style

Job ~~profiles~~descriptions should be produced using the [standard template](#). -Theis template is available on the [intranet](#) and may also be supplied ~~by~~to Human Resources.

8.3 Writing New Job [Profiles](#) Descriptions

If the role is completely new, recruiting managers will have to produce a new [job profile](#) (which incorporates the person specification and job description) to be used for the recruitment and selection process. The [job profile](#) ~~job description~~ must be reviewed by a Job Evaluation Panel prior to recruitment.

8.3.1 Tips for writing new job descriptions:

- Use gender-neutral language.
- When listing tasks, state what the task is rather than how you expect the post-holder to carry out the task. Remember that job descriptions are summaries of key tasks and responsibilities, not exhaustive lists.
- Be concise and only include an appropriate amount of detail. A detailed job description can be inflexible to change and therefore too restrictive. Too little details, however, may be vague and misleading to candidates.
- Avoid naming computer systems as these may be rapidly replaced or outdated.
- Avoid unnecessary jargon that external candidates may not understand.
- Include a date at the end of your job description for future reference.

8.4 Reviewing Existing Job Descriptions

If you are advertising for an existing role, you should start by reviewing the related Job Description to check that it is still an accurate representation of the post. A copy of the current Job Description may be provided by Human Resources. Please include the date that you reviewed the job description at the bottom of the document.

9. Person Specifications

9.1 Purpose

The person specification is a description of the qualifications, skills, experience,

knowledge and other attributes (selection criteria) which are essential or desirable for a candidate to possess in order to perform the duties of the job.

9.1.1 The specification should be derived from the job description and forms the foundation for the recruitment process and is a fundamental document upon which scoring at shortlisting and interview stages are based.

9.1.2 The person specification should be used to inform the advert and interview process.

9.2 Devising Selection Criteria

Selection criteria are statements that describe the qualifications, knowledge, skills, abilities and experience that are required in a job. They represent the essential (or in some cases, desirable) criteria that applicants will be expected to meet in order to be shortlisted for interview. The person specification should indicate which criteria are essential, so that potential applicants can self-evaluate their suitability for the role. The person specification also advises potential applicants at which point in the recruitment process they will be assessed on a particular criteria (e.g. application stage, interview stage).

9.3 Selection criteria may include any of the following:

- Qualifications (specify type).
- Experience (specify type and level but NOT length).
- Knowledge (job specific knowledge, e.g. Health & Safety legislation).
- Skills (e.g. presentation skills, computer skills).
- Competencies (e.g. behaviours required in order to perform the role effectively – being proactive, being able to work independently with minimal supervision, etc.).

9.4 In order to meet best practice requirements, selection criteria must be:

- **Specific**

This helps ensure that candidates understand the skills/qualifications and experience you are looking for and also consistency of selection decisions by shortlisting or interview panel members.

E.g. Rather than “good communication skills”, try to specify the nature and level of communication skills that the job requires.

- **Justifiable**

Selection criteria must be justifiable in relation to the job tasks and requirements. Non-justifiable criteria could be discriminatory and prevent suitable applicants applying for your position.

E.g. A requirement for an applicant for a general administrative role to hold a good degree will be unjustifiable.

- **Measurable**

When writing selection criteria, you need to consider how you are going to assess how each candidate measures against the criteria.

E.g. How would you assess the criteria “Committed to promoting equal opportunities”?

- **Non-Discriminatory**

Selection criteria must be fair, objective and directly relevant to the job requirements. Discriminatory language or statements concerning protected characteristics covered by the Equality Act 2010 must not be used (i.e. age, gender reassignment, marital status, sex, sexual orientation, disability, race, religion or belief and pregnancy/maternity).

E.g. A requirement that an applicant must be a 'native English speaker' is likely to be considered by an employment tribunal as discriminatory on the basis of nationality or race.

10. Advertisements

10.1 Purpose

Advertisements should be devised with the following aims in mind:

- To attract suitable candidates to apply for the position (and minimise unsuitable candidate applications).
- To market the benefits of working for the Council.

10.2 Duration

Where possible, all vacancies should be advertised in accordance with the Council's recommended durations below:

- Internal – minimum of 1 week (7 calendar days).
- External – minimum of 2 weeks (14 calendar days).

10.3 Where appropriate, internal and external adverts will be advertised simultaneously, but an offer of employment will not be made until all suitable internal candidates have been interviewed. If you wish to advertise a role internally and externally at the same time please discuss with Human Resources.

10.4 Advert Placement

Human Resources have responsibility for placing both internal and external adverts. However, recruiting managers are responsible for producing the initial draft and for updating the relevant person specification and job description, which will be attached to the final advert. **Please read the Structure & Style and Avoiding Discrimination sections below before preparing your draft advert.**

10.4.1 When planning your advertisement consider:

- The need to shortlist the applications shortly after the closing date.
- Interview date. It is helpful to notify candidates at advertising stage of the interview date if possible, to minimise the number of candidates withdrawing their application because they cannot attend the interview.

10.5 The basic process for adverts is as follows:

10.5.1 Internal Adverts

Following final approval, internal adverts will be placed for a minimum of 7 calendar days both i) on the intranet -and ii) on the notice boards of Surrey Heath House. Adverts will also be distributed to managers of off-site locations to be advertised locally.

10.5.2 External Adverts - Council Website

- All external adverts will be ~~publically~~ publicly visible via the Council website, generally for
- a minimum of two weeks. The Council's advertising and recruitment process is administered via an online applicant tracking system (ATS), which is accessible to recruiting managers for the purposes of viewing the application data and online shortlisting. Instructions for using the ATS are available from Human Resources.

10.5.3 External Adverts – Other Websites

The Council's policy is to advertise on our website and Jobsgopublic first. However, if the first advert run is unsuccessful, or you are advertising for a specialist/technical role that may benefit from advertising on a particular professional website, please contact Human Resources who will obtain a quote for the placement and the relevant approvals.

10.6 Structure & Style

Ask Human Resources for an up-to-date internal/external advert template (for a new position) or a previous version of an advert for an existing role as a basis to work from.

- 10.7 The style of the advertisement should be appropriate to the nature of the position. Sentences should be short, clear and easy to understand. Paragraphs should be short and thereby easy to read.

- 10.8 There is a certain degree of flexibility with the structure and content of each advert as this will depend on the requirements of the role being advertised. **However, all adverts should contain the following:**

- One or two brief sentences which set the context of the role/department.
- One or two sentences highlighting the most attractive features of the position or highlighting key responsibilities, e-g-e.g. "You will play a key role in ..."
- A few sentences summarising the key selection criteria required for the role. This must directly relate to the person specification; **do not introduce new selection criteria for the role.**
- Information about how to apply for your vacancy and the closing date.
- Human Resources will add the following information: Salary, hours of work (weekly), type of contract, annual leave entitlement, position number and other relevant benefits.

10.9 Example Advert

The following fictional advertisement provides an illustration of the style, structure of a fictional advertisement for an administrative position.

Fig 10.1

Parking Administrator

Parking Services
Fixed Contract - Maternity Cover
Internal secondment opportunity

Hours: 25 per week, Monday to Friday, 5 hours per day
Salary Range: £23,577 - £27,696 (pro rata)
Grade: SH04
Post number: DAL042

We are looking for an enthusiastic and experienced administrator to work within our busy parking team.

This role will work closely with the Parking Services Manager providing administrative, financial and notice processing functions. This role will on occasion provide direct support to the Car Park team, covering the office in Main Square car park, full on-the-job training will be given.

This will be a varied and interesting role which will require excellent customer services and negotiation skills. As the appellant, you will be self-confident, have excellent ICT skills and a comprehensive knowledge of Microsoft software.

Knowledge of parking enforcement and the NVQ Level 3 Parking Notice Processing qualification are highly desirable.

Benefits include 24 days annual leave (pro rata), Local Government Pension Scheme, free parking and lifestyle rewards benefits.

For an informal chat about the position please call XXX on XXX.

Applications should be forwarded to recruitment@surreyheath.gov.uk quoting the job title.

Closing date: Sunday 21st October 2018
Interview Date: Monday 29th October 2018

Surrey Heath Borough Council is committed to equality of opportunity in employment and service delivery and welcomes applications from all sectors of the community.

10.10 Avoiding Discrimination

Ensure your advertisement does not potentially discriminate against candidates by avoiding direct or indirect discriminatory criteria.

For example:

- Do not state a minimum duration of experience
- Do not use unnecessary jargon or abbreviations that may not be understood by overseas candidates.
- Do use gender neutral language
- Do state that you will accept overseas qualifications in place of a UK qualification where appropriate (this will depend on the role)

- 10.11 When you have completed your draft advert, please email it to human.resources@surreyheath.gov.uk, where it will be actioned by a member of the Human Resources team within 4 working days.

11 Shortlisting

11.1 Purpose

Shortlisting reduces a larger list of applicants to a shorter list containing only the details of the individuals that meet a set of essential criteria.

11.2 Shortlisting Process

There are two elements to the Council's [shortlisting process](#):

- i. The hard copy application shortlisting process – for internal applicants or external applicants that have not submitted online. Hard copy applications will be provided to the recruiting manager by Human Resources.
- ii. The online shortlisting process (for external applicants only – log on and follow the guidance notes available from Human Resources).

Fig 11.1 Essential Criteria for Shortlisting Form

SHORTLISTING FORM

Appendix C

Post:

Post No:

Interview date(s):

Name of shortlisting officers:

Rating	Description
3	Fully Met - good response which demonstrates required skills and with a range of supporting evidence.
2	Partially Met - adequate response with minimal supporting evidence.
1	Not Met / Partially Met - weak response with little detail.
0	Not Met - fails to address criteria.
NT	Not tested

Candidate Name	Essential Criteria (refer to Person Specification)																		Selected for interview
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	TOTAL	YES (Y) NO (N)

11.3 Shortlisting Tips

Below are some general guidelines for shortlisting. Please note that the lists are not exhaustive and any specific queries may be directed to Human Resources.

DO

- **Have at least two members of staff on the shortlisting panel (gender balanced wherever possible).**
Ideally, at least one member of staff should have attended a recruitment and selection course.
- **Ensure that all applications are treated confidentially.**
The recruiting manager must ensure that applications are only circulated to those involved in the shortlisting process.
- **Assess each applicant objectively and consistently against the selection criteria listed in the person specification.**
When shortlisting, assess each candidate in turn against the essential criteria, and then any desirable criteria, giving a score for each criteria.
- **Decide which criteria you will be using for shortlisting before you begin and the types of evidence that you will be looking for.**
Some criteria may only be suitable for assessing at interview or test stage.
- **Ensure that the scoring for your candidates is consistent and fair.**
Your shortlisted candidates should be those who scored the highest; do not shortlist someone who scores lower than other non-shortlisted candidates and/or does not meet the essential criteria.
- **Ensure that all the shortlisted candidates fully meet the essential criteria.**
Normally all candidates who meet the essential criteria should be shortlisted unless there are too many to be interviewed. In such cases, you should shortlist the candidates who score the highest when assessed against the selection criteria.

DO NOT

- **Score every essential criteria listed on the person specification.**
Some criteria will not be measurable at the application stage. Take note of which criteria have been listed on the criteria as available for scoring at the application stage and select the most appropriate of these criteria to produce your final shortlisting scores. However, where possible please keep the number of criteria to a minimum of ten.
- **Score entire sections of the person specification.**

The individual criteria have been specially selected to reflect the personal attributes required for the role. By scoring sections instead of individual criteria the shortlisting score will be taking account of non-essential criteria and will therefore be less consistent and reflective of whether the candidate meets the minimum criteria for interview.

- **Introduce new criteria not listed on the original person specification.**
This would be inappropriate as applicants would not have had the opportunity to self-evaluate against this criterion before applying.
- **Make assumptions about a candidate's skills, experience or qualifications.**
Do not take candidate assertions for granted but rather look for evidence that backs up any claims. If candidates have not provided any demonstrable evidence, ensure that they are scored accordingly.

11.4 Avoiding Discrimination

When shortlisting, take care to be objective and base your selection decisions solely on the selection criteria on the person specification. In some cases, failure to avoid discrimination may be unlawful.

Examples to consider are:

- **It is the Council's policy to interview any disabled candidates that meet the minimum requirements for a role.** Where an applicant has stated that they have a **disability or specific impairment**, do not assume that they will not be able to undertake the duties of the role. Special adaptive equipment, changing working patterns and other reasonable adjustments will frequently enable disabled candidates to carry out full duties of a particular position.
- **Poor handwriting or spelling mistakes** in an application form may be the result of a disability such as dyslexia, or due to English not being the applicants first language. Discriminating on these grounds would be unlawful unless the person ~~specifications~~[specification](#) listed a high standard of written English as an essential criterion.
- **Periods of inactivity between work or study** ~~are acceptable and~~ may be directly linked to a disability or if they have not been employed for a long period, this could be the result of a career break or a period of absence due to a health condition or disability. ~~Discriminating~~[Discriminating](#) on these grounds would be unlawful ~~but you can enquire the nature of any long breaks~~. Any discussions regarding fitness for work should be undertaken by Human Resources, not by the recruiting manager.

12 Selection Measures

12.1 Purpose

Selection measures must only be used if they effectively measure abilities or skills that are relevant to the job and selection criteria (person specification). If you are considering using a selection test or measure, you will need to analyse the Job Description and Person Specification to determine what type of measure would be most appropriate, possibly in consultation with colleagues, the former post-holder or Human Resources.

- 12.2 Certain types of skills (such as IT skills) can be more readily measured by tasks than by interview – it is in these cases that selection measures would be most appropriate.

12.3 Types of Selection Measures

Effective selection measures aim to replicate actual job tasks or situations to assess if the candidate has the skills, experience or qualifications to carry out the work.

They may also provide the candidate with an idea of the type of task they will be expected to carry out as part of the role.

12.3.1 Possible selection measures include:

- Prioritisation or 'in-tray' exercises which ask candidates to prioritise a list of tasks (which would be actual/similar tasks required for the post) and explain why they would carry out tasks in a specific order
- Drafting a report, letter, memo or briefing
- Correcting a document to check proof-reading and attention to detail
- Computer based tasks – which could range from technical tests for IT staff to tests for administrative staff in using specific computer packages required by the role
- [Typing test or audio-typing tasks](#)
- Numerical tasks
- Presentations

12.4 Psychometric Questionnaires

Where appropriate, the Council may choose to utilise psychometric questionnaires to provide information on applicant skills or key behaviours that may not be easily measured by alternative means.

The information obtained from these questionnaires is intended only to compliment other competency measures and the results should never form the basis for a decision not to recruit.

N.B. Psychometric questionnaires must be administered only by trained Administrators. Any managers wishing to utilise this service must contact Human Resources for guidance.

12.5 Selection Measure Validation

Selection exercises should normally be validated before being used in the selection process.

12.5.1 Validation involves asking a colleague (preferably someone who has carried out the role) to perform a 'dry run' of the test under the proposed conditions, then obtaining feedback from them regarding the process. Validation is particularly important for testing proposed time-limits.

12.5.2 Validation will also help ensure that tests do not discriminate against one particular group and ensure that the test is relevant to the selection criteria and role.

12.6 Reasonable Adjustments

Remember, it is the employer's responsibility to ensure that selection measures do not discriminate against disabled candidates and offer reasonable adjustments where appropriate, such as additional time to complete a task or permitting a reader or scribe to assist the candidate with the exercise. Adjustments may also need to be made for candidates for whom English is not a first language.

12.7 Selection Measure Preparation

You must ensure that all candidates are given the same (clear) instructions, equipment (pens, paper, calculator, PC) and conditions to carry out the test – including the same time to complete it. If possible, book a quiet office or room for the test. When carrying out computer-based tasks, you will need to make arrangements to ensure that candidates cannot access previous candidates' task responses or confidential data. [Reasonable adjustments must be considered where applicable as detailed in 12.6](#)

- 12.7.1** Ensure that you provide Human Resources with any details of the selection measure that may need to be communicated to the candidate in advance, e.g. type of task, duration, whether it is computer-based. Most tasks will be 'blind' (i.e. the candidates will not have prior knowledge of the questions) except in cases where candidates are asked to prepare a presentation for use during the interview.

12.8 Selection Measure Results

The results of selection measures must be reviewed fairly and objectively and the method of scoring should be determined in advance. You will need to consider how the test results will be considered or weighted with interview outcomes when making the selection decision. Using a scoring system for both interview and test results can help facilitate this.

- 12.9** Selection measure results and scores must be returned to Human Resources with all other recruitment documents.

13 Interviews

Guidance and training is available to assist with the interview process, please contact Human Resources for further information.

13.1 Purpose

Selection interviews should be designed to build upon the information already provided by the candidate in their application, to determine their suitability for a particular role by assessing each applicant's role-relevant skills, experience and knowledge. Interviews also give the candidate an opportunity to find [out](#) more information about working for the Council and the services that it provides to the local community and beyond.

13.2 Interview Panel

Ideally, the interview panel should include the same staff members that were involved in the shortlisting of the candidates. However, if this is not possible, please be sure that all members of the interview panel are the same when conducting interviews.

- 13.2.1** In the event of a manager requiring extra support during the interview process it is acceptable for a more experienced manager or a member of the Human Resources team to sit in on the interviews. Similarly, this would be appropriate for situations that may pose a potential conflict of interest to the recruiting manager or where the manager feels it would be appropriate to have a neutral member of staff on the panel.

13.3 Interview Preparation

Where possible, interview dates and panel composition should be determined before the post is advertised. This will help ensure that the most appropriate panel members are available and give candidates sufficient warning of the interview date.

13.4 A core set of interview questions should be prepared which should be asked of all candidates. However, candidates can be questioned further on an individual basis in relation to their responses to these key questions.

13.5 Human Resources will prepare and distribute interview packs prior to the interview date. If you require the pack by a specific date due to absence or annual leave, please inform Human Resources in advance so that your request may be accommodated.

13.6 Interviewers should familiarise themselves with candidate's application forms, the job description and the person specification for the role.

13.7 Candidates with Disabilities

All candidates are asked in their interview invitation (sent out by Human Resources) if they require any special arrangements in order to attend the interview. If any such adjustments are required for disabled candidates, the Human Resources team will notify the interview panel of any special arrangements in advance.

13.8 If you are interviewing a candidate with a disability or health condition, it is important that:

- You do not make assumptions about their disability and how it may impact on their ability to carry out the job.
- You ask the disabled candidate the same key questions that you ask of all other candidates. Any questions about the candidate's disability should only relate to their ability to do the job and to identify any reasonable adjustments which will enable them to perform the role.
- Your selection decision is based on the applicant's capability after the reasonable adjustments have been made.
- You do not use a candidate's disability as a reason for not selecting them; this will be regarded as unlawful discrimination under the Equality Act 2010.

13.9 Interview Record & Notes

All members of the panel must take notes during each interview, which should be used as the basis for the selection decision.

13.9.1 Following the interview, managers must ensure that all interview notes are collated and returned to Human Resources for filing/appropriate disposal.

13.9.2 Under the Data Protection Policy candidates have a right to access data we hold about them including interview notes, which may also be used as the basis for feedback and to help defend selection decisions if unsuccessful candidates make discrimination claims.

14 Interview Questions

14.1 Purpose

Interview questions and selection tests should also derive from the person

specification and be designed to elicit more evidence on candidates against the criteria. A number of core interview questions should be asked of all candidates – although probing follow up questions may need to be asked of each candidate to elicit more information as appropriate.

- 14.2** A structured interview that used the same questions based on the selection criteria for every candidate will help ensure consistency of process – i.e. that candidates are assessed fairly and only against the selection criteria – in addition to help defending discrimination claims from unsuccessful applicants.

14.3 Types of Interview Questions

- **Open questions**
Open questions encourage candidates to talk and therefore are a useful way of commencing interviews.
E.g. Please tell me how your experience makes you suitable for this job?
- **Probing questions**
These will often be unplanned due to their nature. Use probing questions as a follow on from other questions to elicit more information if you think the full facts have not been disclosed.
E.g. What exactly was your role in the project?
- **Closed questions**
Closed questions should be used to clarify facts and are designed to elicit a brief response, often a yes or no answer or a simple fact.
E.g. How many staff did you manage?
- **Critical incident questions**
Focus on past experience in order to assess how candidates will deal with future events. [Such questions](#) can provide useful information on the nature of candidates' experience and how they have dealt with incidents in the past.
E.g. Please describe an occasion where you have had to negotiate with others to reach a successful outcome?

14.4 Questions to Avoid

- **Discriminatory questions**
You should not ask any questions which could discriminate against candidates on the basis of age, marital status, gender/sex, race/nationality, disability, sexual orientation or religion/belief.
E.g. Who will look after the children while you are at work?
- **Hypothetical questions**
Hypothetical questions lead to hypothetical answers and may not reflect how a candidate will behave in reality. It is better to focus a question on a past incident rather than a fictional one; this will be a better predictor of how an applicant is likely to perform in future.
E.g. How would you deal with an unhappy client?
- **Multiple questions**
Multiple questions often confuse candidates and are likely to be only partially answered. It is better to answer a series of single questions rather than multiple questions posed simultaneously.
E.g. Can you tell me about your experience of staff management including if you have had any responsibility for staff appraisal and whether you have ever had to take formal disciplinary action against staff, and if so, why?
- **Leading questions**

Leading questions encourage candidates to answer in a specific way, and the answer is normally a foregone conclusion.

E.g. This job involves working to deadlines – are you able to do this?

14.5 Keeping control

Some candidates can give verbose answers and you may need to politely refocus the candidates to move onto other areas.

E.g. Thank you, I have a good idea of your experience ~~on~~regarding this; could you now tell me about

- 14.5.1** Playback questions can be useful in checking you have understood a candidate's answer correctly and summarising their response for notes and to enable you to move onto the next question.
E.g. As I understand it, you have had experience of staff management including recruiting and appraising staff but have no experience of managing poor performance. Have I got this right?

14.6 Closing the interview

You may find it useful to close the questions by checking if there is any information the candidate thinks is relevant that has not been explored yet.

E.g. Is there anything else about your experience that has not been raised yet in this interview, but which you think is relevant for the post?

- 14.7** If the post involves weekend working, shift working or unsocial hours, you should explain this to all candidates at the end of the interview and ask them if this would be a problem.

- 14.8** You should give candidates the opportunity to ask questions about the role at the very end of the interview.

- 14.9** It is good practice to let the candidates know how and when they will be told the outcome of the interview.

15 Feedback

15.1 Purpose

Feedback is very helpful for both internal and external candidates:

- **Internal candidates** – assisting them to understand why they may have been unsuccessful, focusing them on how to improve any future applications and identifying any training needs to support their future development.
- **External candidates** – wish to find out the reasons for their non-appointment and ways in which they could improve any future applications.

15.2 Composing Feedback

Human Resources will generally take responsibility for contacting candidates following the shortlisting or interview stages to advise candidates of their success.

However, all candidates are entitled to request feedback regarding their performance from the Recruiting Manager:-

Please contact Human Resources in this instance for further information.

15.3 Data Protection

Under the Data Protection Policy, candidates have a right to access data we hold about them including interview notes, which may also be used as the basis for feedback and to help defend selection decisions if unsuccessful candidates make discrimination claims.

16 Interview Decision & Offer of Employment

16.1 Interview Decisions

All interview decision criteria should be entered on the **Interview Panel Decision Form**, including all scores and comments pertinent to the decision making process.

Fig 16.1. Interview Panel Decision Form

INTERVIEW PANEL DECISION FORM													
Vacancy:	<table border="1"><thead><tr><th>Rating</th><th>Description</th></tr></thead><tbody><tr><td>3</td><td>Fully Met - provides wide range of examples that demonstrate skills, experience and high level of understanding.</td></tr><tr><td>2</td><td>Partially Met - good overall response demonstrating required skills but limited range of examples.</td></tr><tr><td>1</td><td>Not/Partially Met - adequate response with minimal supporting evidence.</td></tr><tr><td>0</td><td>Not Met - weak response with little or no detail.</td></tr><tr><td>NT</td><td>Not tested.</td></tr></tbody></table>	Rating	Description	3	Fully Met - provides wide range of examples that demonstrate skills, experience and high level of understanding.	2	Partially Met - good overall response demonstrating required skills but limited range of examples.	1	Not/Partially Met - adequate response with minimal supporting evidence.	0	Not Met - weak response with little or no detail.	NT	Not tested .
Rating	Description												
3	Fully Met - provides wide range of examples that demonstrate skills, experience and high level of understanding.												
2	Partially Met - good overall response demonstrating required skills but limited range of examples.												
1	Not/Partially Met - adequate response with minimal supporting evidence.												
0	Not Met - weak response with little or no detail.												
NT	Not tested .												
Panel Members:													
1. (Chair)													
2.													
3.													
Date:													

This form is to be used for recording the Panel's selection discussion and final decision. The information recorded here may be used for providing feedback to candidates (where requested). It is the responsibility of the Chair to complete the form, although decisions made are the responsibility of the Panel.

Candidates Name:																	TOTAL
Person Specification Criteria																	
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18

Comments:

16.2 Interview decisions should be based on the merits of the individual candidates according to their shortlisting, task and interview scores.

16.3 Unless there are exceptional circumstances, the employment offers should always be offered to the highest scoring candidate (and if the offer is declined, the next highest scoring candidate, etc.). Any issues relating to the suitability of a candidate for a role should be reflected in their scores. If this is not the case, recruiting managers should discuss their concerns with Human Resources.

16.4 Do not offer a role to any candidate without discussing the outcome of your selection process with Human Resources first.

16.5 However, following discussion with Human Resources a recruiting manager may contact a successful candidate by telephone to discuss an offer of employment.

16.6 Only staff from Human Resources are authorised to make formal written offers of employment to salaried staff. Therefore, all recruiting managers need to be extremely careful when communicating with successful candidates. If you are in any doubt regarding the correct process for discussing a job offer with a candidate, contact Human Resources for guidance.

16.7 Making a Verbal Job Offer

You should inform the successful candidate that:

- They are the preferred candidate following interview

- All offers of employment are subject to the satisfactory completion of the Council's pre-employment checks (further details of which will be included in their offer letter).
- That Human Resources will contact them to confirm the offer of employment once a starting salary has been agreed.

DO NOT:

- Make an unconditional offer of employment which is not subject to satisfactory references or eligibility to work in the UK.
- Discuss or negotiate contractual terms and conditions other than salary expectations.

17 Post-Offer Recruitment Process

For details of the post-offer recruitment process, see the **BPSS-Compliant Recruitment Policy and Procedure**.

BPSS Compliant Pre-employment Checks

18 Background & Process

- 18.1 For recruitment purposes, local authorities are ~~now~~ required to complete mandatory pre-employment security checks in accordance with HMG advised Baseline Personnel Security Standard (BPSS) prior to start date. Checks 1 – 3 apply to all staff and check 4 applies to roles identified as requiring a criminal record check.
- 18.2 Please refer to Appendix 2 & 3; Recruitment Process Flowchart & BPSS Pre-employment Check Procedure Flowchart for further information.
- 18.3 The pre-employment checks include:
- i) identify verification.
 - ii) immigration status verification.
 - iii) reference check (covering 3 years occupational history).
 - iv) criminal record check (where appropriate).
- 18.4 Throughout the recruitment process, prospective employees are expected to assist the Council in the completion of all checks described above by prompt provision of relevant documents and information where requested.
- 18.5 Failure to successfully complete the appropriate pre-employment checks within a satisfactory time period or manner will automatically preclude employment. The council reserves the right to withdraw an offer of employment where the baseline security requirements have not been met.
- 18.6 As an organisation using the Disclosure and Barring Service (DBS) to assess applicants' suitability for positions of trust, Surrey Heath Borough Council complies fully with the relevant codes of practice and undertakes to treat all applicants for positions fairly. It undertakes not to discriminate unfairly against any subject of a disclosure on the basis of conviction or other information revealed.
- 18.7 The policies and procedures outlined in this document will continue to be reviewed on a regular basis and will be subject to amendment in line with changes in the law or HMG guidance.

19 Identity & Immigration Status Verification

- 19.1 Identity and eligibility to work in the UK must be verified before any individual can begin their employment. Identity can be verified by physically checking a range of appropriate documentation (e.g. passport or other photo ID together with utility bills, bank statements, etc).
- 19.2 Under no circumstances should an employee begin working for the Council prior to presentation and verification of **original** documents* proving the immigration status

of an individual and their right to work in the UK. [*Between 30 March 2020 and 5 April 2022, Covid 19 adjusted measures are in place which means checks can take place upon submission of scanned identification documents.](#) See **guidance notes** for further instructions regarding document checking and verification.

- 19.3** Personal identity and immigration documents should only be checked and verified by trained, authorised staff.
- 19.4** For the purposes of recruitment, the Council generally adheres to the document requirements set for Disclosure and Barring Service (DBS) applications.
- 19.5** **For roles that do not require any criminal record check the DBS documentation requirements are set as a baseline standard that applicants are expected to meet if possible.** In the event that an applicant is unable to meet the document requirement for any of the routes described by the DBS document checking guidance notes, the applicant's details may be submitted to Human Resources for risk assessment.
- 19.6** In order to avoid incurring a penalty under The Immigration Act 2016, the Council must adhere to set procedures including:
- 19.6.1** To take all reasonable steps to check the validity of immigration documents. Proof of this verification process must be documented.
- 19.6.2** To ensure that staff will not be penalised for not identifying counterfeit or fraudulent documents, but **must** ensure all reasonable steps are taken to check the validity of such documents.
- 19.7** Checks relating to prospective employee's eligibility to work in the UK must be applied evenly in accordance with the Council's obligations under the Equality Act 2010.
- 19.8** New employees will also be required to complete a **Nationality/Immigration Status Declaration Form** as part of their new starter paperwork. However, self-declaration is merely a further check in the immigration status verification process and should never replace checking original documents.

Fig 19.1 Nationality/Immigration Status Declaration Form

NATIONALITY/IMMIGRATION STATUS DECLARATION FORM			
<p>Important: This form contains 'personal' data as defined by the Data Protection Act 1998 and will be processed accordingly. This data is supplied solely for the purpose of a check against the UK's Immigration and nationality records in accordance with BPSS guidelines.</p> <p>By signing the declaration on this form, you are explicitly consenting for the data you provide to be processed in the manner described above. If you have any concerns about any of the questions or what we will do with the information you provide, please contact Human Resources immediately for further information.</p>			
PERSONAL DETAILS			
SURNAME:		FORENAME(S):	
MAIDEN SURNAME:		PREFERRED NAME:	
ALIAS(ES)/OTHER NAMES:			
TITLE (MR, MRS, MISS):		DATE OF BIRTH:	
HOME TELEPHONE:		MOBILE TELEPHONE:	
NATIONALITY DETAILS			
<p>In the context of the questions below, Nationality refers to the political nation or group of nations to which you belong, i.e. the nation responsible for issuing your passport.</p>			
NATIONALITY AT BIRTH:			
PRESENT NATIONALITY:			
Please provide an original copy of your passport (if you have not already done so)			
Have you ever possessed any other nationality or citizenship that is not declared above?		YES/NO If yes, please provide details:	

19.9 N.B. NINO Confirmations

National Insurance numbers are **not proof of identification or immigration status** and fraudulent numbers may be acquired more easily than other document types. The Council will accept related letters and payslips as proof of NI number for payroll purposes, or proof of address only.

20 Employment History/Occupational status Verification

20.1 Surrey Heath Borough Council has adopted a referencing policy in line with the HMG advised BPSS best practice guidance for employment/occupational history verification. Prospective employees are required to provide a full, unbroken employment/occupational history for the last 3 years to date at the point of application. This account will be verified at the offer stage as part of the BPSS-compliant pre-employment checks.

20.2 For prospective employees with only one employer during the 3 years preceding offer, the verification process is straightforward (minimum requirement: one reference from the employer cover the 3 year period only).

20.3 However for those that have had multiple roles, have had period of unemployment (greater than 3 months) or periods of over 3 months spent abroad, the verification process may cause significant delay to the start date of the individual. All employment gaps longer than 3 months should be investigated.

20.4 Where possible, employment references should be received on headed paper/from a valid company account and include the start and end date of each period of employment and job title. Ideally, the reference should confirm that the individual's business was properly conducted and was terminated satisfactorily. However, many organisations are now choosing to provide only basic references -so the latter may prove problematic. Employment references should be sought from impartial sources (Human Resources, management) not from colleagues or family friends except for the purposes of supporting other documentation.

20.5 In the absence of impartial, direct referencing it is acceptable to approach personal references or to seek verification via indirect sources, e.g. the provision of documents confirming receipt of benefits, a 'To Whom it May Concern' letter confirming employment dates on headed paper that is not addressed directly to the Council or medical documents confirming periods of incapacity.

20.6 Personal references should be individuals that have known the prospective employee personally for over 5 years and are willing to endorse the good character of the individual in question.

20.7 All documentation must match the declared employment/occupational history (allowing for a reasonable margin of error). In the event of significant or numerous inconsistencies please contact Human Resources.

21 Incomplete employment history/occupational history

21.1 While an incomplete employment/occupational history will not necessarily preclude employment, it is the Council's responsibility to – as far as possible – ensure that prospective employees are not concealing inappropriate associations

or gaps and to verify employment history that has been provided.

- 21.2** In the event of unverifiable employment/occupational gaps in the individual's history greater than 3 months, prospective employees will be required to complete and sign an **OCCUPATIONAL STATUS DECLARATION FORM (GAPS IN EMPLOYMENT)**. This serves as a record of their self-verification and summary for reference in the event of risk assessment by the Human Resources.

Fig 21.1 Occupational Status Declaration

OCCUPATIONAL STATUS DECLARATION (Gaps in Employment)			
<p>Important: This form contains 'personal' data as defined by the Data Protection Act 1998 and will be processed accordingly. This data is supplied solely for the purpose to check against your employment records in accordance with BPSS guidelines.</p> <p>By signing the declaration on this form, you are explicitly consenting for the data you provide to be processed in the manner described above. If you have any concerns, about any of the questions or what we will do with the information you provide, please contact Human Resources immediately for further information.</p>			
Name Details			
Surname:		Forename(s):	
Maiden Surname:		Preferred Name:	
<small>(please provide an original copy of the certificate, e.g. Deed Poll or Marriage)</small>			
Title:		<small>(eg: Mr, Mrs, Miss, Ms, Dr)</small>	
Date of Birth:			
Home Tel No:		Mobile Tel No:	
Occupational Status Details			
<p>BPSS guidelines require that appropriate measures should be undertaken to establish an unbroken occupational history for a minimum of 3 years prior to the offer date.</p> <p>Please complete the table below with details. Where possible, please submit documentation or evidence to support your claim. If you are unable to provide evidence for your occupational status during the period stated please indicate this in the box provided.</p>			
Occupational History			
Status	Dates	Supporting Documents?	Details of Evidence
		YES / NO	
		YES / NO	

22 Criminal Record Checks

- 22.1** In accordance with HMG BPSS requirements, staff must undergo a criminal record check if they are in a role where this has been identified as necessary.
- 22.2** Roles identified as requiring a criminal record check fall under a 2-tier clearance model:
- Tier 2: Standard Disclosure – unspent and spent convictions only.
Tier 1: Enhance Disclosure – unspent, spent and any information relevant to role.
- 22.3** Currently, Tier 1 and 2 clearances are requested directly from the Disclosure & Barring Service (DBS) – the replacement for the Criminal Records Bureau (CRB).
Surrey Heath Borough Council use an umbrella body ([Babcock International](#)) to submit DBS Checks.

23 Application procedure for Tier 1 and 2 Disclosures

- 23.1** **Disclosure and Barring Service (DBS) Checks – formerly CRB checks.**
Individuals working in eligible roles will be sent a link to the DBS application form and related guidance notes to assist completion of the form. Once this is complete, the relevant supporting documentation should be provided to Human Resources. As a Registered Body, Surrey Heath Borough Council complies with the DBS Code of

Practice and has written policies on the recruitment of ex-offenders and the handling Of Disclosure information. Copies of these documents are available from Human Resources on request. A criminal record is not necessarily a bar to employment. Once you receive your DBS certificate this is your information which we require to see as part of this recruitment process. Upon sight of the certificate we will note on our electronic Human Resources Information System (HRIS) the certificate number, type of certificate and issue date, ~~not no~~ copies of the actual certificate are kept on record.

24 Selecting an appropriate disclosure level for the role

The table below provides further information relating to the application of each tier of disclosure to the workforce. Use this guide, but any specific queries may be directed to Human Resources.

Table 24.1 Disclosure Levels – Tier 1-2

TIER 1	<p>Enhanced DBS Check Average Timescale: 4 weeks</p> <p><i>Roles that involve regular interaction with ‘at risk’ groups, such as children or vulnerable adults (or both), in order to undertake their normal duties. This includes the same as the standard check plus any additional information held by local police that’s reasonably considered relevant to the workforce being applied for (adult, child or ‘other’ workforce). ‘Other’ workforce means those who don’t work with children or adults specifically, but potentially both e.g. taxi drivers. In this case, the police will only release information that’s relevant to the post being applied for.</i></p>
TIER 2	<p>Standard DBS Check Average Timescale: 4 weeks</p> <p><i>Roles where the employee may be required to interact with vulnerable groups as part of their role either as undertaken by daily duties or exceptional circumstances. Generally public-focused roles, e.g. Car Parks.</i></p> <p><i>Roles where the employee has responsibility for a workforce that undertakes public-focused duties that may expose them to such interactions.</i></p> <p><i>This will check for spend and unspent convictions, cautions, reprimands and final warnings.</i></p>

25 Local Government Continuous Service

25.1 In-keeping with the provisions of The Redundancy Payments (Continuity of Employment in Local Government, etc.) (Modification) Order 1999, Surrey Heath Borough Council will recognise continuous employment carried over from another Authority as equivalent to employment at Surrey Heath Borough Council for the purposes of pre-employment verifications.

26 Medical Clearance

26.1 Medical endorsement of fitness is not required for BPSS purposes, but it forms part of the Council’s mandatory pre-employment checks. The questionnaire is distributed by a third party (Team Prevent) and reviewed by an independent medical professional.

26.2 Where appropriate, Team Prevent will issue a report to Human Resources detailing any specific medical conditions that may require adjustments at work. Human Resources will schedule a meeting with the affected employee to discuss the adjustments. Any relevant information will be disseminated to the manager following the meeting if appropriate.

27 Successful Clearance

27.1 The pre-employment check process may be considered complete when:

- i) Original identity and immigration documents have been seen, copied and verified. Qualification and address details have been seen, copied and verified.
- ii) Medical report has been received and individuals have been determined to be FIT for role or special working arrangements have been agreed and emplaced.
- iii) Employment/occupational history for at least 3 years has been verified, or unverifiable gaps declared by the individual on the correct form.
- iv) Original disclosure certificate appropriate to role has been presented to and checked by Human Resources. Certificate number and expiry date must be recorded electronically as a copy of the certificate may not be kept on file as the individual owns this information.

28 Induction

28.1 All inductions should be carried out on the first day of service by Human Resources, unless agreed otherwise.

28.2 There are a number of mandatory induction processes and forms that must be completed at this stage. These will vary according to the individual's i) job role, ii) working location and iii) contract type. It is essential that any representative carrying out the induction on behalf of Human Resources must be clear as to which apply in each case, thus ensuring compliance to the Council's statutory duties.

APPENDIX 1

Document Checking & Verification Procedure

FOR MANAGER INFORMATION ONLY:

Checks should only be undertaken by Human Resources unless explicit permission has been granted for other staff members to complete them.

Under no circumstances should an employee begin working for Council prior to presentation and verification of **original** documents* proving the immigration status of an individual and their right to work in the UK. *Between 30 March 2020 and 5 April 2022, Covid 19 adjusted measures are in place which means checks can take place upon submission of scanned identification documents.

Personal identity and immigration documents should only be checked and verified by trained, authorised staff.

Procedure

1. Visual Check of the document

The table below provides very basic instructions for checking and verification of identity and immigration documents.

This is not an exhaustive guide and please do not hesitate to contact Human Resources if you have any queries relating to document verification or immigration.

2. Photocopy document

Copy the document as per the guidance in the table, or for other documents copy all pages that contain information relating to the identity or immigration status – e.g. for a utility bill, you want to copy information confirming the name and address of the individual but not how much they owe on their account!

3. Verify Copies

All checked/verified documents must be dated and signed by the authorised staff member undertaking the check. By signing the document, you are confirming that you believe the original has been presented to you at that time. While you are not personally responsible for identifying counterfeit documents, a false declaration (e.g. verifying a document for which you have not seen the original) may result in disciplinary action or legal consequences.

Feeling unsure ...?

If you do not feel confident that the documents you are checking are authentic or correct, please copy the document and contact Human Resources immediately.

You are not required to endorse a document that you do not believe to be genuine and you should not advise the individual that you believe their document to be invalid without sufficient evidence.

In the event of a document query, Human Resources may seek further advice or expertise from other departments or government services.

Table: Basic Document Checks (Identity/Immigration)

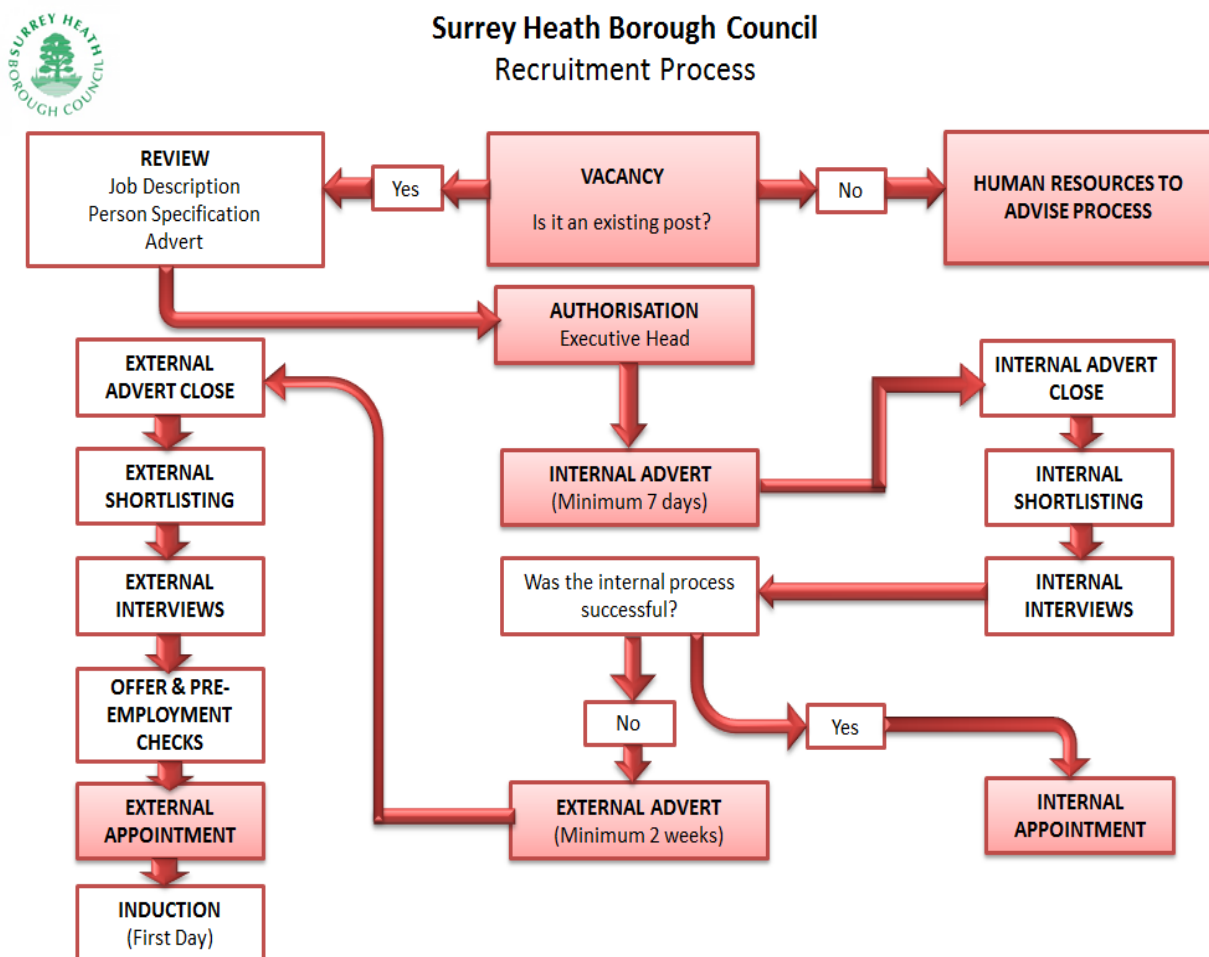
Document - ORIGINAL COPY	Check	Photocopy
Passport UK & EU	Details page states PASSPORT <u>not</u> TRAVEL DOCUMENT Front page states European Union Expiry date Nationality (Citizen <u>not</u> resident) Name, Date of birth vs other documents Some pages react to UV light	Front cover, pages confirming right to work in the UK, plus pages including nationality details, photograph, date of expiry, name/signature.
Passport Non-EU	Refer to HR for verification	Front cover, pages confirming right to work in the UK, plus pages including nationality details, photograph, date of expiry, name/signature.
Birth Certificate (UK)	Date of issue - if not issued in year of birth, may not be used as primary ID Before April 1969 = landscape, after April 1969 = portrait Watermarked but do not react to UV light Name, date of birth vs other documents May be handwritten, typed or computer generated.	All pages
Certificate of Naturalisation	States British Nationality Act 1981 Date of issue - does this fall before issue date of passport/immigration docs? Name, date of birth vs other documents	All pages
BirthBirth Certificate Non-EU	Refer to HR for verification	All pages
Driving Licence (UK/ Channel Islands/ EU only)	Check country of issue Photocard or paper version (if issued before 1998).	All pages

	<p>Expiry date - photocard only</p> <p>Security features - photocard only, eg-e.g. Hholographics, image under photo shows expiry date when tilted (pre-2014 issue)</p> <p>Endorsements - are they relevant to role?</p> <p>Name, date of birth vs other documents</p> <p>Address - £1000 fine if not current</p>	
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Gov.uk guidance on document checking:

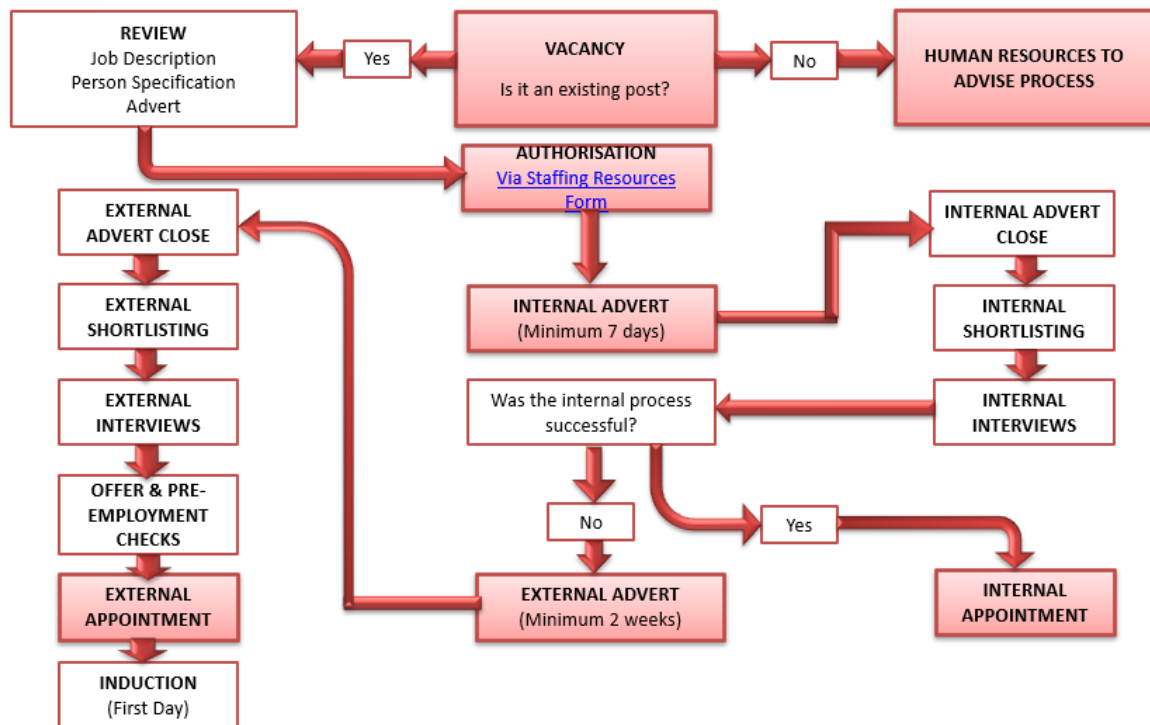
<https://www.gov.uk/government/publications/basic-passport-checks>

APPENDIX 2





Surrey Heath Borough Council Recruitment Process



APPENDIX 3



Surrey Heath Borough Council BPSS Pre-Employment Checks Process

