

## **Recruitment and Selection - Managers Guidance**

### **Choosing and Confirming the Preferred Candidate**

Once you have interviewed all the candidates, and concluded the selection process, you will have all the material you need to make a decision.

You will sometimes have prior knowledge of some of the candidates. These candidates must be treated in exactly the same way as all other candidates. Only information gained during the current recruitment process should be used to make the appointment decision.

The selection decision should be made as soon as possible after the last candidate has been seen, on the same day if possible.

The members of the panel should have assessed each candidate individually, as the interviews progressed. At the end of the process they should convene, to discuss jointly which candidate was the strongest and which, if any, were less strong but still appointable. Make sure you compare candidates with the selection criteria not each other. If there is no-one who is suitable, do not be tempted to make an appointment anyway. It may be best not to appoint anyone and re-advertise the position. If you are interviewing a priority candidate who is at risk you must consider if they could meet all the essential criteria either immediately or with a reasonable amount of training and if so appoint them without considering other candidates. If you decide not to appoint a person who is at risk you will need to discuss this with HR before you are able to offer the post to any other candidate.

Once you have come to a decision, the normal procedure is for the chair of the panel to contact the successful candidate by telephone to offer them the post, making it clear that the offer is subject to the satisfactory completion of the pre-employment checks (e.g. medical questionnaire, references, DBS as appropriate). For jobs which require a DBS check, if the successful candidate has worked or lived abroad in one country for 6 months or longer, a Certificate of Good Conduct will be required in addition to the DBS check. You should check the successful candidate's application form for the answer to the question about living or working abroad and ask them for details if necessary. The DBS team in the Shared Services Centre will be able to assist you in this. If the applicant has spent 6 months or longer abroad but has been moving about between different countries spending less than 6 months in any one country, there is no need for them to apply for a Certificate of Good Conduct.

You should advise candidates not to resign from their current post until they have received a confirmed offer in writing. If the preferred candidate does not take up the

appointment, any decision to offer the job to the second choice appointable applicant must be taken by the whole panel.

The chair of the panel should also contact each of the unsuccessful candidates who have been interviewed as soon as possible to inform them of the panel's decision and to offer feedback if requested. If the first choice candidate later pulls out of the procedure for whatever reason, you may wish to keep the contact details of the second and third choice candidates, if they were also appointable, in case you want to offer them the position later on.

Unsuccessful candidates may request feedback by telephone or written reasons for their non-selection to provide them with constructive information to help them with future applications. It is important that you give this proper attention so that this is meaningful and helpful in order that the candidate can improve in future. It provides good development for internal staff and gives a good impression of Derbyshire County Council to external candidates. If having followed this procedure the candidate is not satisfied with the decision of the panel or the process followed, they should write to the Director of Organisation Development and Policy setting out the grounds of their complaint and detailing where the council's procedures have not been followed. The Director of Organisation Development and Policy will undertake an investigation and communicate the findings to the candidate.

Once you have contacted candidates and the successful candidate has accepted the post, you should, within one working day, aim to update the Recruit system (see Recruit system guidance – After the interview/selection process) which will enable the Shared Services Centre to progress the appointment.

You will need to provide the successful candidate's interview notes. You will need to scan these and attach them to the successful candidate's record in Recruit. It is an audit requirement that the interview notes of the successful candidate are held on their personal file. You should retain the other interview documentation (e.g. interview notes from unsuccessful candidates) along with copies of the application forms for a period of 12 months after the recruitment is finalised or where covered by Warner considerations for 12 months after the successful candidate has started in post, after which time you must destroy them as confidential waste.

You will need to provide the position number for the post to be filled by the successful candidate. You should already have the position number as you will have entered this in Recruit when you placed the advert. If you are making more than one appointment or if there has been a change to the position number for any reason you should enter the correct number for that successful candidate. If you do not have a valid position number, you should use the 'Staffing and positions combined report' available through Workplace Manager self service, BW reports to identify which

position number to use, or contact a member of the pre-contractual screening team at the Shared Services Centre for advice.

Please refer to other sections of guidance for more detail on references, other pre-employment checks and Asylum and Immigration.