

Recruitment and Selection

Guidance for Managers



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1. Introduction

The Council is committed to efficient, flexible and fair recruitment and selection practices in order to appoint the best possible people who will help ensure high quality service delivery to our customers.

Effective recruitment and selection depends upon identifying and selecting individuals with the appropriate level of skills, knowledge and behaviours and who will readily identify with the Council's guiding principles, while making a positive and valuable contribution towards delivering outcomes for the citizens of Aberdeen. This in turn will help to improve the employee and citizen experience and the use of resources.

The recruitment and selection process also offers an opportunity to promote the Council as an employer of choice. A positive candidate experience can have a significant impact upon the Council's Employer of Choice status and the ability to attract and retain a diverse range of talent.

This Guidance has been developed in accordance with all current employment legislation and reflects recruitment and selection best practice.

1.1 Core Principles

- Ensuring our focus is on developing our existing workforce, and that internal recruitment and internal movement of staff is the highest priority.
- Ensuring that employees on redeployment are prioritised ahead of all other applicants as part of our commitments within the [Redeployment Procedure](#).
- Ensuring fairness by complying with all equalities legislation, assessing individuals according to their knowledge, skills and behaviours and, in meeting the requirements of the role, appointing on merit alone.
- Ensuring efficiency by planning recruitment and selection activity in advance and communicating clearly and timeously with all individuals involved in the process.
- Ensuring effectiveness by planning workforce needs in advance; by training managers in recruitment and selection; by ensuring all necessary checks are undertaken to ensure an individual is suitable to be employed for the role and has the right to live and work in the UK.
- Ensuring fairness by complying with all equalities legislation, assessing individuals according to their knowledge, skills and behaviours and, in meeting the requirements of the role, appointing on merit alone.
- Ensuring that the Council is promoted as an employer of choice.
- Ensuring that Services can achieve high standards in recruitment and selection and meet our Safer Recruitment responsibilities.

Managers are responsible for their recruitment decisions and it is, therefore, vital that these are carefully considered. Following best practice, as outlined in this guidance will ensure that the Council employs people with the cultural and technical fit needed to be both successful in their role and the organisation.

2. Ensuring Equality of Opportunity

The Council is committed to providing equality of opportunity for everyone by providing a positive and accessible environment free from prejudice and unlawful discrimination while valuing the needs and rights of all individuals. It is acknowledged that some candidates may face additional barriers to recruitment and it is important therefore, that those involved in recruitment and selection comply with equalities legislation and the Council's Diversity and Equality Policy, and also take into consideration the Council's Equality Outcomes, Equally Safe at Work Accreditation and Equality, Diversity and Inclusion Action Plan by ensuring that:

- The job profile accurately reflects the essential requirements of the role and does not contain any requirements that could be considered discriminatory, it should also not include any language that may be "gendered" or not inclusive;
- Job adverts do not discriminate against certain groups or prevent them from applying for the post;
- Individual requirements during the selection process are accommodated when requested, wherever possible. Recruiting managers should refer to the Council's '[Equality, Diversity, Inclusion and Recruitment](#)' which is included on all job adverts;
- The selection process is as fair, transparent and inclusive as possible, providing opportunities for people to show their best selves;
- Interview questions are prepared in advance and are not discriminatory, vague or unnecessarily complicated;
- Stereotypical assumptions about applicants and job roles are avoided and challenged, with candidates considered based on their skills, knowledge and experience alone, not on their appearance or any other aspect of their person irrelevant to the job. This includes assumptions made about a candidate's willingness or ability to undertake certain aspects of the role (e.g. gendered assumptions relating to childcare and working patterns);
- Guaranteed interviews (see section 6.4) are provided where the applicant meets the minimum criteria for the role and no negative assumptions made about those who are being interviewed as part of the scheme;

All recruiting managers must have completed their mandatory Equality and Diversity training (you can [access this training via our online learning portal here](#)) and People and Organisational Development can provide further training or guidance on equality, diversity and inclusion where required. Managers should familiarise themselves with the resources provided by People and Organisational Development on [equality, diversity and inclusion](#) so they can actively identify, address and remove any bias and understand the benefits that diversity and inclusion brings to the organisation.

Further equality, diversity and inclusion guidance is included in this guidance at relevant sections.

3. The Recruitment Process

The Council's agreed recruitment process, as set out within this guidance document, should be followed to fill all vacancies over a six month duration.

For arrangements to cover short-term and/or unexpected absences up to 6 months, managers may use local arrangements, using a note of interest process, and apply [higher graded duties](#). Please contact the Talent Team for further advice and to discuss options to fill any resourcing needs.

3.1 Vacancy Arises

When a vacancy arises, there are a number of options available instead of recruiting to the role 'as is'. These are outlined below:

Please note this does not apply to Teaching roles which are covered under SNCT terms and conditions.

Option 1 - Not Filling the Vacancy

Firstly, you should determine if you really need to fill the vacancy arising from an employee leaving. You should explore options such as:

- Digital solutions or automation to replace the tasks undertaken by the employee
- Removing non-statutory or non-essential tasks from service delivery
- Distributing tasks to others within the team
- Reviewing your team structure

Not filling the vacancy allows a cost saving to be made and contributes to supporting your Cluster, Function and the organisation's need to reduce costs.

Option 2 - Creating an Apprenticeship

People and Organisational Development can support you in exploring the potential for the role becoming an apprenticeship. Apprenticeships bring many benefits, they attract new talent, address skills gap, re-skill existing staff, nurture talent and bring diversity to the organisation. Apprenticeships combine work and training, gaining practical skills, knowledge and experience and a nationally recognised qualification. Our [Apprenticeship Programme](#) consists of Foundation, Modern and Graduate Apprenticeship opportunities and is part of our commitment to developing the younger workforce. For further information, please see

Option 3 - Creating a Developmental Role

Some roles have a requirement for essential qualifications to be in place from day 1. However, for some roles, these could be developed in time. To allow a wider pool of applicants to be considered for your vacancy, you should remove as many barriers as possible to recruitment. By including specialist knowledge, skills, experience and qualifications in the job profile and job advert reduces the talent pool that you can reach and have access to, thus potentially reducing your chances of filling the role or getting your best candidate.

Instead of specifying within the job profile that a candidate must have specific qualifications, knowledge, skills, experience to be shortlisted for the role, you could instead, add into the job profile and job advert that these can be achieved on-the-job, even specifying within a specific time period. This can then be included in an Introduction and Development Plan (see section 3.4) of any successful candidate.

Including all elements of the existing job profile, but making them developmental within a reasonable time frame, will not have an impact on the job evaluation or pay grade of the role. However, you would need to be mindful that tasks in the team may need to be shifted temporarily until the employee is fully developed and able to cover the full remit of the role. Therefore, careful management of this is required and advice from the Talent Team is available.

Option 4 - Redesigning or Creating a New Role

When considering your vacancy, you may determine that certain elements of the job profile are no longer required. For example, a specific qualification / skill is no longer required as the tasks that require it can either be stopped or reallocated.

If this is the case, an amended job profile should be developed and submitted to People and Organisational Development who will confirm whether the changes will impact on the job evaluation score for the role. If the changes are significant, a new [job evaluation](#) will have to be undertaken to determine any pay grade implications. This may also require the completion of a [business case](#). People and Organisational Development can provide advice on these elements.

You may also want to consider whether you could convert an existing vacancy, or create a new trainee role to allow for supported training or attaining a qualification. This approach may support succession planning or recruitment challenges where you have been unable to successfully fill a vacancy.

If having considered these options, you still wish to recruit to the vacancy , please proceed to the next step.

3.2 Approval to Fill Vacancies

Where a decision is reached that the vacancy should be filled, the next step is to seek approval to fill. All vacancies require approval to fill, before they can be advertised. The vacancy approval process may change depending on the needs of the organisation but will usually require, as a minimum, approval from the Chief Officer of the recruiting cluster, Chief Officer – Finance; and Chief Officer – People and Citizens Services.

The current process is set out on the [Managing Vacancies](#) page of People Anytime. Requests to recruit to vacancies are made using [TalentLink](#) and further information and guidance is available [here](#).

3.3 Recruitment and Selection Training

All employees and Elected Members who will be involved in recruitment and selection, should undertake recruitment and selection training. You can find out more about the recruitment and selection training and book a space [here](#).

As a minimum, the Chair of the shortlisting/interview panel must have completed the Council's recruitment and selection training, as the role of the chair is to oversee the selection process and ensure it is carried out fairly, and in accordance with the Council's recruitment and selection guidance.

It is recommended that, wherever possible, the same panel is used for the shortlisting element as for the selection interview.

Whilst all panel members should have undertaken recruitment and selection training, if this has not been possible, they must familiarise themselves with the recruitment and selection guidance (in particular the legal and equality duties) and should complete the mandatory equality & diversity online learning module (you can [access this training via our online learning portal here](#)), before becoming a panel member.

Where the selection panel includes individuals who are **not** Council employees, the panel chair is responsible for ensuring that they understand the relevant sections of this guidance and are aware of their role. This must be done prior to the start of the selection process. See Appendix 1 - Teaching Specific Guidance for parent council member training.

3.4 Internal Recruitment - The re.cr.uit scheme (Please Note: does not apply to teaching roles)

The Council is committed to developing its existing workforce and as a result, in most cases, vacancies will be advertised and recruited to internally wherever possible. The Retaining Employees. Changing Roles. Using Internal Talent (re.cr.uit) scheme has been developed to enable this. Our workforce plan outlines the need for the organisation to develop a flexible, agile workforce by having the ability to move employees from areas of reduced demand, to areas of growth or sustained need, based on an employee's "fit" to a role.

The re.cr.uit scheme is based on the principle that there are three main elements to an individual's "fit" to a role:

- Technical skills, knowledge and ability. This may include qualifications, technical training and workplace experience, including transferrable skills, which enables an individual to have the knowledge and skills to do a particular role.
- Personality / behaviour fit. This is the behavioural element of a person's fit to a role. For example, someone who has an inherent preference for and strength in negotiation and networking may be well-suited to a role in sales.
- Environmental / other factors. This could include grade, workplace location, working pattern and general environment which are requirements for an individual or match their personal circumstances and needs.

Existing council employees can apply for internal vacancies using myjobscotland (internal only view - [here](#)). They are asked to confirm their priority status depending on their current employment situation as follows:

Priority 1 - employees on redeployment. This is where an employee no longer has or is no longer able to undertake their substantive role either through displacement or on medical grounds. The reason for redeployment does not affect their priority status. Recruiting managers must consider any priority 1 employees before any other applicants.

Priority 2 - employees who are at risk of being displaced due to service restructure or redesign. To classify as priority 2, an employee must have been formally advised that it is proposed their role will be disestablished or that they are subject to a competitive selection exercise in accordance with the Displacement Assessment Process where there is a reduction in posts or, **via job matching**, where there is a possibility of not being matched to a new or amalgamated role. This reduction needs to be definite and therefore all business case approval and consultation processes should have been concluded beforehand. **This category also includes any modern apprentices within 3 months of the end date of their apprenticeship and who are applying for a role relevant to their apprenticeship.** Recruiting managers will not consider any employees from this category until they have confirmed that there are no suitable employees from priority category 1. Recruiting managers must complete the selection processes for this category before considering any other applicants.

Priority 3 – employees including those looking for a career-change, those seeking promoted posts and those seeking other opportunities. Recruiting managers will not consider any employees from this category until they have confirmed that there are no suitable employees from priority categories 1 and 2.

Priority 4 - relief and agency workers working with the council; in addition to some employees of arms-length or partner organisations Recruiting managers will not consider any employees from this category until they have confirmed that there are no suitable employees from priority categories 1, 2 and 3.

Roles and Responsibilities - re.cr.uit scheme

An employee's substantive manager's role is to:

- provide an environment where employees are encouraged to seek alternative opportunities in the Council if they so wish.
- support any development an employee is looking for where it supports their career progression or any job / career change within the organisation.
- identify any handover periods necessary during an employee's transition into a new role and agree and record in writing any decision to hold a substantive post for a period of time for an employee who is moving elsewhere.
- maintain regular contact with an employee who moves role to undertake a project or secondment in another area of the council, to provide team / service updates.

A recruiting manager's role is to:

- work with the Talent Team to identify the specific needs of the role, team and service.
- be as open and flexible as possible to ensure the role and work activity is adapted to allow internal employees to be considered, appointed and be developed on-the-job.
- take employee 'fit' into consideration and not just technical skills and experience
- use external recruitment only as a last and final resort.
- work with the employee and substantive manager to support any handover or transition periods that the employee or substantive service needs, as well as being open to any qualifying period where an employee can opt to return to their substantive role.
- complete the Introduction and Development Plan (see section below) with the employee and responsible for meeting them on at least a weekly basis for the first 12 weeks
- provide honest and constructive feedback to the new employee about their performance and development and responsible for highlighting any serious issues to the Talent Team.

Trial Period

Where an internal employee moves to a new role via re.cruit, they will normally have a four-week trial period. This will enable them to confirm whether the role is suitable, particularly where it is a complete career change. With the security of being able to return to a substantive role, employees can trial a new role to see if it is the correct career move without risk. For managers, the trial allows the employee to have an initial 'settling in' period to the new role and gives assurance that the employee is a good fit for the role and for the team. It allows for the identification of any development gaps and the Introduction and Development Plan (see section below), can be started and amended as required.

Trial Period - Holding a Vacancy

Substantive managers must hold an employee's role for a period of 4 weeks to allow the employee to complete a 4 week trial of the new role (there may be a need for this to be extended if an employee's trial period is longer than 4 weeks due to leave or sickness), which includes an option to return to their substantive role should this be required.

For the substantive manager, whilst this may be challenging, it demonstrates our corporate commitment to the principles of our workforce plan to develop our existing workforce. It also highlights that you value your employee and emphasises our whole council, one-team approach to working.

In some exceptional circumstances, it may not always be possible or appropriate to hold substantive roles, particularly where there is an immediate, statutory need in the service. If this is the case, please contact the Talent Team for advice.

On some occasions, trial periods may need to be extended but an extension will require approval from the substantive manager and cannot be guaranteed.

During the period where a role is being held to allow a trial period to take place, the substantive manager may submit a request to recruit, but the role cannot be advertised until the outcome of the trial period is confirmed.

Introduction and Development Plan

An [Introduction and Development Plan](#) should be undertaken to record any development needed to enable an employee to be able to fully undertake all aspects of the new role. It will normally cover an employee's first 12 weeks in the new role, including the 4 week trial period.

The Plan should record the discussion from structured weekly meetings between the employee and manager, where they have an open and honest discussion about the employee's experience in the new role, the manager's expectations as well as the employee's performance and development needs.

In certain circumstances, the Introduction and Development Plan period may be shortened. e.g. where an employee is moving into a role that is very similar to their substantive role and where minimal development gaps have been identified. The recruiting manager should still endeavour to meet the employee on a regular basis to ensure that any support needs are identified and that there is open conversation with the employee about what they might require.

Agreeing a Start Date

The substantive manager and recruiting manager should discuss a mutually agreeable start date for the employee in their new role.

An option that substantive managers may wish to explore is to offer a transition period to accommodate a handover from the employee to others in the team. This transition period would allow the employee to gradually reduce hours in their substantive role and increase hours in the new role over a period of time. During that time, there should be a knowledge capture and sharing exercise undertaken to allow the employee's knowledge, skills and experience to be handed over to others in team.

Providing Information to the New Line Manager

The substantive line manager should ensure that all relevant employee information is confirmed to the new line manager. CoreHR will be updated to reflect the change in line manager for annual leave, absence, CR&D. If the employee is being managed under any People policies, the relevant information should be shared with the new line manager, in order to continue to manage the process.

4. Advertising the Vacancy

All vacancies will be advertised on [myjobscotland](#) (internal and external), the Scottish local government recruitment portal. Applicants apply online using the myjobscotland website. External roles can also be added to the Council's social media channels, as appropriate (please contact the Talent Team who can arrange this).

Requests to advertise in specialist publications should be made at the outset as some planning is required to ensure that the advertisement is carefully timed in relation to the varying publication/website dates.

Where approval is given to advertise a vacancy externally after all internal options have been exhausted, recruiting managers will need to determine the most appropriate form of advertising taking into account the role and the current employment market. Some of those available are:

- Websites (ACC and myjobscotland)
- Generic and specialist jobs boards
- Social Media
- Specialist or professional publications/websites
- Community access points
- Local schools, colleges, universities and careers service centres
- Local/national newspapers online or in-print

Please note that some of these options will have a cost, and a budget code will be needed to select paid recruitment advertising options.

5. Application Forms

For the majority of our vacancies, the council uses the online myjobscotland standard job application form, which provides all the relevant information for selection purposes. The system also captures all the data we require for equal opportunities monitoring purposes. This is captured separately to the application details, and is not available to selection panel members.

Applicants are required to state on the application form any relationship with any senior officer or Elected Member of the Council. Standing Order 48, of the Council's Standing Orders, sets out the procedure for dealing with job applications from relatives of Councillors and prescribed officers. Recruiting Managers must observe this procedure at all times. Where there is any uncertainty a recruiting manager should contact the HR Service Centre for clarification.

For certain specialist roles, recruiting managers can ask applicants to submit a curriculum vitae (cv) and supporting statement outlining how they meet the requirements of the role. Please contact the Talent Team, where this is required.

6. Selecting for Interview

6.1 Identifying the Interview Panel (for teaching posts please see Appendix 1)

To ensure consistency and confidentiality, the shortlisting process should be undertaken by the **same** panel members who will be conducting the interview. A panel should comprise a minimum of two people, including the Chair. The Chair should be mindful of panel composition for reasons related to equality and diversity and to ensure that stereotypes and bias are avoided (e.g. gender and race).

Occasionally, an interview panel member may be in a position where their ability to remain impartial could be compromised e.g. having a personal relationship with or being related to a candidate. Where there is any doubt, they should not participate in the selection process.

Normally, the interview panel will include the person who will hold line management responsibility for the successful candidate along with another relevant officer.

For reasons of legal accountability, it would not normally be the case to include someone on the selection panel who is not an employee of Aberdeen City Council. If there is a need to do this, please discuss with the Talent team.

The interview panel should agree in advance of the interviews:

- the chair of the panel, usually the line manager, or in some cases, the service manager
- the structure and format of the interview
- interview questions, the order and who will ask which. (see section on question design below for more information about this)

6.2 Shortlisting Applicants

When shortlisting, interview panel members should:

- Assess the information provided in the application form against the role requirements set out in the job profile. Applicants should **not** be compared against each other.
- Agree a shortlist from applicants who meet **all** of the minimum requirements (as set out in the job profile). It is recommended that where possible, an optimum number of 5 to 6 candidates are shortlisted for one vacancy. If there are a large volume of candidates who meet the minimum requirements, it may be necessary to weight some of the requirements as being more important and re-evaluate the shortlist on this basis.
- Where there is only one applicant, or where only one applicant meets the minimum requirements, it is possible to proceed with the selection process, to determine their suitability for the role.
- When assessing applications from internal candidates, recruiting managers should consider development and training employees on the role, transferable skills, experience and behaviours as well as technical skills, knowledge and experience.

- In accordance with our [Redeployment Procedure](#), recruiting managers must consider Priority 1 employees on redeployment (redeployees), before considering any other priority group or external applicants. Where a redeployee has been identified as a potential fit for a vacancy, a People & OD Adviser will contact recruiting managers directly to ensure that they are considered for the vacancy. Please note, occasionally Priority 1 employees may apply for vacancies directly on myjobscotland and where this occurs, please check with the Talent Team.

Equality, Diversity and Inclusion Tip: Remember not to make any assumptions from the application form that are not relevant to the role. For example, a name, or employment and education dates and locations, might lead to some unconscious bias related to age, race or ethnicity. In addition, avoid assumptions based on employment or education gaps as these may be periods of time where someone was unwell or had childcare or caring responsibilities. Furthermore, spelling errors or grammatical mistakes may be linked to disability or where English is not a first language. Assumptions of this nature should be avoided, instead considering the content of the application.

6.3 Guaranteed Interview Schemes

The Council has a number of guaranteed interview schemes as outlined below. Should any of them apply to the role you are recruiting for, applicants will have an option to tick a box on their application form indicating that they wish to be considered under one of the following schemes.

All Jobs

- As a Disability Confident employer, we offer a guaranteed interview for applicants who have a disability as defined by the Equality Act 2010 and who meet the minimum criteria set out in the job profile.
- We offer a guaranteed interview for looked after young people, those that are in continuing care or are a care leaver up to the age of 29 and who meet the minimum criteria set out in the job profile.

Modern Apprenticeships (not craft / trades)

- As a Disability Confident employer, we offer a guaranteed interview for applicants who have a disability as defined by the Equality Act 2010 and who meet the minimum criteria set out in the job profile.
- We offer a guaranteed interview for applicants aged between 16 and 24 who are resident in the Aberdeen City boundary or have attended a secondary school in Aberdeen City and who meet the minimum criteria set out in the job profile.
- We offer a guaranteed interview for looked after young people, those that are in continuing care or are a care leaver up to the age of 29 and who meet the minimum criteria set out in the job profile.
- We offer a guaranteed interview for “New Scots”* aged between 16 and 24 and who meet the minimum criteria set out in the job profile.
- We offer a guaranteed interview for all those who have undertaken a Foundation Apprenticeship with Aberdeen City Council up to a maximum of two years ago and who meet the minimum criteria set out in the job profile.

Apprenticeships (craft / trades)

- As a Disability Confident employer, we offer a guaranteed interview for applicants who have a disability as defined by the Equality Act 2010 and who meet the minimum criteria set out in the job profile.
- We offer a guaranteed interview for looked after young people, those that are in continuing care or are a care leaver up to the age of 29 and who meet the minimum criteria set out in the job profile.
- We offer a guaranteed interview for "New Scots"* aged between 16 and 24 and who meet the minimum criteria set out in the job profile.

*"New Scots" are defined as refugees and asylum seekers who are in Scottish communities and include those who have been granted refugee status or another form of humanitarian protection, people seeking asylum, those who have been refused asylum, and those whose application has been refused but who remain in Scotland. Please note that eligibility to work in the UK is dependent on legal status and all applicants must have the right to live and work in the UK.

6. 4 What if there are no suitable applicants?

If none of the applicants satisfactorily meet the minimum criteria for the role as set out in the job profile, the vacancy can be re-advertised. Please contact the Talent Team for support and to discuss options.

6.5 Recording Shortlisting Outcomes

Recruiting Managers must update TalentLink with the outcomes of the shortlisting process for each applicant. Where an applicant is not going to progress to interview, the reason should be recorded for feedback purposes.

Once TalentLink is updated, please email askHR@aberdeencity.gov.uk, the HR Service Centre who will arrange to progress interviews and send notification emails to the unsuccessful applicants.

7. The Interview Process

A selection interview is the standard method used to determine a candidate's suitability for a role. It provides an opportunity to obtain further information and to assess the abilities and behaviours of candidates against the agreed job profile, as well as to determine if any development gaps identified can be met with reasonable support and development.

An interview is a two-way process and as well as being assessed for the role, it provides an opportunity for the candidate to learn more about the role, the team and the organisation.

There is no minimum recommended time for interviews, although a typical selection interview will range from 30 to 45 minutes, depending on the role. For senior roles and/or where additional assessment tools are being used, more time may be necessary.

All candidates should be allocated the same length of interview time to ensure that they have an equal opportunity to demonstrate how they meet the requirements for the role. As such, care should be taken to ensure that interviews do not over-run and that candidates are seen on time.

The exception would be where a candidate with a disability requires additional time due to the nature of their disability (e.g. where they have an interpreter present). This should be accounted for in advance and when setting up the interview times.

Interviews should be held in a private and convenient location, with no interruptions. When selecting a location, managers should consider accessibility, ambient noise, the environment and lighting, as well as any planned fire alarms or building works. It is possible to undertake virtual interviews, using e.g. Microsoft Teams, as an alternative to in-person interviews.

It is good practice to provide candidates with as much information about the selection process as possible in advance, including timings, specific location details and information about the panel composition. You may wish to include where to report and who will meet them, as well as dress code and anything they should bring.

Equality, Diversity and Inclusion Tip: *The selection process should be designed to allow a candidate to provide evidence of their skills, knowledge and experience as well as their suitability for the role. This is not an opportunity to provide unnecessary stages or processes which may act as a barrier to employment for some protected groups over others. Please ensure the selection process is objective, fair, transparent and measurable and reflects the nature of the role being recruited to. For example, for some frontline operational roles, it may be more appropriate for candidates to demonstrate a particular skill and be assessed on this over their ability to perform in a formal interview setting. Please see section 7.6 for further information on potential selection tools and please contact the Talent Team for support and guidance.*

Equality, Diversity and Inclusion Tip. *Some teams have trialled providing candidates with interview questions in advance. This allows a candidate to provide you with their best examples. If you are doing this, you will need to ensure you are allowing this on an equal basis for all candidates.*

7.1 Arranging Interviews

Recruiting Managers will complete an interview details form providing information on the interview arrangements including date(s), times, location, interview structure and whether any additional selection methods are to be applied. On receipt of this form the HR Service Centre will set up interview slots on Talentlink and send invitation e-mails to the shortlisted candidates.

Where possible, candidates should be given at least 7 calendar days' notice of the interview date.

In some cases, for example overseas candidates, or those with a significant distance to travel, it may be more appropriate and cost effective to undertake the selection process using virtual interviews using for example, Microsoft Teams.

7.2 What documents should a candidate bring to interview?

The invite to interview email asks candidates to bring the following documentation to interview:

- original certificates evidencing qualifications and/ or membership of any professional bodies that are required as per the job profile for the role.
- documentary evidence that they can legally live and work in the UK.
- where required, their driving licence. [Candidates are advised that, if they become preferred candidate, they will be required to obtain a code from the DVLA to allow the Council to check the details of their driving licence. If the role requires a LGV/HGV licence, the candidate will be advised that they will be required to sign a mandate so that their licence details will be registered by a third party source to allow real time information to be supplied].
- where required, 3 forms of identification for PVG/Standard Disclosure checks

It is the responsibility of the chair of the panel to ensure that all of the above is verified as original documents and copies are taken to be used at preferred candidate stage, where required.

For photo identification documents, the copy should confirm that the originals have been seen, using the following statement – ‘This is a true likeness of (Full Name)’ Post reference number (ABC---) with the full name of the officer who has verified the documents, printed and signed with the date of the verification.

Equality, Diversity and Inclusion Tip: Some candidates may be in a situation where their right to work identification does not match their gender identity. For this reason, some candidates may be hesitant to provide this documentation at interview stage for fear of being ‘outed’ as trans or non-binary. Recruiting managers should not insist on seeing this documentation and should be referred to our diversity pack. Their right to work in the UK can be verified at preferred candidate stage should this be required.

Equality, Diversity and Inclusion Tip: Please note that some candidates may not wish to shake hands and there are some candidates who may not make regular eye contact. Be aware and mindful of how this is influencing your decision-making as some of this may be as a result of a candidate being neurodivergent, less confident or could also be linked to cultural or religious background. Ensure you are focusing on skills, knowledge and experience and what a candidate is telling you, rather than aspects of a person that are not relevant to the role.

7.3 Writing Interview Questions

Interview questions should be based on the requirements set out in the job profile and should test candidates to ensure that they adequately meet the criteria and are suitable for the role and responsibilities of the job. Both job specific ‘technical’ questions and behavioural/competency based questions should be covered. Behaviour/competency based questions ensure that candidates align with, and have the ability to make a positive contribution to the Council’s guiding principles.

Questions should be sufficiently generic in nature to enable external candidates to be able to provide examples and to ensure that those with limited or no work experience are able to talk about their experience in terms of transferable skills.

Hypothetical questions should be avoided, such as *‘What would you do if....?’*, *‘How would you respond to....?’* and *‘How would you deal with....?’* as these are likely to result in hypothetical answers.

Questions which could be considered as discriminatory, relating to a candidate’s personal life or family commitments should be avoided, as well as any questions about a candidate’s health or disability. Where such a question is asked by a panel member, another member of the panel **must** intervene and inform the candidate that they should disregard and not answer the question.

7.4 The Need for Consistency

The selection panel should agree, in advance, the set of questions they will ask all candidates. The interview structure and content must be applied consistently to all candidates. However, supplementary questions and/or questions about an individual application are both permitted and encouraged to ensure as much evidence is available to support the selection decision.

7.5 Gathering Evidence of Competence

Using behaviour/competency based questions will enable candidates to demonstrate the behaviours necessary for the job. The extent to which candidates will be expected to demonstrate competence in the core duties and responsibilities will depend on the role and type of job. The behaviours listed in the [Job Families Capability Framework](#) provide the type of behaviours candidates will need to be able to demonstrate at interview for jobs at all levels.

By adopting a behavioural/competency based interview style, based on a relevant job situation, candidates will be able to give real life examples of how they have carried out a task/approached a situation in the past and describe what their role was in the example. This will provide good indication of how they will behave/perform when faced with similar challenges/situations in the future.

Examples include:

- Tell me about a time when you’ve delivered excellent customer service.
- Give me an example of when you utilised a strength that you brought to your team.
- Tell me about the last creative idea that you implemented at work.

7.6 Additional Selection Tools

In addition to a selection interview, there are a wide range of selection tools and techniques that can be included to supplement the selection interview decision. One or a number of these can be included as part of the process. If using additional selection tools, this must be clearly detailed within the invite to interview email to ensure candidates are aware and fully prepared.

If additional selection tools are being used to complement the selection interview, there must be a clear rationale for using them and they must be fair, consistent and valid.

Supplementary tools should not be used in isolation and care must be taken to ensure they are not discriminatory, especially related to any candidates with characteristics covered by the Equality Act 2010.

Equality, Diversity and Inclusion Tip: Positive discrimination is not permitted under the Equality Act (2010) and whilst we have some positive action initiatives such as our guaranteed interview schemes, the final selection decision should be based on objective merit alone. There is one exception and that is for disability with the Equality Act (2010) stating that employers can lawfully treat job applicants who are disabled more favourably because of their disability than a non-disabled candidate. This means that selection processes can be adapted and a disabled candidate could be selected over a non-disabled candidate. Please seek advice from the Talent Team before making this decision.

Examples of Additional Selection Tools include:

Presentations

If a role involves delivery of presentations, it may be appropriate to ask candidates to provide a presentation / briefing as a means of testing their ability to undertake this task.

Tests

Occupational tests may be a useful tool when assessing particular skills required within a job such as keyboard, problem solving or numeracy skills, for example. Candidates must be informed if they are to be required to undertake any tests and if preparation is required for these tests. Sufficient time should be provided to allow candidates to prepare. Where the use of a test is planned, advice is provided in the next section below.

Assessment Centres

For certain roles, including senior leadership roles, assessment centres including a range of assessment tools can be developed, including the tools above and additional tools such as group exercises and stakeholder panels. Please contact the Talent Team for further information.

7.7 Candidate Questions

The interview also provides an opportunity for candidates to get further information about the role, the team and the organisation. The Chair of the Panel should ensure that there is time for candidate questions, usually at the end of the interview.

7.8 Closing the Interview

At the end of each interview, candidates should be informed about the next steps, including when and how to expect a decision, and confirmation that their documentation has been checked and copied.

7.9 Using Interview Assessment Forms

The recruitment process must be objective and accurately documented. Any recruiting manager can be affected by bias and/or prejudice therefore it is essential that panel members are constantly aware of this.

It is recommended that the [Interview Assessment Form](#) is used to record the questions asked, the candidate responses and the overall assessment of each candidate. The form includes guidance on scoring of candidates, model answers and a recommendation to appoint or not.

This form will help panel members to deliberate systematically and concentrate on relevant facts and information rather than subjective feelings and unsubstantiated general impressions.

In addition, the completed forms will help panel members justify the choice of preferred candidate if the selection panel's decision is questioned, and can also be used to inform feedback to the unsuccessful candidates.

Recruiting Managers should record adequate information about each candidate on the Interview Assessment Form.

Upon completion of the selection process, recruiting managers should email the Interview Assessment Form for each candidate to askhr@aberdeencity.gov.uk. In the event of an enquiry or complaint being lodged, the details on the Interview Assessment Form can be used to demonstrate how a selection decision was arrived at showing what was taken into account.

Recruiting Managers should be aware that any information held about an individual is subject to the Data Protection Act 2018. Therefore, all information recorded must be justified, relevant to, and necessary for, the recruitment and selection process itself.

8. Making the Selection Decision

8.1 Selecting the Most Suitable Candidate

When all interviews are complete, the interview panel must reach a selection decision. The Interview Assessment Forms for each panel member, containing notes of each interview should be used to support decision making and to record the outcomes.

When making the decision, the panel needs to objectively determine the candidate who meets all of the job profile requirements and demonstrates that they have the necessary skills, expertise and behaviours to be successful in the role and deliver on the outcomes set out in the job profile. The selected candidate will then become the 'preferred candidate'.

The chair of the panel is responsible for conducting this discussion and for ensuring that each person on the panel has an opportunity to contribute.

Equality, Diversity and Inclusion Tip: Positive discrimination is not permitted under the Equality Act (2010) and whilst we have some positive action initiatives such as our guaranteed interview schemes, the final selection decision should be based on objective merit alone. There is one exception and that is for disability with the Equality Act (2010) stating that employers can lawfully treat job applicants who are disabled more favourably because of their disability than a non-disabled candidate. This means that selection processes can be adapted and a disabled candidate could be selected over a non-disabled candidate. Please seek advice from the Talent Team before making this decision.

8.2 Confirming Preferred Candidate Status

Once the selection decision has been made the chair of the panel should contact the preferred candidate to confirm the preferred candidate status and advise that the necessary pre-employment checks (referred to as preferred candidate checks) will now be undertaken, and that they will be subject to satisfactory completion of a 6 month probationary period. The HR Service Centre will be in contact with the candidate by email to commence the checks.

Please see section 9 below for details on preferred candidate checks.

The chair should make it clear that a formal job offer will only be made on completion of the preferred candidate checks. The preferred candidate should avoid terminating their current employment until this stage is complete.

It may also be necessary to discuss 'reasonable adjustments' to duties, working arrangements or premises in relation to a 'preferred candidate' with a disability.

8.3 Informing Unsuccessful Candidates

Once the recruiting manager has updated Talentlink with the interview outcomes, unsuccessful candidates will receive an automated email, confirming that they have been unsuccessful in the selection process and provided with a name and contact email address if they would like feedback.

Unsuccessful candidates may be disappointed with the outcome and for this reason it is good practice that feedback is offered. It is important that feedback is given honestly and with a developmental focus – outlining both where the candidate performed well and where they could improve for future.

9. Preferred Candidate Stage

Once the chair of the panel has contacted the preferred candidate and Talentlink has been updated, the HR Service Centre will commence preferred candidate checks.

The type of preferred candidate checks will depend on the nature of the role, and will have been captured at request to advertise stage on Talentlink. Each type of preferred candidate check is outlined in this section.

9.1 References

Reference(s) will be obtained at preferred candidate stage automatically via Talentlink. Testimonials provided by candidates from previous employers or personal contacts are not acceptable.

For internal candidates, references are not required, except where an internal candidate is moving to a role where the [Safer Recruitment Guidance](#) applies, in which case two references will be required.

For external candidates, one reference is required, except for roles which involve work with children or vulnerable adults, in line with Care Inspectorate and SSSC [Safer Recruitment Through Better Recruitment Guidance](#), where two references are required.

Reference(s) should not be provided by any member of the selection panel. Where this proves difficult, the chair of the selection panel should contact the Talent Team for advice.

One referee should be the candidate's current, or most recent, line manager. Where a candidate is unable to provide a reference from a current or previous line manager, i.e. a school leaver/graduate who has not had previous employment, then a reference from a suitable alternative source such as an educational reference (e.g. Teacher or Tutor) will be acceptable.

Information obtained from a reference should always be treated as confidential. However, due to our obligations under the Data Protection Act 2018, recruiting managers may be required to provide a candidate with a copy of a reference provided by their referee(s) on request. This is explained to referees within the reference request. Similarly, recruiting managers will be required to disclose such information to a statutory agency or employment tribunal if there is a complaint alleging discrimination.

Providing a Reference - if you are requested to provide a reference for an employee or former employee, please use the Aberdeen City Council [Corporate Reference Template and accompanying guidance](#) rather than the requesting employer's template.

9.2 Qualifications / Registrations

Where the job profile for a role sets out specific qualifications or registration requirements, it is essential that candidates are able to evidence that they have can meet these requirements. The recruiting manager must provide copies of the original documentation to the HR Service Centre, for retention in the employee's personal file.

9.3 Right to Work in the UK

In accordance with our legal duties under the Asylum & Immigration 1996, employers have a duty to ask potential employees to produce specific original documentation for checking and copying purposes, to evidence their right to live and work in the UK (see section 7.2). Under this legislation, an employer is deemed guilty of a criminal offence if it employs someone who is not legally entitled to work in the UK, or has the right to do the work on offer. The Council has in place guidance for managers on [Employing Foreign Nationals](#) to explain what documents employers must ask potential employees to produce in order to establish that they can legally work in the UK.

9.4 Pre-Employment Health Screening

Pre-employment health screening is carried out at preferred candidate stage for specific roles. On occasion, where health information is disclosed, there may be a need to refer a preferred candidate to the council's occupational health provider for confirmation of their medical fitness to undertake the role. For information, please contact the HR Service Centre.

No offer of employment should be made until confirmation of a satisfactory health check has been received.

9.5 Recruitment of Ex-offenders and Declaration of Criminal Convictions Checking Process

The Council's **Recruitment of Ex-offenders Policy Statement (see Appendix 2)** seeks to promote equality of opportunity for ex-offenders applying for employment with the Council.

The policy statement indicates the following:

'The Council actively promotes equality of opportunity for all with the right mix of talent, skills and potential, and welcomes applications from a wide range of candidates, including those with criminal records. The Council's recruitment and selection process will be based on skills, qualifications, experience and behaviours'.

Protecting Vulnerable Groups (PVG) Scheme

In line with the Protection of Vulnerable Groups (Scotland) Act 2007, if a role involves 'regulated work' with children or protected adults or both, a preferred candidate will require membership of the PVG Scheme. This information is held against the role within the HR / Payroll system and captured at the request to advertise stage on Talentlink.

As part of the preferred candidate check process, the candidate will be asked to complete the online PVG Scheme application form. If a check is unclear, the HR Service Centre will contact the recruiting manager to confirm the nature of the information contained within the certificate to enable a decision about a candidate's suitability to be determined.

For further support and advice on assessing unclear checks please see below.

Disclosure Scotland Checking Process – Standard or Basic level

Some specific roles require a Standard or Basic level Disclosure Check. This information is held against the role within the HR / Payroll system and captured at the request to advertise stage on Talentlink. Where relevant, the preferred candidate will be informed of the level of disclosure required (i.e. basic or standard), and the reason(s) for this when asked to complete the disclosure application form at preferred candidate stage.

On receipt of the outcome of the Disclosure Scotland check, a decision can then be made on the preferred candidate's suitability for the job applied for based on the relevance of the disclosure information contained in the certificate issued and the nature of the job.

Criminal Convictions Declaration Form

Where the role does not require a PVG or Disclosure check, the preferred candidate will be required to complete a Criminal Conviction Declaration Form, which will be sent to the preferred candidate as part of the pre-employment checks by the HR Service Centre.

Interpreting and Assessing Information on a PVG Outcome/ Disclosure Scotland Certificate/ Criminal Convictions Declaration Form

Upon receipt of the PVG Outcome / Disclosure Scotland Certificate / Criminal Conviction Declaration Form, the information should be read and reviewed.

If there are no convictions or other relevant non conviction or other government information, then the check can be deemed satisfactory.

If there are convictions, relevant non convictions or other government information detailed, recruiting managers must assess the relevance of any declared convictions for the preferred candidate against the nature of the work the job-holder would be required to do and the circumstances in which the work is carried out e.g. a theft conviction may relate to positions where the job-holder is required to handle money.

Where the conviction is relevant, the following points should be carefully considered:

- the length of time since the offence occurred
- the preferred candidate's age at the time of the offence
- whether the applicant has a pattern of convictions
- the nature and background to the offence
- whether their circumstances have changed since the offence was committed

If it is unclear from the information provided on the declaration form whether the conviction is relevant or not (e.g. this will often be the case in a 'breach of the peace' offence) the recruiting manager should contact the Talent team in the first instance for advice. Where required, the Talent team may advise that the preferred candidate is given the opportunity to provide additional information and clarification. Steps should be taken to verify any additional information shared and explanations provided. A record of the conversation should be completed.

Once all the information is gathered, the recruiting manager can make a decision with support from the Talent Team.

The PVG scheme record, or scheme record update may show that the individual is under consideration for listing. If the individual is external the offer of employment will be withdrawn. If internal, the individual will be progressed through the HR risk assessment process which dependant on the decision of Scottish Ministers as to whether the individual is listed or not, may result in termination of employment.

9.6 Temporary Dispensation Requests for PVG / Disclosure Scotland Checks

Where a role requires PVG membership or a basic or standard level Disclosure Scotland check, a preferred candidate should **not** commence employment until confirmation of a satisfactory check has been obtained and this is confirmed to the HR Service Centre.

It is recognised that there may be exceptional circumstances where a manager urgently requires a new employee or existing employee changing role, to commence employment in their workplace ahead of the PVG / Disclosure Scotland check being returned. Where this is the case, managers must follow the [PVG Disclosure Temporary Dispensation Procedure](#) to request consideration for a temporary dispensation.

It should be noted that this can only be used in exceptional circumstances, when consideration will be given to enabling an employee to commence employment prior to the outcome being received, on a case by case basis. This is only possible in very limited exceptional circumstances and only where the criteria set out in the procedure are met and the approval process set out within the procedure is followed and a full risk assessment is completed.

9.7 PVG Checks for Volunteers

On occasion, Council Services have opportunities for unpaid volunteers, undertaking volunteering activity within the Council. Where that volunteering activity involves regulated work with children and or vulnerable adults, a PVG check will be required. The Service engaging the volunteer will determine whether there is a requirement for a PVG check for the particular role and, if so, will notify the HR Service Centre so that the application can be completed.

Once the check has been undertaken and the result received and verified, the HR Service Centre will record it and inform the Service. **The volunteer can only commence their volunteering once the PVG check has been carried out and has been deemed satisfactory by the Service.**

When the volunteering activity ends the Service must notify the HR Service Centre as soon as possible to enable the individual's details to be removed and notify Disclosure Scotland to remove 'interested party status'.

9.8 Other Checks

Depending on the job role, there may be additional checks required. In these cases, the preferred candidate will be advised at pre-employment check stage the requirement for any such checks. These checks will be completed by the HR Service Centre and confirmed to the recruiting manager. Examples include the Baseline Personnel Security Standard (BPSS) which is the recognised standard for the pre-employment screening of individuals with access to government assets, or Police Scotland vetting checks for our employees accessing Police Scotland restricted areas.

If there is a change to the requirements of a role, which requires specific employment checks to be undertaken to adhere to this requirement, e.g. to access government assets any existing employees within the role will be advised of this and during the course an employee's role, the required checks will be undertaken at that stage.

In these circumstances, managers requiring specific employment checks to be undertaken must notify the HR Service Centre to make the arrangements.

10. Making the Job Offer and Confirming the Appointment

Once the preferred candidate checks are complete, the HR Service Centre will contact the recruiting manager to confirm this. The recruiting manager must confirm that they are all completed satisfactorily. At this point, the recruiting manager should contact the preferred candidate to make the formal job offer.

Where a preferred candidate verbally accepts the job offer, the recruiting manager should notify the HR Service Centre who will complete the appointment process and prepare the necessary contractual documents.

The successful candidate is asked to review the contractual documents and return a signed copy to the HR Service Centre to be retained in the employee's personal file.

As part of the onboarding process, recruiting managers should keep in regular contact with their preferred candidate(s) during this pre-employment stage to ensure they are kept up-to-date and feel welcomed to the organisation and team.

The terms and conditions of employment for all new employees (excluding teachers & those on SNCT conditions) will confirm that the appointment is subject to a probationary period. The probationary period is a supportive and structured process and the Probationary Period guidance has been developed to help managers to ensure it is applied in a fair and consistent manner. This will run in tandem with a comprehensive induction, regular 1-2-1 meetings with the line manager

and an annual appraisal as part of continuous review and development (CR&D). Please see the [Probationary Period Guidance and Templates](#) for full details on the process.

11. Recruitment and Selection Complaints Process

While the Council seeks to ensure that the recruitment and selection of employees provides equality of opportunity for all applicants, it has to be recognised that, occasionally, an unsuccessful applicant may feel aggrieved by failure to be shortlisted or appointed.

Section 8.3 above sets out guidance about providing feedback to candidates which may reduce the likelihood of a complaint, and recruiting managers are strongly encouraged to provide feedback.

The following procedures set out how external applicants can make a complaint and the procedure for managers in how we handle recruitment complaints. Please note that internal applicants may also use this procedure or alternatively raise a grievance under the Managing Grievances policy. A People and Organisational Development Adviser will provide advice as required.

[Procedure for Applicant Wishing to Make a Recruitment Complaint](#)

[Procedure for Dealing with a Recruitment Complaint](#)

12. Pension Auto Enrolment

12.1 Safeguards - Duty on Employers

Under the Auto-enrolment regulations there is a duty on employers to apply safeguards to individuals. The safeguards are intended to protect individuals, meaning there are certain things the employer must not do, both before a person starts working for them and once that person is a member of a pension scheme with that employer.

The safeguard in relation to the recruitment process is as follows:-

‘The employer must not ask any questions or make any statements that either states or implies that an applicant’s success will depend on whether they intend to opt out of the pension scheme. This is known as prohibited recruitment conduct.’

Such a question or statement (whether verbal or written) could arise in the course of any one of the following:

- During the process of advertising the job or inviting job applications
- During the interview or other selection process
- During the process of asking for information (including any information requested from referees or others) in relation to an application
- Providing information about employment

- Whilst informing on terms or conditions of employment

Those involved in recruitment and selection must therefore comply with the above.

Appendix 1

Additional Specific Guidance when undertaking Recruitment and Selection for Teaching Roles

In addition to the Corporate Recruitment and Selection guidance within this document, which applies to all vacancies, the following additional guidance applies specifically when undertaking recruitment and selection to any teaching role (including promoted teaching roles).

The Selection Process

- The Council's application process asks applicants to confirm any relationship with any senior officer or Elected Member of the Council. In addition, applicants for teaching vacancies, should also confirm any relationship with a Parent Council member on their application form. Where there is any uncertainty a recruiting manager should contact the Talent team.
- For Teaching vacancies, the selection process will comprise a selection panel interview with set and follow-up questions.
- For promoted Teaching vacancies, the selection process will include a selection panel interview with set and follow-up questions and may include other selection tools such as a presentation, a focus group of young people, for example.
- In accordance with the relevant legislation, managers involved in the appointment of Head Teacher and Depute Head Teacher posts must ensure that appropriate recruitment and selection training is made available for Parent Council members, or their representatives, who will be involved in the recruitment process. Please contact NikPaterson@aberdeencity.gov.uk for any questions relating to Parent Council training.

Selection Panel Composition

- For reasons of legal accountability, a selection panel would not normally include anyone who is not an employee of Aberdeen City Council. An exception to this is for appointments to teaching jobs where there is a legal requirement to include certain individuals who are not employees of the Council (see table below) and for the appointment of Chief Officers where Elected Members are involved in the selection process.
- The composition of Selection Panels for teaching appointments (referred to as the appointment committee in School Boards legislation) is set out in the table below. [Please note that for Head Teacher and Depute Head Teacher posts the selection process will be undertaken in accordance with the Parental Involvement in Head Teacher and Depute Head Teacher Appointments (Scotland) Regulations 2007]:

Job Title	With Parent Council	No Parent Council
Head Teacher	1 or 2 senior managers (Service Manager level or above) Head Teacher - another school Local or other Elected Member (see note below) Sufficient Parent Council members to ensure they form at least 1/3 of the panel (where they wish to attend)	1 or 2 senior managers (Service Manager level or above) Head Teacher - another school Local or other Elected Member (see note below)
Depute Head Teacher	1 or 2 senior manager(QIO level or above) Head Teacher (chair) Local or other Elected Member (see note below) Sufficient Parent Council members to ensure that they form at least 1/3 of the panel (where they wish to attend)	1 or 2 senior managers (QIO level or above) Head Teacher (chair) Local or other Elected Member (see note below)
Principal Teacher/Faculty Head (Secondary)	Head Teacher of the school Senior Leadership Team member Principal Teacher/Faculty Head - another school	• N/A
Principal Teacher (Primary)	Head Teacher of the school Senior Leadership Team member Principal Teacher - another school	• N/A
Secondary Teacher	Head Teacher of the school Senior Leadership Team member Relevant Principal Teacher	• N/A
Primary/Special Teacher	Head Teacher of the school A minimum of 2 Senior Leadership Team members (from another school if required)	• N/A
Relief Teacher (Secondary)	2 Senior Leadership Team members Principal Teacher/Faculty Head of the subject - any school	• N/A

Relief Teacher (Primary/Special)	• 2 Senior Leadership Team members – any school or appropriate education central team members (GTCS registered)	• N/A
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Please Note:

In multi member wards, officers will contact all members for the ward giving proposed dates for meeting and interviews for Head Teacher and Depute Head Teacher posts and invite elected members to advise their availability to support the process. Officers will ensure that all elected members for the ward in which the school is located in, are offered an equal opportunity to be involved in the recruitment process.

- For Head Teacher and Depute Head Teacher posts, all members of the panel are entitled to vote. The chair of the panel will have the casting vote in the event of panel members voting equally for different candidates. Appointment panels should aim where possible to reach a consensus on the best candidate for the post. A record should be kept of the way each panel member has voted.
- The inclusion of a “peer” for promoted teaching post interviews is designed to enable a moderating role while providing valuable staff development opportunities. Selection panels for appointments to Roman Catholic Schools will additionally include a Church representative who is also entitled to vote.

Appendix 2 - Recruitment of Ex-offenders Policy Statement

1. Policy Statement

[The Code of Practice](#), published by Scottish Ministers under section 122 of Part V of The Police Act 1997 (“the 1997 Act”) places obligations on recipients of disclosure information (registered bodies, counter signatories and other recipients) issued under the 1997 Act and the Protection of Vulnerable Groups (Scotland) Act 2007 (“the 2007 Act”).

The Council fully complies with the Code of Practice, the 1997 and 2007 Acts in relation to the treatment of individuals who are subject to Disclosure checks.

The Council undertakes to treat all applicants for positions fairly and not to discriminate unfairly against the subject of a Disclosure on the basis of convictions or other information revealed.

A copy of this Policy Statement will be made available to anyone who requests a copy.

2. Policy Principles

The Council is committed to equality of opportunity, to following recommended practices, and to providing a service which is free from unfair and unlawful discrimination. It ensures that no applicant or member of staff is subject to less favourable treatment on the grounds of their offending background unless it is strictly necessary due to the nature of the post sought.

The Council actively promotes equality of opportunity for all with the right mix of talent, skills and potential, and welcomes applications from a wide range of candidates, including those with criminal records. The selection of candidates for interview will be based on skills, qualifications, experience and behaviours.

The Council will request a Disclosure Scotland check only where this is considered proportionate and relevant to the particular position. This will be based on a thorough risk assessment of that position and having considered the relevant legislation which determines whether or not a Basic or Standard Disclosure under the 1997 Act or a PVG Scheme Record under the 2007 Act is applicable for the position in question.

Where a Disclosure application or request is deemed necessary for a position, individuals will be made aware that the position will be subject to a Disclosure Scotland check and that the nature of the position entitles us to ask about spent or unspent convictions. The Council will request the individual selected as the preferred candidate to undergo the appropriate Disclosure check.

The Council undertakes to discuss any matter revealed in a certificate under the 1997 Act or a Scheme Record issued under the 2007 Act, with the subject of that Disclosure before a decision is made.

The Council undertakes to ensure an open and measured discussion on the subject of any offences or other matters that might be considered relevant for the position concerned. Failure to reveal

information that is directly relevant to the position sought could affect an individual's application for employment or lead to their dismissal.

The Council will ensure that all those who are involved in the recruitment process have been suitably trained to identify and assess the relevance and circumstances of Disclosure information. It will also be ensured that they have received appropriate guidance and training in the relevant legislation relating to employment of ex-offenders (e.g. the Rehabilitation of Offenders Act 1974)

In line with the Rehabilitation of Offenders Act 1974, the Council will only ask about convictions which are defined as "unspent" in terms of that Act, unless the nature of the position is such that it is legally entitled to ask questions about an individual's entire criminal record, subject to rules.

The Council undertakes to make every subject of a Disclosure aware of the existence of the Code of Practice, a copy of which can be obtained from the Disclosure web site by following this link <https://www.mygov.scot/disclosurehttps://www.mygov.scot/disclosure-code-of-practice/code-of-practice/>

Having a criminal record will not necessarily exclude an individual from working with Aberdeen City Council. This will depend on the nature of the role, together with the circumstances and background of the offences committed.