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<b>Report To:</b>	<b>Policy &amp; Resources Committee</b>	<b>Date:</b>	<b>9 August 2016</b>
<b>Report By:</b>	<b>Head of Organisational Development Human Resources &amp; Communications</b>	<b>Report No:</b>	<b>HR/19/16/SM</b>
<b>Contact Officer:</b>	<b>Barbara McQuarrie</b>	<b>Contact No:</b>	<b>Ext 2845</b>
<b>Subject:</b>	<b>Composition of Recruitment Panels</b>		

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## 1.0 PURPOSE

- 1.1 The purpose of this report is to seek the approval of the Policy and Resources Committee to revise the wording of the Council's Recruitment and Selection policy in relation to gender balance on the Council's recruitment panels. This follows the submission of a report by the Head of Legal & Property Services to the Policy & Resources Committee on 22 March 2016, advising of a request from Councillor Jones that a report be prepared by the Head of Organisational Development, Human Resources & Communications in relation to gender balance in all appointment panels.
- 1.2 This report also addresses a request from the Policy and Resources Committee on 17 May 2016 that a report be brought back to the Committee on the composition of recruitment panels in relation to political representation.

## 2.0 SUMMARY

- 2.1 The Council's current Recruitment & Selection Policy includes the undernoted wording on Panel Composition in relation to gender:

"In respect of the Council's Equal Opportunities Policy, every effort should be made to have an appropriate panel composition in relation to the gender of the candidates to be interviewed. It is the Council's policy to make every effort to ensure that interview panels are balanced with at least one male and one female member."

- 2.2 Additional wording to our policy around the gender balance of recruitment panels is recommended at paragraph 5.2 of this report which will reinforce the Council's commitment to strive to achieve a gender balance on all interview panels.
- 2.3 Section 5 of this report also considers the political balance of recruitment panels for Chief Officer appointments and confirms the position in relation to the current political make-up of the Council.

## 3.0 RECOMMENDATIONS

- 3.1 It is recommended that the Policy & Resources Committee:
- agree the revised wording of the Recruitment & Selection Policy, in relation to Recruitment Panels, outlined at Paragraph 5.2;
  - agree that where possible, a gender mix is achieved on Director and Head of Service appointment panels as outlined in paragraph 5.3;

- c) note the political composition of recruitment panels based on the existing make-up of the Council as outlined in the table at Appendix 1 and agree that panel composition should reflect the 'Administration/Minority Groups' as detailed in the 'shaded' Column 4 of the table;
- d) endorse the process for HSCP Joint appointments as outlined in paragraph 6 which will be submitted to the Integration Joint Board for approval, and;
- e) agree the Recruitment and Selection Policy for the Chief Executive and Chief Officers as set out in Appendix 2.

**Steven McNab**  
**Head of Organisational Development,**  
**Human Resources and Communications**

## **4.0 BACKGROUND**

- 4.1 The Council has a duty to ensure that job applicants are not subject to discrimination on the grounds of sex, marital status, civil partnership status, trans-gender status, pregnancy, sexual orientation, race, religion or belief, disability and age. Decisions on recruitment and selection should be based on objective, job related criteria. The Council seeks to ensure best practice and in so doing, ensure compliance with relevant legislation. To avoid any potential claims of unfair treatment or bias we have a policy of having, where practicable, male and female staff on the recruitment panel, and we require panel members to be trained in recruitment and selection.
- 4.2 The purpose of this report is to seek the approval of the Policy and Resources Committee to revise the wording of the Council's Recruitment and Selection policy in relation to gender balance on the Council's recruitment panels. This follows the submission of a report by the Head of Legal & Property Services to the Policy & Resources Committee on 22 March 2016, advising of a request from Councillor Jones that a report be prepared by the Head of Organisational Development, Human Resources & Communications in relation to gender balance in all appointment panels.
- 4.3 This report also addresses a request from the Policy and Resources Committee on 17 May 2016 that a report be brought back to the Committee on the composition of recruitment panels in relation to political representation.

## **5.0 PROPOSALS**

- 5.1 It is proposed that the existing wording outlined in paragraph 2.2 would remain as part of the Recruitment and Selection Policy but that the following three paragraphs be added to support the achievement of a gender balance on all Council Recruitment Panels:
- 5.2 "In appointment panels, for which recruitment is delegated to officers, it is the role of the Chairperson to ensure that appointments are run in accordance with the Recruitment Procedure and all attempts are made to achieve a gender balance on interview panels.

Where the Recruitment Panel consists of a panel of elected members and/or parent councils, such appointment panels should strive for gender balance and both male and female recruiters should be on each Panel or where that is not practicable, an HR representative/other officer of appropriate gender should be in attendance to advise the Panel.

There may be occasions where an elected member panel composition is fixed based on the principle of political balance and a gender mix may not be possible. In circumstances where it is not possible to have a gender mix on an elected member recruitment panel an additional officer of appropriate gender should attend the panel in an advisory or observing capacity to ensure transparency in the recruitment process."

- 5.3 As outlined in the table in Appendix 1, for Director and Head of Service appointments, based on the current political make-up of the Council, a female member may be present on the panel representing the Liberal Democrat / Independent / Conservative groups. Until such time as there is a greater gender balance amongst council members it is proposed that, where possible, a gender mix be attained through a nomination from this group.
- 5.4 The table in Appendix 1 details the current established policy in terms of the number of elected members involved in recruitment panels for Chief Officer appointments. Where members have representation on recruitment panels, this should be in accordance with the principle of political balance. The table indicates the political representation of panels based on the current make-up of the Council and it is recommended that panels are composed based on the 'shaded' column 4 of the table.

5.5 The existing council policy for chief officer appointments was agreed in April 2006 by the Policy and Strategy Committee. This has now been refreshed to include some key principles around equality and diversity and is attached at Appendix 2 for approval.

## **6.0 Recruitment of Senior Management Staff to HSCP Joint Posts**

6.1 Joint appointments within the HSCP do not fall within the normal policy for Council Chief Officer appointments. However, a process was established and agreed under the former CHCP Scheme of Establishment. With the creation of the HSCP and the Integration Joint Board (IJB), the composition of recruitment panels for joint appointments now requires to be refreshed.

6.2 It is recommended that the composition of the recruitment panel for the appointment to the position of Corporate Director HSCP is as follows:

- Two Councillor representatives from the IJB,
- Two non-executive members of Greater Glasgow & Clyde Health Board, the Chair and one other
- The Council Chief Executive
- The Chief Executive of the Greater Glasgow & Clyde Health Board

The chairperson of the appointment panel would normally be the Chairperson of the IJB.

6.3 It is recommended that the composition of the recruitment panel for the appointment to the position of HSCP Head of Service is as follows:

- Two Councillor representatives from the IJB,
- Two non-executive members of Greater Glasgow & Clyde Health Board
- The Council Chief Executive or their representative
- The Chief Executive of the Greater Glasgow & Clyde Health Board or their representative
- Corporate Director HSCP

The chairperson of the appointment panel would normally be either the Council Chief Executive or Health Board Chief Executive.

6.4 It is proposed that the Policy and Resources Committee endorse the above process for HSCP joint appointments and note that a report will be submitted to the Integrated Joint Board for approval.

## **7.0 IMPLICATIONS**

### **Finance**

7.1 Financial Implications:

One off Costs

<b>Cost Centre</b>	<b>Budget Heading</b>	<b>Budget Years</b>	<b>Proposed Spend this Report £000</b>	<b>Virement From</b>	<b>Other Comments</b>
N/A					

Annually Recurring Costs/ (Savings)

<b>Cost Centre</b>	<b>Budget Heading</b>	<b>With Effect from</b>	<b>Annual Net Impact £000</b>	<b>Virement From (If Applicable)</b>	<b>Other Comments</b>
N/A					

**Legal**

7.2 As outlined in the report.

**Human Resources**

7.3 As outlined in the report.

**Equalities**

7.4 Has an Equality Impact Assessment been carried out?

YES (see attached appendix)

NO - This report does not introduce a new policy, function or strategy or recommend a change to an existing policy, function or strategy. Therefore, no Equality Impact Assessment is required.

**Repopulation**

7.5 N/A

**8.0 CONSULTATIONS**

8.1 Trade Union consultation will take place on the review of the Councils wider Recruitment & Selection Policy which will incorporate the amended wording on composition of recruitment panels as part of our normal consultative processes. It should also be noted that the Recruitment and Selection Policy for Chief Executive and Chief Officers attached at Appendix 2 may be subject to change following this consultation process. Any changes will be reported back to committee in due course.

**9.0 LIST OF BACKGROUND PAPERS**

9.1 N/A

## APPENDIX 1

The table below details the current established policy in terms of the number of elected members involved in recruitment panels for Chief Officer appointments. Where members have representation on recruitment panels, this should be in accordance with the principal of political balance. The table below indicates the political representation of panels based on the current make-up of the Council and it is recommended that panels are composed based on the shaded column 4 below.

	Number of elected members on panel	Council Leader	Political Balance (Per Administration / Minority Groups)	Political Balance (Per Administration / others)	Officers (with voting rights)
Chief Executive (final interview only)	20	Yes*	20	20	None
Director	6	Yes*	3 Labour Group (2.7) 2 SNP Group (1.8) 1 Lib Dem/Indept/Cons Group (1.5) <u>6</u>	3 Labour Group (2.7) 3 Minority Group (3.3) <u>6</u>	Chief Executive
Head of Service	3	No	1 Labour Group (1.35) 1 SNP Group (0.9) 1 Lib Dem/Indept/Cons Group (0.75) <u>3</u>	1 Labour Group (1.35) 2 Minority Group (1.65) <u>3</u>	Chief Executive* Line Manager plus one other director

\*Chair of Appointment Panel

In terms of established Council policy it should be noted that for Directors appointments, the Council Leader chairs the panel and the panel includes the Chief Executive and the relevant committee chairperson. For Heads of Service appointments the Chief Executive chairs the panel which should also include the relevant committee chairperson and two Directors. An HR Advisor would also be present on the above appointment panels.

*Organisational Development, Human Resources & Communications*

# ***RECRUITMENT AND SELECTION POLICY (Chief Executive & Chief Officers)***

Produced by:

*Policy Development*

*Organisational Development, Human Resources and Communications*

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2016



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## **1 INTRODUCTION**

### **1.1 General**

- 1.1.1 Inverclyde Council is committed to promoting fair, consistent and safe recruitment and selection practices and to ensuring all employees have the necessary skills, aptitudes and knowledge to deliver an excellent standard of customer service to the residents of Inverclyde.

### **1.2 Aims of Policy**

- 1.2.1 The aims of the policy are to ensure that the principles of fair, consistent and safe recruitment and selection are understood by applicants and Council employees and to ensure the best candidate for the post is appointed based on relevant skills, expertise and qualifications. It is to be used in conjunction with the Authority's General Policy & Procedures on Recruitment & Selection.

### **1.3 Key Principles**

#### **1.3.1 Equality & Diversity**

Inverclyde Council is an equal opportunities employer. The aim of the Council's policy is to ensure that no job applicant or employee receives less favourable treatment on any grounds including gender, gender reassignment, sexual orientation, marital or civil partnership status, colour, race, nationality, ethnic or national origins, religion or belief, age, pregnancy or maternity leave, trade union membership, caring responsibilities, background or social status or is disadvantaged by conditions or requirements which cannot be shown to be justifiable.

#### **1.3.2 Gender Balance**

In respect of the Council's Equal Opportunities Policy, every effort should be made to have an appropriate panel composition in relation to the gender of the candidates to be interviewed. It is the Council's policy to make every effort to ensure that interview panels are balanced with at least one male and one female member.

In appointment panels, for which recruitment is delegated to officers, it is the role of the Chairperson to ensure that appointments are run in accordance with the Recruitment Procedure and all attempts are made to achieve a gender balance on interview panels.

Where the Recruitment Panel consists of a panel of elected members and/or parent councils, such appointment panels should strive for gender balance and both male and female recruiters should be on each Panel or where that is not practicable an HR representative/other officer of appropriate gender should be in attendance to advise the Panel.

There may be occasions where an elected member panel composition is fixed based on the principle of political balance and a gender mix may not be possible. In circumstances where it is not possible to have a gender mix on an elected member recruitment panel an additional officer of appropriate gender should attend the panel in an advisory or observing capacity to ensure transparency in the recruitment process.

## 2 COMPOSITION OF PANELS

### 2.1 Chief Executive Post

The Chief Executive will be appointed following a final interview with all members of the Council. This is appropriate given that the Council is not excessively large and a Head of Paid Service who is put into post on a significant majority vote of the whole council has a helpful mandate from the outset.

### 2.2 Director Posts

For each Director post, a recruitment panel comprising of the Council Leader plus 5 elected members, along with the chief Executive should be used, all with equal voting rights. The Council Leader will chair the Panel for Corporate Director appointments. The elected members on the panel should include the committee chairperson.

### 2.3 Head of Service Posts

For Heads of Service appointments the Chief Executive chairs the panel which should comprise:

- The Chief Executive
- The Director who is line manager
- One other Director as agreed by Corporate Management Team
- Three members of the Council, including relevant chairperson

**Note** For the Chief Executive and all Chief Officer Posts, where members have representation on recruitment panels, this should be in accordance with the principal of political balance.

An HR Advisor would also be present on the appointment panels, in an advisory capacity.

Elected members will not be involved in the selection of Third Tier posts i.e Service Manager level or below.

### 2.4 The table below summarises the composition of recruitment panels for senior management appointments.

Level of Post	Council Leader	+ Members	Officers
Chief Executive	Yes*	All other elected members	None
Director	Yes*	One quarter of Council (5 members)	Chief Executive
Head of Service	No	Three members	Chief Executive,* Line manager, Plus one other Director
Service Manager (3 <sup>rd</sup> Tier)	No	No	Director Line Manager + HR Rep

\*Chair of appointment panel  
HR = Human Resources

### **3 RECRUITMENT OF SENIOR MANAGEMENT STAFF TO HSCP JOINT POSTS**

#### **3.1 General**

3.1.1 Joint appointments within the HSCP do not fall within the normal policy for Council Chief Officer appointments. Following the creation of the HSCP and the Integration Joint Board (IJB), the composition of recruitment panels for joint chief officer appointments should be as detailed below.

3.1.2 The composition of the recruitment panel for the appointment to the position of Corporate Director, (Chief Officer) HSCP is as follows:

- Two Councillor members from the Inverclyde IJB
- Two Greater Glasgow & Clyde non-executive members from Inverclyde IJB
- The Chief Executive of the Greater Glasgow & Clyde Health Board

The chairperson of the appointment panel would normally be either the Council Chief Executive or Health Board Chief Executive.

3.1.3 The composition of the recruitment panel for the appointment to the position of HSCP Head of Service is as follows:

- Two Councillor members from the IJB
- Two Greater Glasgow & Clyde non-executive members from Inverclyde IJB
- The Council Chief Executive or their representative
- The Chief Executive of the Greater Glasgow & Clyde Health Board or their representative
- Corporate Director HSCP

The chairperson of the appointment panel would normally be either the Council Chief Executive or Health Board Chief Executive.

3.1.4 The ownership for the recruitment & selection process of this type of post may rest with either of the parties jointly responsible for the post (Council or Health). Applicants will therefore be subject to the recruitment & selection policy & procedures of the organisation responsible for filling the vacancy.

### **4 SELECTION PROCEDURES TO BE FOLLOWED BY PANELS**

#### **4.1 Process**

4.1.1 Candidates will be selected for final interview on the basis that they are considered suitable for appointment to the post.

4.1.2 The selection panels will be involved in the short-listing process. Shortlisting for interview will be based on the essential and desirable criteria for the post as set out in the person specification ensuring that the process is free from discrimination.

4.1.3 The format of the recruitment interview should involve candidates delivering a short presentation on a given topic, followed by a series of set questions.

- 4.1.4 The use of Peer Panel Appraisal from staff who will be working with and to the new post-holder should be part of the recruitment process for chief officer appointments. This will provide additional information for the interview panel to consider and weigh in the balance when selecting the individual for appointment.
- 4.1.5 Consideration may also be given to use Occupational Personality Questionnaires for Chief Executive and Director level appointments.
- 4.1.6 All appointment panels for Chief Executive and Chief Officer Posts should go through a process of selection by secret ballot, with the chair of the panel moving through successive ballots (when required) which eliminate the candidates(s) with the smallest vote until a two-thirds majority is achieved.